

Annual Evaluation Review 2008

Summary Information on
Evaluations in the European Commission

April, 2009

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INTRODUCTION

This Annual Evaluation Review provides summary information on the results of more than hundred evaluations and related studies completed in 2008. It includes:

- **Section 1: Overview of evaluations completed in 2008**

This overview lists the titles of the available evaluations in order of Activity Based Budgeting Activity within each Policy Area.

- **Section 2: Retrospective evaluations**

This section provide fact sheets for 92 retrospective evaluations (i.e. interim and ex post evaluations), with information on their findings, conclusions and recommendations.

It also includes 11 evaluation-related studies (mainly reviews of specific aspects of the performance of activities, but also studies to support monitoring and evaluation).

- **Section 3: Prospective evaluations**

There are fact sheets for 15 prospective evaluations in support of proposals for new or renewed EU interventions (including ex ante evaluations¹, feasibility studies and other preparatory studies).

In addition to these studies the Commission carried out 133 impact assessments in 2008 which are available at http://ec.europa.eu/governance/impact/cia_2008_en.htm .

The Review does not include evaluations of the individual projects within a programme or evaluations carried out in the Member States (e.g. evaluation of national level programmes in the context of the Structural Funds) or by the decentralised EU agencies.

¹ Ex ante evaluations are carried out according to Article 21(1) of the Implementing rules to the Financial Regulation [Commission Regulation (EC, Euratom) No 2342/2002 of 23.12.2002 (OJ L 357, 31.12.2002) as amended by Commission Regulation (EC, Euratom) No 1248/2006 of 07.08.2006 (OJ L 227, 19.08.2006)]

SECTION 1: OVERVIEW OF EVALUATIONS COMPLETED IN 2008¹

This section lists the titles of the available evaluations, organised by Policy Area and subsequently by ABB-activity².

The different types of studies (cf. the introduction) are indicated as follows: retrospective evaluations are in plain script, prospective evaluations are indicated by italic script and evaluation-related studies by an asterisk.

¹ A similar overview, also organised according to the headings of Activity Based Budgeting and going back to 2002 is available at http://ec.europa.eu/budget/documents/evaluation_en.htm

² Activities without budget line (AWBL) are also indicated where relevant for evaluation.

01 – Economic and Financial Affairs		
ABB-ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
01 02	Economic and monetary Union	<ul style="list-style-type: none"> • Evaluation of Information and Communication activities (PRINCE Programme) • Evaluation of the Forecasting services of DG ECFIN • Evaluation of the Integrated Guidelines Package (IGP)
01 03	International economic and financial affairs	<ul style="list-style-type: none"> • Ex-post evaluation of Macro-Financial Assistance operations in Albania • Ex-post evaluation of Macro-Financial Assistance operations in Serbia-Montenegro
01 04	Financial operations and instruments	

02 – Enterprise		
ABB-ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
02 02	Competitiveness, industrial policy, innovation and entrepreneurship	<ul style="list-style-type: none"> • Evaluation of the Implementation of the Think Small First Principle • Evaluation of Policy Promotion of Women Innovators and Entrepreneurship
02 03	Internal market for goods and sectoral policies	<ul style="list-style-type: none"> • Evaluation of the Feasibility of a Consumer Safety Mark
02 04	Cooperation — Space and security	<ul style="list-style-type: none"> • Evaluation of FP6 (Sixth Framework Programme) Space and Innovation Activities (ENTR)

03 – Competition		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
03 03	Cartels, anti-trust and liberalisation	
03 AWBL-03	Control of State aid	
03 AWBL-04	Merger control	

04 – Employment and social affairs		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
04 02	European Social Fund	<ul style="list-style-type: none"> • Analysis of the relevance and reliability of available information for the ex post evaluation of European Social Fund (2000-2006) • Evaluation of EQUAL Learning Platforms 2007-2008 • Overview of the 2007-2013 European Social Fund Operational Programmes*
04 03	Working in Europe: social dialogue and mobility	<ul style="list-style-type: none"> • Evaluation of the European Year for Worker's Mobility. Towards a European Labour Market
04 04	Employment, social solidarity and gender equality	
04 05	European Globalisation Adjustment Fund (EGF)	

04 06	Instrument for Preaccession (IPA) Human resources development	
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05 – Agriculture and Rural Development		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
05 02	Interventions in agricultural markets	<ul style="list-style-type: none"> • Evaluation of measures in the dried fodder sector • Evaluation of measures regarding producer organisations in the fruit and vegetable sector • Evaluation of the environmental impacts of milk quotas • Evaluation of the set aside measure 2000 to 2006 • Evaluation of the system of entry prices and export refunds in the fruit and vegetables sector
05 03	Direct aids	<ul style="list-style-type: none"> • Evaluation of the activation of direct payments on fruit and vegetables land in the regional model (covered also by 05 AWBL-01: Administrative support for Agriculture Directorate-General) • Evaluation of the environmental impacts of Common Agricultural Policy measures and direct support measures related to beef & veal and milk sectors • Evaluation of the market measures in the beef and veal sector
05 04	Rural development	<ul style="list-style-type: none"> • Synthesis of ex ante evaluations of rural development programmes 2007-2013
05 05	Pre-accession measures in the field of agriculture and rural development	
05 06	International aspects of Agriculture and rural development policy area	
05 07	Audit of agricultural expenditure	

05 08	Policy strategy and coordination of "Agriculture and Rural Development" policy area	
05 AWBL-01	Administrative support for Agriculture Directorate-General	<ul style="list-style-type: none"> • Evaluation of the Common Agricultural Policy on protected designations of origin and protected geographical indications

06 – Energy and Transport		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
06 02	Inland, air and maritime transport	<ul style="list-style-type: none"> • Cost-effectiveness study concerning the externalisation of programme management tasks related to the second "Marco Polo" Program
06 03	Trans-European networks	
06 04	Conventional and renewable energies	<ul style="list-style-type: none"> • Midterm Evaluation of the Sustainable Energy Europe Campaign (2005-2008)
06 05	Nuclear energy	
06 06	Research related to energy and transport	
06 07	Security and protection of energy and transport users	

07 – Environment		
ABB ACTIVITY		EVALUATION PROJECTS
N°	HEADING	
07 02	Global environmental affairs	

07 03	Implementation of Community environmental policy and legislation	<ul style="list-style-type: none"> • Evaluation of European Mobility Week Campaign 2002-2008 • Evaluation of the impact of "Green Week" 2000-2006 • Review of the implementation of the Regulation on Substances that Deplete the Ozone Layer • Evaluation of impact of LIFE communication • Study on the establishment of indicators to assist the monitoring of measures financed by LIFE+*
07 04	Civil protection	
07 05	New Policy initiatives based on the Community environment action programme	

08 – Research		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
08 02	Cooperation — Health	
08 03	Cooperation — Food, agriculture and fisheries, and biotechnology	
08 04	Cooperation — Nanosciences, nanotechnologies, materials and new production technologies	
08 05	Cooperation — Energy	
08 06	Cooperation — Environment (including climate change)	

08 07	Cooperation — Transport (including aeronautics)	
08 08	Cooperation — Socioeconomic sciences and the humanities	
08 09	Cooperation — Risk-sharing finance facility (EIB)	
08 10	Ideas	
08 11	People	
08 12	Capacities — Research infrastructures	
08 13	Capacities — Research for the benefit of small and medium-sized enterprises (SMEs)	
08 14	Capacities — Regions of knowledge	
08 15	Capacities — Research potential	
08 16	Capacities — Science in society	
08 17	Capacities — International cooperation activities	
08 18	Capacities — Risk- sharing finance facility (eib)	

08 19	Capacities — Support for coherent development of research policies	
08 20	Euratom — Fusion energy	
08 21	Euratom — Nuclear fission and radiation protection	
08 22	Completion of previous framework programmes and other activities	<ul style="list-style-type: none"> • Evaluation of FP6 (Sixth Framework Programme) INCO (International Scientific Cooperation) Programme
08 23	Research programme of the research fund for coal and steel	
08 24	European Institute of Innovation and Technology	
08 AWBL-02	Policy strategy and coordination for Research Directorate-General	<ul style="list-style-type: none"> • Evaluation of European Technology Platforms

09 – Information Society and Media		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
09 02	i2010 — Electronic communications policy and network security	
09 03	i2010 — ICT Take-up	<ul style="list-style-type: none"> • Options for and Effectiveness of Self-regulation in the Information Society

09 04	i2010 Cooperation Information and Communication Technologies (ICT)	<ul style="list-style-type: none"> • Ex-post Evaluation of IST Research in the 6th Framework Programme (FP) • Impacts of IST (Information Society Technologies)-RTD in Key Strategic Objectives on Growth and Jobs • Support to the Ex-Post Evaluation of the IST Thematic priority of the 6th RTD FP *
09 05	Capacities — Research infrastructures	
09 06	i2010 — Audiovisual policy and Media programme	<ul style="list-style-type: none"> • Final evaluation of the MEDIA Plus and MEDIA Training programmes (2001-2006)

10 – Direct Research		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
10 02	Directly financed research operational appropriations — Seventh framework programme (2007 to 2013) — EC	<ul style="list-style-type: none"> • Joint Research Center Ex-post FP6 (Sixth Framework Programme) evaluation
10 03	Directly financed research operational appropriations — Seventh framework programme (2007 to 2011) — Euratom	
10 04	Completion of previous framework programmes and other activities	
10 05	Historical liabilities resulting from nuclear activities carried out by the Joint Research Centre pursuant to the Euratom Treaty	

11 – Fisheries and Maritime Affairs		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
11 02	Fisheries markets	
11 03	International fisheries and law of the sea	<ul style="list-style-type: none"> • <i>Ex ante evaluation and analysis of the impact of a new Fisheries Partnership Agreement with Liberia</i> • <i>Ex ante evaluation and analysis of the impact of a new Fisheries Partnership Agreement with Sierra Leone</i>
11 04	Governance of the Common Fisheries Policy	<ul style="list-style-type: none"> • <i>Intermediate evaluation of the Advisory Committee for Fisheries and Aquaculture (ACFA)</i> • <i>Review of the functioning of the Regional Advisory Councils</i> *
11 05	Fisheries research	
11 06	European fisheries fund (EFF)	
11 07	Conservation, management and exploitation of living aquatic resources	
11 08	Control and enforcement of the Common Fisheries Policy	
11 09	Maritime policy	

12 – Internal Market		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
12 02	Policy strategy and coordination for the Directorate-General for the Internal Market	

12 03	Internal market for services	<ul style="list-style-type: none"> • Evaluation of Conditional Access Directive (CAD)
12 AWBL -01	Administrative support for the Directorate-General for the Internal Market	<ul style="list-style-type: none"> • Evaluation of the European Business Test Panel (EBTP)
12 AWBL -03	Corporate law environment, accounting and auditing	
12 AWBL -04	Financial markets	
12 AWBL -05	Financial institutions	
12 AWBL -06	Knowledge-based economy	

13 – Regional Policy		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
13 03	European Regional Development Fund and other regional operations	
13 04	Cohesion Fund	
13 05	Pre-accession operations related to the structural policies	
13 06	Solidarity Fund	
13 AWBL - 03	Policy strategy, coordination and evaluation for "Regional policy" Directorate-General	<ul style="list-style-type: none"> • Study on the European regional Development Fund (ERDF) co-financed innovative projects and thematic comparative analyses

14 – Taxation and Customs Union		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
14 02	Policy strategy and coordination for Taxation and Customs Union Directorate-General	
14 03	International aspects of taxation and customs	
14 04	Customs policy	<ul style="list-style-type: none"> • Customs 2007 Final Evaluation
14 05	Taxation policy	<ul style="list-style-type: none"> • Fiscalis 2007 Final Evaluation • Study on financial institution clauses • Study on possible tax rule adjustments for Financial Institutions

15 – Education and Culture		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
15 02	Lifelong Learning, including multilingualism	<ul style="list-style-type: none"> • Single Community framework for the transparency of qualifications and competences (EUROPASS): Interim evaluation
15 04	Developing cultural cooperation in Europe	<ul style="list-style-type: none"> • Cultural Contact Points: external evaluation
15 05	Encouraging and promoting cooperation in the field of youth and sports	

15 06	Fostering European Citizenship	<ul style="list-style-type: none"> • Traineeship scheme: Interim external evaluation
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16 – Communication		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
16 02	Communication and the media	<ul style="list-style-type: none"> • Ex ante evaluation of the Commission's Communication 'Communicating Europe through audio-visual media'
16 03	'Going Local' communication	<ul style="list-style-type: none"> • Evaluation of the Celebration of the Europe Day 2008 around Finland • Evaluation of the participation of the Commission in Expo Zaragoza 2008 • Evaluation of the Europe Direct relays network
16 04	Analysis and communication tools	<ul style="list-style-type: none"> • Evaluation of the Europa website
Cross-cutting evaluation projects		<ul style="list-style-type: none"> • Evaluation of the Communication Campaign on the 50th Anniversary of the Treaties of Rome (16 02, 16 03, 16 04, 16 05) • Evaluation of the Information Centre (IC) Activities in Vilnius (16 03, 16 04)

17 – Health and Consumer Protection		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
17 02	Consumer policy	
17 03	Public health	
17 04	Food safety, animal health, animal welfare and plant health	<ul style="list-style-type: none"> • Phytosanitary: Harmful Organisms

17 AWBL - 01	Administrative support for "Health and Consumer Protection" Directorate-General	<ul style="list-style-type: none"> • Evaluation of DG SANCO's Impact Assessments
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18 – Area of Freedom, Security and Justice		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
18 02	Solidarity — External borders, visa policy and free movement of people	
18 03	Migration flows Common immigration and asylum policies	<ul style="list-style-type: none"> • Evaluation of the INTI Program (Integration of Third-Country Nationals)
18 04	Fundamental rights and citizenship	<ul style="list-style-type: none"> • Evaluation of Preparatory Action Research and Evaluation Programme on Respect of Fundamental Rights (part1 - Network of Independent Experts) • Ex-post evaluation of the European Monitoring Centre on Racism, Xenophobia and Anti-Semitism (2002-2007)
18 05	Security and safeguarding liberties	
18 06	Justice in criminal and civil matters	<ul style="list-style-type: none"> • Analyse de l'avenir de la reconnaissance mutuelle en matière pénale dans l'Union Européenne • Evaluation of the pilot project Exchange Programme for judicial authorities
18 07	Drugs prevention and information	<ul style="list-style-type: none"> • Final Evaluation of the EU Drugs Action Plan (2005-2008)
18 08	Policy strategy and coordination	

19 – External Relations		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
19 02	Multilateral relations, cooperation with third countries in the areas of migration and asylum, and general external relations matters	
19 03	Common foreign and security policy	
19 04	European Instrument for Democracy and Human Rights (EIDHR)	
19 05	Relations and cooperation with industrialised non-member countries	
19 06	Crisis response and global threats to security	
19 08	European Neighbourhood Policy and relations with Russia	
19 09	Relations with Latin America	
19 10	Relations with Asia, Central Asia and Middle Eastern (DCI) countries	

19 11	Policy strategy and coordination for 'External relations' policy area	<ul style="list-style-type: none"> • EC support to partner countries in the area of energy • Evaluation of EC aid delivery through Civil society organisations (also covered by 21 - 08: Policy strategy and coordination for Development and relations with ACP States policy area) • Evaluation of EC aid delivery through development banks and EIB (European Investment Bank) • External cooperation with partner countries through the organisations of the United Nations (UN) family • Methodology for evaluations of Budget Support operations at country level *
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20 – Trade		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
20 02	Trade policy	<ul style="list-style-type: none"> • Evaluation of Communication Policy, Strategy and Activities • Trade Sustainability Impact Assessment of negotiations for a Partnership and Cooperation Agreement with China • Trade SIA of proposed negotiations for an Free Trade Area (FTA) with South Korea

21 – Development and Relations with African, Caribbean and Pacific (ACP) States		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
21 02	Food security	
21 03	Non-State actors in development	
21 04	Environment and sustainable management of natural resources, including energy	

21 05	Human and social development	
21 06	Geographical cooperation with African, Caribbean and Pacific (ACP) States	
21 07	Development cooperation actions and ad hoc programmes	
21 08	Policy strategy and coordination for Development and relations with ACP States policy area	<ul style="list-style-type: none"> • Evaluation de la Stratégie Régionale de la CE en Afrique de l'Ouest • Evaluation of the Commission's support to the Region of Eastern and Southern Africa and the Indian Ocean • Evaluation of the ECs cooperation strategy with the Republic of Guyana • Evaluation of the European Commission's Support to the Republic of Mozambique • Synthesis of the geographical evaluations managed by the Evaluation Unit during the period 1998-2006

22 – Enlargement		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
22 02	Enlargement process and strategy	
22 03	Post-accession financial support	
22 04	Information and communication strategy	

22 AWBL- 03	Enlargement pre-accession negotiations	<ul style="list-style-type: none"> • Ad-hoc evaluation of CARDS programmes in Albania • Ad-hoc evaluation of CARDS programmes in Bosnia and Herzegovina • Ad-hoc evaluation of the CARDS regional programmes in the Western Balkans • Review of Twinning in Croatia
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23 – Humanitarian Aid		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
23 02	Humanitarian aid including aid to uprooted people, food aid and disaster preparedness	<ul style="list-style-type: none"> • Evaluation and review of Communication, Information and Visibility Activities in Humanitarian Aid • Evaluation and review of the Use of Cash and Vouchers in Humanitarian Crises • Evaluation of DIPECHO Action Plans in Central America • Evaluation of ECHO's action in The Democratic Peoples's Republic of Korea (2004-2007) • Evaluation of Mainstreaming of Disaster Risk Reduction in DG ECHO's Humanitarian Actions • Evaluation of Thematic Funding (and the Grant Facility approach) • Real Time Evaluation of DG ECHO financed Action of CARE International Deutschland in Zimbabwe • A Methodology for the Monitoring of Humanitarian Aid *

26 – Commission's administration		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	

26 01	Administrative expenditure for Commission's administration policy area	<ul style="list-style-type: none"> • 2007 Staff Opinion Survey • Involvement and motivation of older Commission staff • Evaluation of the remuneration of officials • 2008 Staff Opinion Survey
26 02	Multimedia production	<ul style="list-style-type: none"> • Evaluation of Contract 6019-1 (Production of the TED web-site, the OJS CD-ROM and other electronic media) (OPOCE)
26 AWBL - 14	General Publications	<ul style="list-style-type: none"> • Evaluation and revision of framework contract CORDIS AO 10191 (OPOCE)
26 AWBL -25	Administration support and management for 'Personnel and Administration' Directorate-General	<ul style="list-style-type: none"> • Evaluation of the VIP programme • Survey to collect feedback on the newsletter Management Matters • Survey about the Ceremony for the award of medals for 20 years European public service • Survey about the Eco-Management and Audit Scheme (EMAS) in the Commission

27 – Budget		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
27 AWBL -03	Financial framework and budgetary procedure	<ul style="list-style-type: none"> • Meta evaluation as an input to the review of the Financial Framework • Meta-study on decentralised agencies: cross-cutting analysis of evaluation findings

29 – Statistics		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	

29 02	Production of statistical information	<ul style="list-style-type: none"> • Evaluation on the implementation of the present European System of Accounts (ESA 95) and of the impact of its revision • Implementation of the EDICOM II programme (2001-2005) • Quality reporting foreseen by the Balance of Payment (BOP) Regulation 184/2005 • Satisfaction review in the area of HICP (Harmonised Indices of Consumer Prices) * • Short-Term Statistics - Report to the Council and the European Parliament * • Ex-ante evaluation - Analysis of the effects and implications regarding the proposal for a new Extrastat Regulation • Ex-ante evaluation - Implementation of the Environmental Data Centre on Waste • Ex-ante evaluation - Simplification of Intrastat • Quality of fiscal data reported by Member States in 2007 - Report to the EP and the Council*
29 AWBL -02	Policy strategy and coordination for Eurostat	<ul style="list-style-type: none"> • Ex-post evaluation of the Community statistical programme 2003-2007

31 – Language Services		
ABB ACTIVITY		TITLE OF EVALUATION
N°	HEADING	
31 AWBL - 01	Administrative support for the Interpretation' Directorate-General	<ul style="list-style-type: none"> • IT helpdesk and services - customer satisfaction survey (SCIC)*
31 AWBL -02	Interpreting and linked activities	<ul style="list-style-type: none"> • Evaluation of the needs and expectations of the customers of interpretation (SCIC)*
31 AWBL - 11	Translations	<ul style="list-style-type: none"> • Evaluation of direct outsourcing of translation (DGT)

SECTION 2: RETROSPECTIVE EVALUATIONS

This section presents, in the form of fact sheets, all retrospective evaluations¹ completed in 2008, sorted by policy area.

Almost half (41) of the 92 retrospective evaluations listed here concern operational expenditure programmes². 9 evaluations concern regulatory activities, 21 communication and coordination activities, 15 internal Commission activities, 3 pilot projects and preparatory actions and 2 evaluations concern agencies³.

In addition, there are also fact sheets for 11 evaluation-related studies (each marked with *). This concerns mainly reviews of specific aspects of the performance of activities, but also studies to support monitoring and evaluation.

Readers with a particular interest in any of these evaluations are referred to the details in the original reports, cf. web address in each fact sheet.

¹ Many of the retrospective evaluations also include certain prospective elements.

² Including also annual expenditure such as the Common Agricultural Policy.

³ The evaluations carried out by the agencies themselves are not included in the Annual Evaluation Review.

01 – Economic and Financial Affairs

e-mail address for information: ECFIN-EVALUATIONS@ec.europa.eu

http://ec.europa.eu/economy_finance/about/evaluation

Evaluation of Information and Communication activities (PRINCE Programme)

ABB activities or Budgetary lines concerned:

01 - 02: Economic and monetary union

Scope:

Prospective and Retrospective

Timing:

Start date 23/11/2006

End date 28/02/2008

Organisation:

External

Purpose

Following up on the 2003 evaluation "The evaluation of the information programme for the European citizen - The euro, one currency for Europe", the focus of this evaluation is largely on learning from recent experience and using the lessons to improve the future communication strategy related to Economic and Monetary Union and future communication strategies to support the introduction of the euro in Member States actually outside the euro zone. This evaluation is mainly centred on information actions directly or indirectly implemented between 2003 and 2006 by the European Commission, and financed through the PRINCE programme.

Summary of findings and conclusions

The scope of the evaluation was to examine the extent to which the European Commission's communication activities between 2004 and 2006 facilitated the introduction of the Euro. The focus of the evaluation was the information actions directly or indirectly implemented between 2004 and 2006. Particular emphasis was given to the activities carried out in the new Member States (MS), in particular focusing on the Slovenian changeover. The evaluation report issues a number of specific conclusions by communication tool, which in general show that they adequately respond to recipients' needs and achieve to a large extent the original objectives.

Summary of recommendations

Specific recommendations by communication instrument were made. In general, the report concluded that "It is worth noting that in order for DG ECFIN to maintain a comparable level of effort over the coming 2007-2013 period, the yearly budgetary amounts allocated to the PRINCE Programme may prove insufficient. The value of Partnership Agreements and other support programmes should be proportional to the size of the country in terms of population, and as such will require significantly higher amounts of resources than for Slovenia, Malta or Cyprus. Depending on the timing of future changeovers the financial requirements could easily scale up to a level which would not allow DG ECFIN to provide effective support."

Follow-up

Availability of the evaluation report

http://ec.europa.eu/economy_finance/multiannual_eval_prg/index_en.htm?cs_mid=9263

Evaluation of the Forecasting services of DG ECFIN

ABB activities or Budgetary lines concerned:

01 - 02: Economic and monetary union

Scope:

Prospective and Retrospective

Timing:

Start date 03/04/2006

End date 02/04/2008

Organisation:

External

Purpose

The evaluation examined the planning, implementation, outputs and effects of the forecasting activities. The evaluation is both retrospective and prospective in nature insofar as it took as its starting point the internal study on the track record of the Commission services' forecasts, published in 1999, and assessed how forecasting activities may need to evolve in the context of,

amongst other things, changing user needs and possible innovations in the field of forecasting. The evaluation considered DG ECFIN's forecasting activities in the broader context of other activities of DG ECFIN, on one hand, and of the DG being but one provider of macro-economic forecasts among many outside the Commission (e.g. the Organisation for European Cooperation and Development, the International Monetary Fund, the European Central Bank, Member States finance ministries...), on the other.

Summary of findings and conclusions

Conclusions on the products, the process and the methods:

- The portfolio of products is characterised by its short-term horizon and its diversity. The fully-fledged forecasts are the main output; this product is unique on the market and generally appreciated by users
- Although there remains major demand for elaboration of country forecasts, the trend in the responsibilities and mandate of the Commission increasingly necessitates additional types of forecast.
- The process is designed to maximise the credibility of the forecasts vis-à-vis the Member States and to provide a platform of discussion with the Member States and other EU institutions (EFC - Economic and Financial Committee, Sub-Committee on EU Government Bills and Bonds Markets), mainly on fiscal issues. This objective is also relevant to theoretical aspects of the choice of process and methods.
- The production of forecasts is an essential part of the activities of DG ECFIN and could not be entirely externalised.
- DG ECFIN forecasts are of good scientific standard but the methods adopted limit their theoretical consistency and their use for further medium-term and structural analysis.

Conclusions on the contribution of the forecasting activities to their specific and intermediate objectives:

- DG ECFIN's forecasts are used by a wide range of actors and institutions but the purposes for which they are used vary strongly from one type of user to another. Whereas they serve as background information for most users, their use in policy-making, while effective, is restricted to coordination of fiscal and budgetary policies.
- DG ECFIN's forecasts are resourceconsuming but (i) they are also central to the working of particular EU institutions, and (ii) their production generates important spill-over.
- The organisation and production of DG ECFIN's short-term forecasts are not conducive to achievement of all designated goals, some of which are more related to medium-to-long-run issues.

Conclusions on the communication strategy:

- The way in which the forecasts are communicated is aimed at providing the general community of potential users with a public good, and it succeeds in doing so.
- However communications policy is not the object of a clear Commission common strategy on

objectives agreed between DG ECFIN, the Cabinet of the Commissioner and DG COMM.

- The communications policy is deliberately neutral and not targeted on specific users; this limits the extent of its usefulness and its impact on the decision-making process.

- Communication of the forecasts is too technocratic for certain user categories.

Summary of recommendations

Based on the conclusions and analysis, three groups of recommendations were formulated. The first group includes three recommendations designed to improve the efficiency of forecasting activities:

R1.1 Strengthen the theoretical consistency of the forecasts by making more use of the consistency and theoretical characteristics of econometric models, and reorganise the production process for DG ECFIN's forecasts so as to foster deeper intertwining of short-, medium- and long-run analysis.

R1.2 Pursue and deepen the effort already being made to conduct systematic analysis of past forecast revisions.

R1.3 Without going to the lengths of outsourcing forecasting activities, develop a system for making use of external cooperation for developing models and methods, and improve external cooperation in such a way as to facilitate discussion of forecasting results and their policy implications, and to link the forecasts to medium-term projections and scenarios.

The second group comprises two recommendations meant to increase the contribution of the forecasts to improvements in policy making:

R2.1 Reinforce the involvement of country desks in the monitoring and analysis of medium- and long-run national policies and structural reforms, in particular those related to the Lisbon Agenda, by fostering their involvement in the production of model-based long-term forecasts.

R2.2 Further develop dialogue with MS and other EU institutions on the policy implications of forecasting results, in particular on aspects beyond public finances.

And, finally, the third group comprises two recommendations aimed at making better use of the communication strategy to ensure that the policy messages of the forecasting exercises are understood and taken into account by decision-makers.

R3.1 Develop a goal-orientated communications strategy involving DG ECFIN, the Commissioner and DG COMM and aimed at conveying not only the results but also the policy message of the forecasts. R3.2 Improve accessibility of the forecasting results to users interested only in selected aspects or who are interested more in broad results than in technical detail.

Follow-up

Availability of the evaluation report

http://ec.europa.eu/economy_finance/multiannual_eval_prg/index_en.htm?cs_mid=9263

Evaluation of the Integrated Guidelines Package (IGP)**ABB activities or Budgetary lines concerned:**

01 - 02: Economic and monetary union

Scope:

Prospective and Retrospective

Timing:

Start date 01/12/2006

End date 29/02/2008

Organisation:

External

Purpose

The evaluation covered the implementation of the Integrated Guidelines Package (IGP) for growth and jobs, their effects at MS level and their contribution to the Lisbon Strategy.

Summary of findings and conclusions

The main conclusions and lessons are as follows:

1) The guidelines are relevant enough. The 24 guidelines constitute a comprehensive and open framework which easily accommodates all important challenges related to growth and employment in Europe. They are written in a fairly general way which is adequate for their main function, i.e. to provide a framework for dialogue and coordination.

2) The soft coordination instrument works, but not as intended. This evaluation confirms the assumptions that the soft coordination mechanisms are effective in fostering mutual learning, enlarging stakeholders' consensus, reinforcing reform promoters' legitimacy, and finally pushing reforms upward on the political agendas. Everything considered, the instrument has had an incremental impact on the reform agendas in a majority of Member States, which is what can reasonably be expected from such a soft mechanism. The instrument does not however work exactly as stakeholders assume it to work. This evaluation identifies and highlights a mechanism called the "consensual framing of policy issues", which is seldom quoted by stakeholders, but

which plays a key role in the effectiveness of the soft coordination process.

3) Recommendations do not seem to unblock reforms. This report defines “pressure” as a force which is exerted on a government in such a way that it contributes towards passing or unblocking a reform. “Peer pressure” is exerted through the government’s representative in a Committee meeting. “Public pressure” is exerted through the discussion of formal recommendations in the domestic political arenas.

The evaluation team’s findings are that

(1) peer pressure, as defined above, does not work, and

(2) public pressure does not seem to work, at least to the extent that it could unblock a reform. The above finding about public pressure does not however mean that the recommendations are useless. On the contrary, they reinforce the legitimacy of reform promoters, which makes a difference in the array of driving forces when a political window opens.

4) A key success factor: framing policy issues in a consensual way Framing a policy issue implies the development of:

- the concepts through which the challenges and problems are identified, analysed and discussed
- the targets and indicators through which objectives are fixed and comparisons made
- a shared logic model of which types of solution work or do not work
- a consensus on where the good practices are.

This evaluation shows that consensual framing is a key success factor for the effectiveness of the soft coordination instrument. The question of whether guidelines are operational enough for policy-making should therefore be understood as how many guidelines are associated with well-framed policy issues. The evaluation team’s view is that the coordination process covers a number of policy issues which are not properly framed, or not even clearly identified. Framing a policy issue is however not simple. The case studies show that it takes typically ten years to frame a policy issue in a way which is consensual and practical enough for policy-making. In a majority of instances, this process involves several spheres of discussion and coordination, i.e. not only the Community and its Lisbon coordination process, but also multilateral institutions, academic communities of knowledge, or even an ad hoc group of European forerunning countries.

5) Integration is an under-exploited success factor

The fact that the guidelines have been gathered in a single package does not automatically lead to policy reforms integrating the economic and social dimensions. In fact, integration is uneven. It is observed when the policy issue addressed in a given guideline is framed in a way which integrates all its dimensions. It is the evaluation team’s assessment that the potential of integration as a means to accelerate and improve reforms is largely underexploited.

Summary of recommendations

The consultants make the following suggestions:

1) Continue

The Commission does not need to propose a redrafting of the guidelines or an in-depth reform of the coordination process. It should however strive to strengthen the mechanisms which have been identified as effective, and which are far from being fully used.

2) Contribute more actively towards framing policy issues

The Commission should identify a dozen or more policy issues that are subject to a de facto priority in the coordination process. It should equip itself to manage the ‘framing’ of these issues in a long-term perspective and on an ad hoc basis, i.e. with much attention paid to what can best be done at multi-lateral, Community, and Member State levels. These efforts do not need to be visible and formal, but they do need to be marshalled within the Commission, and undertaken as far as possible in relation with ad hoc Committee working groups. The kinds of activity to be implemented are all but new: analyses, modelling, studies, development of indicators and league tables, validation of best practices, and accumulation of knowledge. What is new is the long-term commitment to reach a comprehensive common understanding of a policy issue, from its most conceptual dimensions (definitions and logic models) to the most practical ones (needs assessment method, indicators, best practices).

3) Promote integration proactively

The Commission should draw a list of key policy issues which cut across policy areas. It should contribute towards framing these issues and monitoring the corresponding reforms in an integrated manner, i.e. with an aim to develop and promote multi-dimensional win-win solutions.

4) Better promote mutual learning The Commission’s efforts to frame key policy issues should systematically be accompanied by knowledge-brokering activities. Such activities could on the current good practices such as the Mutual Learning Programme in the area of employment.

5) Better legitimise reform promoters

The Commission should seek to systematically strengthen the usefulness of the recommendations for reform promoters. In this respect, recommendations should be made country-specific and referred to consensual frames.

Follow-up

Availability of the evaluation report

http://ec.europa.eu/economy_finance/multiannual_eval_prg/index_en.htm?cs_mid=9263

Ex-post evaluation of MFA operations in Albania

ABB activities or Budgetary lines concerned:	01 - 03: International economic and financial affairs
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Scope:	Prospective and Retrospective	
Timing:	Start date 22/03/2007	End date 30/05/2008
Organisation:	External	

Purpose

The objective of Macro-Financial Assistance (MFA) in Albania is to support the country's economic reform efforts and transition towards a market economy by complementing financing of the International Financial Institutions (IFIs) in the context of IMF supported economic programmes.

The major objective of the ex-post evaluation of MFA is to learn key lessons, which can be applied to future MFA interventions and/or the possible need for a reorientation of the present approach.

The evaluation assessed the effects of the last MFA operation in Albania.

The evaluation is not merely backward looking in nature, but also forward looking to enable us to draw key lessons for the future.

Summary of findings and conclusions

As regards the net impact of MFA to Albania, the evaluation finds that:

- The most likely scenario of a situation without a MFA operation in Albania includes:

- (1) no change in arrangements of the European Community (EC) and from other donors;
- (2) no increase in the fiscal deficit;
- (3) lower public expenditures in 2006, 2007, and 2008; and

(4) slower expansion of credit facilities due to the slower implementation of channelling public wages through the banking sector.

- In the counterfactual, all structural reforms would have been implemented except for the prior

actions. However, this does not affect the counterfactual, since the prior actions referred to formalising standing practice. For five out of 14 MFA conditionalities, we have identified a verifiable speeding up of reform implementation (operational reinforcing effect).

Some stakeholders indicated a more general reinforcing effect of the MFA instrument related to IMF and WB interventions.

- The net impact on macroeconomic stabilisation originated from a direct effect stemming from an increase of budgetary funds in 2006 and 2007, and an indirect effect resulting from channelling public wages through the banking sector which led to an increase in credit facilities. The accumulative effect on GDP growth in the period 2004-2008 is expected to be between 0.1 and 0.6 percent. This is accompanied by a slightly higher inflation and marginally weaker Lek exchange rate.

- MFA had a very limited but positive impact on the medium and long-term external sustainability prospects of Albania. Some positive effects can be attributed to a small direct effect on economic growth in the period 2004-2008. The MFA impact on other aspects of external sustainability has been negligible. As regards the design and implementation of the MFA, the consultants find that:

- The conditionalities were mostly in line with the SMART criteria and in most cases the conditions could be fulfilled within one to two years.

- The MFA operation was effectively managed. In 2004, DG ECFIN reacted promptly and adequately with the postponement of the operation in light of the new financial situation.

Summary of recommendations

The evaluation of the MFA operation in Albania confirmed a number of recommendations drawn from previous evaluations of other MFA operations. None of these previous recommendations have been rejected. The consultants have drawn three additional recommendations. Firstly, they recommend that DG ECFIN develop capacity in order to assess the (country-specific) residual financing gap analysis made by the IMF. The IMF is, and will be, the leading international organisation in identifying such financing gaps. The Albanian BoP situation - with the large number of errors and omissions - required understanding of the possible effects of IMF assumptions. EC officials confirmed that there was insufficient capacity available to closely follow the calculations or to assess possible implications for the MFA operation at the start of the operation. Secondly, they recommend using prior actions, focusing on administrative requirements in line with the short-term character of the MFA instrument. These prior actions should be used selectively and drafted with care, as they have relatively high exposure. Thirdly, they recommend that effective fulfilment of the conditionalities should be the responsibility of the government of the country receiving the support. If there is the option to select from a range of conditionalities, they suggest selecting conditionalities that do not hinge on the cooperation of authorities that are constitutionally independent of the government.

Follow-up

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Availability of the evaluation report

http://ec.europa.eu/economy_finance/multiannual_eval_prg/index_en.htm?cs_mid=9263

Ex-post evaluation of MFA operations in Serbia-Montenegro

ABB activities or Budgetary lines concerned:	01 - 03: International economic and financial affairs
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Scope:	Prospective and Retrospective	
Timing:	Start date 22/03/2007	End date 30/05/2008
Organisation:	External	

Purpose

The objective of Macro-Financial Assistance (MFA) in Serbia -Montenegro is to support the country's economic reform efforts and transition towards a market economy by complementing financing of the International Financial Institutions (IFIs) in the context of IMF supported economic programmes.

The major objective of the ex-post evaluation of MFA is to learn key lessons, which can be applied to future MFA interventions and/or the possible need for a reorientation of the present approach.

The evaluation assessed the effects of the last MFA operation in Serbia-Montenegro.

The evaluation is not merely backward looking in nature, but also forward looking to enable us to draw key lessons for the future.

Summary of findings and conclusions

As regards impact on macroeconomic stabilisation, the main macroeconomic objectives of Serbia and Montenegro, supported by the international community, included the achievement of

low inflation with sustainable growth and external viability. The evaluation report concludes that, in principle, these objectives have been achieved, though some doubts exist on the sustainability in the medium and long term.

As regards external sustainability, the consultants conclude that overall MFA has positively contributed to the medium to long-term external sustainability prospects, albeit that this net impact was likely limited and indirect. The primary channel through which MFA acted in this respect appears to be the enforcement of structural reforms and the improved overall macroeconomic management.

Summary of recommendations

Based on the evaluation findings and conclusions, the final report contains a number of recommendations for the future use of the MFA instrument, based on this specific MFA evaluation of MFA to Serbia and Montenegro. These recommendations refer to the multiplicity of objectives and the selection of conditionalities.

Follow-up

Availability of the evaluation report

http://ec.europa.eu/economy_finance/multiannual_eval_prg/index_en.htm?cs_mid=9263

02 – Enterprise

on-line information: <http://ec.europa.eu/enterprise/dgs/eval.htm>

EVALUATION OF SIXTH FRAMEWORK PROGRAMME (FP6) SPACE AND INNOVATION ACTIVITIES (EX-POST)

ABB activities or Budgetary lines concerned:

02-04: Cooperation — Space and security

Scope:

Retrospective

Timing:

Start date 01/08/2007

End date 17/10/2008

Organisation:

External

Purpose

Ex-post evaluation of the activities managed in the fields of space research and innovation research in the context of FP6

Summary of findings and conclusions

Innovation activities - key findings:

- The nature of the innovation activities meant that their rationale was framed within the context of the Lisbon strategy, rather than contributing towards the achievement of the European Research Area (ERA). The two FP6 innovation work programmes were closely aligned with the goals of the Lisbon strategy.
- The intervention logics of the innovation work programmes and activities should have been made more explicit; need and demand were rarely evidenced making evaluation difficult. The nature of need and demand is not the same throughout the EU and there was arguably a greater need for the FP6 innovation activities to recognise that Member States and regions are in different positions in terms of innovation performance.

- The implementation of the FP6 innovation activities by DG ENTR was both effective and efficient. It is possible that greater use could have been made of Calls for Tender, particularly where standardised services were being delivered (e.g. the IPR Helpdesk), or where research studies were being commissioned.
- Project coordinators praised the support provided by DG ENTR, particularly the collaborative approach to project management. Some coordinators reported there were frequent changes in the EC official responsible for the management of their project.
- Assessing the achievements of the innovation activities was challenging since they were generally qualitative and difficult to measure. The evidence available suggests that there had been successes in terms of networking, coordination, community building, information gathering and reporting, and exchanges of ideas and experiences. For many participating regions this was a new and significant result, and the European aspect provided a different dimension to existing national activity.
- There was less evidence available about the actions and impacts following on from early stage results. Until project outputs are rolled-out elsewhere in Europe, the wider impacts of the innovation activities will be more limited. There is a plethora of innovation toolkits, methods, strategies and policies available to policy-makers in Europe, and that the challenge for the FP6 projects will be in convincing policy-makers and practitioners that their contribution adds value.
- The sustainability of the results and impacts achieved by the FP6 innovation activities depends in part on the extent to which projects are able to continue. There was little evidence of projects leveraging in support from non-EU sources, and in some cases activities were not aligned with national priorities.

Space research activities - key findings:

- There have clearly been strong efforts to try to ensure user involvement and connectedness. However, reservations were expressed regarding the extent and quality of communication and connectedness with end-users.
- Insofar as GMES has an important strategic objective of providing Europe with an independent global monitoring facility and given the broad success of most of the initiatives in scientific terms we (through FP6) it is firmly on course for a successful conclusion. However, there is no clear specification of concepts, nor any indications of the types and extent of end-user adoption of new services which would be deemed a sign of 'success'.
- A certain tension between the need for 'Research & Development' to justify incorporation of the work under the Framework has been observed. Programme umbrella, and the rather different Global Monitoring for Environment and Security (GMES) goals concerned with the need to deliver services for practical applications, although there is a significant element of risk associated with much of the work. Also, FP6 Space projects often resemble bought-in services, to a degree greater than is typical of FP contracts. These features are set to become more pronounced within FP7.
- Delays in proposal assessment and contract negotiations led to administrative problems for project consortia and in some cases reduced the effectiveness of their participation.

Summary of recommendations

Innovation activities:

- Innovation should not form part of the research-oriented Framework Programmes and should instead form part of competitiveness/ growth policy.
- There should be a clear statement of the intervention logics underpinning the innovation activities to improve overall coherence and clarify the roles of individual activities.
- Greater use of Calls for Tender would encourage private sector participation and may well deliver better value for money.
- The nominated DG Enterprise and Industry official should remain in place throughout the duration of their respective project(s).
- There should be a more systematic use of metrics in order to ascertain the impacts of the innovation activities.
- Toolkits, methodologies and research papers need to add value above and beyond the wealth of existing material available, and should be more tailored to meet the specific needs of the policy-maker and practitioner communities.
- The design and implementation of the projects should pay more attention to how to lever in support from national/ regional authorities.

Space research activities:

- There is need for continuing with, and strengthening links between project and end-users.
- High-level objectives, for end use in particular, could be made more specific in order to facilitate assessing delivery against objectives.
- The issue of the (possibly) changing character of Framework Programme (FP7 in particular) in incorporating development work on space related services close to operations and with lower 'research' content should be explicitly recognised and guidelines for proposal assessment amended as necessary.
- Possibilities for reducing delays should be explored, without, however, jeopardising the quality of assessments or of ultimate project work.

Follow-up

Availability of the evaluation report

<http://ec.europa.eu/enterprise/dgs/eval.htm>

EVALUATION OF POLICY PROMOTION OF WOMEN INNOVATORS AND ENTREPRENEURSHIP

ABB activities or Budgetary lines concerned:	02 - 02: Competitiveness, industrial policy, innovation and entrepreneurship
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Scope:	Prospective and Retrospective	
Timing:	Start date 01/11/2007	End date 14/11/2008
Organisation:	External	

Purpose

The overall purpose of the study was to undertake a literature review for informing new policies and actions in the promotion of women innovators and entrepreneurship.

Summary of findings and conclusions

The study found that the policy promotion of entrepreneurship of women innovators, referring to women inventors/innovators entrepreneurs and women's entrepreneurship in science and technology is at a very early stage of development in Member States (MS). Initiatives have been found in 11 of the 14 MS reviewed dealing with collecting information on the problems that women encounter, raising awareness on the issue, and testing types of support through pilot projects. These initiatives tend to be small in their scale and scope or too recent to be fully assessed. With the exception of United Kingdom (UK), Germany and Region Emilia Romagna, clear policy objectives have not been formulated in the MS reviewed. At this very early stage in promotional activities, the contribution of these initiatives to the Lisbon objectives of creating more growth and more jobs is very limited. Currently, initiatives that deal with female innovative entrepreneurship tend to be incorporated in programmes for the general promotion of female entrepreneurship or in policy for the promotion of women's entrepreneurship in science and technology. The majority of initiatives aimed at women innovators/inventors entrepreneurship put in place deal with addressing 'soft' barriers. This policy activity needs to be better combined with systematic intervention for tackling contextual obstacles (i.e. addressing underlining issues that prevent women from even considering a career as entrepreneurs in innovative sectors by running informative events, etc.) and economic obstacles (i.e. enabling women to have access to adequate capital). The added value of promoting female innovative

entrepreneurship is that without specific policy interventions the gender-related challenges will not be tackled and the number of women innovators becoming entrepreneurs will remain below its potential. Women innovators/inventors face some specific obstacles and challenges both common with, and over and above, those faced by women entrepreneurs more broadly. These can be summarised as contextual, economic and soft obstacles. A range of initiatives exist to deal with these obstacles although they are still too early in their life or under development in terms of identifying good practice. A simple mention of female innovative entrepreneurship in programmes for the support of female entrepreneurship in general is not a useful approach unless female innovative entrepreneurship is clearly spelt out. Similarly, simply stating the principle of equal opportunities in innovation policy is not a useful approach, unless the principle is accompanied by measures for ensuring equal opportunities and monitoring of the women/men participation ratio. Overlaps/complementarities between different actions to promote entrepreneurship for women innovators have not been observed. In contrast, with the exception of Germany that aims at an integrated approach by involving different stakeholders, the different initiatives in the MS reviewed and at European level would benefit by more coordination and a joined up approach. There is no evidence that women's ideas for innovation are less marketable than ideas developed by men. The problem seems to lie in the contextual barriers that women have to face, namely their innovative ideas not being recognised by predominantly male stakeholders, stereotypes about women in innovative sectors and difficulties in balancing work and family and soft obstacles, such as lack of self confidence in developing and marketing their business ideas. There is limited evidence that women innovators lack entrepreneurial qualifications in comparison to their male counterparts. However, women do not immediately consider entrepreneurship as a viable career option, and tend to lack self-confidence in their ability to be entrepreneurs and for building entrepreneurship capacity, such as leadership and assertiveness.

Summary of recommendations

In light of the findings reported, it was recommended to:

- Have a European wide survey focusing on female entrepreneurship or improve the current Eurobarometer survey to have more information broken down by gender. The scope would be to obtain information on the economic sectors in which women entrepreneurs operate with a special section on science and technology.
- Organise at European level a focus group with women innovators entrepreneurs, and stakeholders dealing with innovation policy and female entrepreneurship in order to explore possible ways of dealing with the gender gap in a joined up way. The findings from the focus group should be disseminated to all stakeholders at national and European level.
- Collect more gender disaggregated data (i.e. on patents awarded by the European Patent Office, undertaking gender monitoring of the share of women benefitting from DG Enterprise and Industry financial support for business innovation, Framework programme for research.)
- Develop a common definition of the 'creative industry' acceptable at European level and for the process of mapping sectors to facilitate data collection on women innovators/inventors. (The UK government definition and classification of creative industry could be taken as an initial basis.)
- Create a working group with DG Education and Culture, DG Research, and DG Employment to reduce women's segregation, encourage female students and researchers to consider

entrepreneurship, and to challenge stereotypes about women in innovative sectors.

- Raise the visibility of female innovative entrepreneurship (e.g. creating a European network of women innovative entrepreneurs, and a European award for female innovative entrepreneurship).
- Organise a round table on women's access to finance, bringing together the venture capital and business angels associations, with the associations dealing with women's entrepreneurship support and with innovation policy.
- Create a European network of female business angels.
- Make special grants or funds available for supporting female start-ups in innovative sectors, especially in science and technology, as well as for training and building women's capacity in accessing venture capital.
- Organise a forum bringing together organisations dealing on the one hand with female entrepreneurship and on the other with innovation to make them fully aware of women's different needs and ensuring that gender issues are fully taken into consideration.
- Have a Best Initiative in order to raise awareness of national stakeholders on women's specific needs in innovative entrepreneurship, facilitating exchange of experience and mutual learning and providing Member States with broad guidelines on effective approaches that they can adopt.
- Formulate a clear policy objective for the promotion of women inventors/innovators' entrepreneurship at European level, both by prioritising innovative entrepreneurship in general support for female entrepreneurship and by raising gender awareness in innovation policy.

Follow-up

More gender segregated data have been asked for in the next year Eurobarometer and to Eurostat.

- It has been decided to create within Women Entrepreneurship Support (WES - the European network to promote women's entrepreneurship) a working group specifically dealing with women innovators. The first meeting of the group will be held on 5 March 2009.
- Creating a working group with DG Education and Culture, DG Research, and DG Employment to reduce women's segregation to encourage female students and researchers to consider entrepreneurship, and to challenge stereotypes about women in innovative sectors. is not considered beneficial at this stage.
- Contact with EBAN (European Business Angels Network) has been established. They show an interest to have a network of European women business angels.
- During next years focus on women entrepreneurship under the Swedish presidency, the policy on women entrepreneurship and innovation will be considered. There is an emphasis on women entrepreneurship with innovative background to attend and give speeches at events, conferences, etc. (both DG ENTR and DG RTD).

Availability of the evaluation report

http://ec.europa.eu/enterprise/dg/evaluation/index_en.htm

EVALUATION OF THE IMPLEMENTATION OF THE THINK SMALL FIRST PRINCIPLE

ABB activities or Budgetary lines concerned:

02 - 02: Competitiveness, industrial policy, innovation and entrepreneurship

Scope:

Prospective and Retrospective

Timing:

Start date 03/12/2007

End date 02/09/2008

Organisation:

External

Purpose

The overall objective of the study was to identify and evaluate the effectiveness of the specific rules for Small and Medium Enterprises (SMEs) in relevant Community legislation and programmes, and their coherent application in accordance with the Think Small First principle.

Summary of findings and conclusions

On the basis of the screening of all (13,200) Council and Commission Directives and Regulations currently in force, 83 pieces of legislation were found to contain SME specific measures. Of these 83 pieces of legislation, 44 (53 %) only contained a reference to SMEs (i.e. that the legislation only contained a statement to the effect that the needs of small businesses should be taken into account, but did not specify how this should be done).

39 pieces of legislation (47%) contained an SME specific measure, of which:

- 19 included a size-related exemption;
- 11 included special treatment for SMEs 5 included a temporal exemption;
- 5 included simplified or coordinated national legislative requirements;
- 4 included tailor-made information and guidance;
- 5 pieces of legislation were found to contain combinations of the SME specific measures outlined above.

Legislation was analysed in order to ascertain the rationale for the inclusion of SME specific measures. In most cases there was little or no explanation in the text of the legislation as to why it was necessary to introduce a modification to take account of the needs of SMEs.

All EU programmes that are relevant to businesses were also screened, in order to identify where SME specific measures have been used. EU programmes often recognise the specific needs of SMEs in terms of access to funding, but of the 5 programmes reviewed, only 2 made use of SME specific measures (the Seventh Framework Programme (FP7) and the ECO-Innovation Programme within the Competitiveness and Innovation Framework Programme (CIP). FP7 includes the widest range of SME specific measures.

The application of SME specific measures is one aspect of Think Small First, alongside ensuring that the legislation does not place a disproportionate compliance or administrative burden on SMEs in the first place. The expert workshop stressed that harmonising and simplifying national law is one of the most important ways in which legislation can be made more SME friendly, without need to include SME specific measures. Where SME specific measures have been included in legislation, it has been difficult to assess their effectiveness without data on the size of the burdens faced by SMEs and the impact of their presumed reduction.

The effectiveness of the SME specific measures is affected by the extent to which responsibility for their implementation has been devolved to the Member States. Many pieces of legislation allowed national legislators to define key thresholds and even to decide whether to make use of the SME specific measure. Thus effectiveness is largely dependent on whether national authorities consider it appropriate to distinguish between SMEs and other businesses (and thus whether they have transposed the measures), and how measures are enforced within the Member States. Overall there is a lack of coherence or consistency in the use of SME specific measures within European Union (EU) legislation. An obvious example concerns the fees paid by SMEs to European agencies (e.g. to have products approved for the marketplace), where in one instance (the European Medicines Agency) there is a 90 % fee reduction for SMEs, whilst in most others no reduction is applied.

The use of SME specific measures dates back as far as 1972 and spans policy areas (and Directorates-General), and so it is perhaps inevitable that there is a lack of consistency. However, in part this lack of consistency doubtless results from the fact that there is no systematic approach to application of SME specific measures, particularly in terms of defining thresholds (e.g. size of business, extent of fee reduction, duration of temporal exclusion). At present there is insufficient monitoring and evaluation information available on the implementation and results of the SME specific measures to enable an assessment of relative efficiency. Certain SME specific measures, e.g. helpdesks, would impose costs on national authorities, but without more detailed information on the costs saved relative to this investment it is impossible to assess efficiency.

Summary of recommendations

It was decided that the most useful way in which to present the recommendations of the evaluation would be in the form of a toolkit for the application of the principles of Think Small First, focusing on the use of the SME specific measures. To date there has been a lack of consistency in the way in which the various SME specific measures have been applied within EU legislation and programmes that, in part, can be attributed to a lack of a clear definition as to how and where the measures can be applied.

The Think Small First toolkit is intended for use by legislators and policy-makers within the EU and within the Member States. It is designed to complement existing guidance material produced by the Commission, specifically in relation to the impact assessment guidelines (and the use of the SME test in order to, where relevant, assess the effect of legislation on SMEs), and also the application of Think Small First through the new European Small Business Act.

The focus of the toolkit is on EU interventions, including:

- EU legislation: Regulations, Framework Directives and Directives;
- EU funded programmes: including those both directly and indirectly targeted at SMEs;
- Measures to encourage the development of SME policies in Member States, through the Open Method of Coordination (OMC) and actions to encourage cross border cooperation and exchanges.

The toolkit includes information on:

- Why is it useful and relevant to Think Small First?
- What are the anticipated benefits and costs of EU interventions?
- What are the key effects on SMEs in different policy areas?
- Which SMEs are affected by EU interventions?
- How can Think Small First be applied to different types of EU intervention?

The remainder of the toolkit consists of a set of information boxes corresponding to each of the SME specific measures in relation to their application for legislation and for programmes. For each SME specific measure, the toolkit provides an example of their current usage, an overview of their advantages and disadvantages, and an assessment of the circumstances where they would be most appropriate.

In respect of legislation, the toolkit provides information on the following SME specific measures:

- Size-related exemptions;
- Temporal exemptions;
- Simplified reporting;
- Reduced fees;
- Tailor-made information, guidance and support; and,
- Online services.

For programmes the toolkit provides information on the following SME specific measures:

- SME participation targets and monitoring;
- Two-part application forms;
- Pre-participation assistance (helpdesks and information and guidance); and,

- Preferential treatment (higher funding rates and priority in the award of grants).

Follow-up

- The Commission services used the developed toolkit as input to the Test developed for the revision of the Commission Impact Assessment Guidelines.
- The SME Test is integral part of the Commission impact assessments and is incorporated in each of its analytical steps so as to ensure a coherent approach to SME issues in the various Commission proposals.
- The application of the SME Test by Commission services will improve the information basis for later evaluations of its efficiency.

Availability of the evaluation report

<http://ec.europa.eu/enterprise/dgs/eval.htm>

04 – Employment and Social Affairs

http://ec.europa.eu/employment_social/evaluation/index_en.html

e-mail address for information: EMPL-I4-UNIT@EC.EUROPA.EU

Analysis of the relevance and reliability of available information for the ex post evaluation of the European Social Fund (ESF) (2000-2006)

ABB activities or Budgetary lines concerned:	04 - 02: European Social Fund
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Scope:	Retrospective	
Timing:	Start date 14/12/2007	End date 24/07/2008
Organisation:	External	

Purpose

To examine the relevance and reliability of the available information in respect of the ex post evaluation of the ESF (2000-2006).

Summary of findings and conclusions

The finding of this study is that only three evaluation questions –out of 21- are answerable on the basis of the available information. The degree to which they can be answered is assessed between high and medium. Six questions have a low degree of answerability, and a majority of questions can simply not be evaluated. Several of the ESF Regulation requirements could not be matched on the basis of the available information. The main information gaps have been found to be

- (1) thematic questions such as information society and lifelong learning,
- (2) questions related to systems and structures such as Community added value, local systems,

and policy reforms,

(3) impact explanation and in-depth investigations into cause-and-effect mechanisms, e.g. unintended effects, deadweight, success/failure factors, and key sustainability factors, and

(4) questions on macro-level impacts.

Summary of recommendations

The study ends with a series of methodological suggestions for using the available information as well as possible, and for bridging the information gaps. It is suggested that the ex post evaluation include EU-wide surveys in a limited number of countries, programmes, and activities, including data collection among targeted groups and causality analyses.

Follow-up

The results of the study have been used to prepare the terms of reference of the ex post evaluation. The report has been annexed to the terms of reference and in this way made available to the potential tenderers.

Availability of the evaluation report

<http://ec.europa.eu/social/main.jsp?catId=307&langId=en>

^{††}Overview of the 2007-2013 European Social Fund (ESF) Operational Programmes (OPs)

ABB activities or Budgetary lines concerned:

04 - 02: European Social Fund

Scope:

^{††} In addition to complete evaluations, the Annual Evaluation Review includes also preparatory studies in support of evaluations and reviews of specific aspects of the performance of the activities.

Timing:	Start date 21/11/2007	End date 22/12/2008
Organisation:	External	

Purpose

The aim of this contract was to propose an overview of the priorities and content of ESF programmes under the two objectives for 2007-2013 (regional competitiveness and employment and convergence). This overview will be used as a source of information by the Commission in its assessment, analysis and monitoring of the implementation of the ESF programmes. It is not an evaluation of the quality of operational programmes.

More specifically, this study will map the planned ESF interventions according to:

1. the ESF priorities and other thematic issues as defined in the Regulation 1081/2006;
2. the expected contributions to Community objectives and policies, in particular the Lisbon strategy.

Summary of findings and conclusions

Standardised summaries in English have been produced for 116 ESF Operational Programmes. Additional overviews have been produced at the level of each Member State and for the EU as a whole. The EU summary refers to the Member States summaries. The Member States summaries refer to the Operational Programmes summaries. In this way cross referencing is facilitated.

Summary of recommendations

This is not applicable in this case. Recommendations in the traditional form are not available as this is not an evaluation report but work to facilitate future evaluation activities.

Follow-up

As follow up, a database is being developed which will allow the identification of OPs on the basis of target groups and activities. The search will identify standardised OP summaries for the relevant OP priorities. In a second phase the search will also extract the corresponding structured data available under SFC2007 (System for Fund Management in the European Community 2007 – 2013).

Availability of the evaluation report

<http://ec.europa.eu/social/main.jsp?catId=307&langId=en>

Evaluation of EQUAL Learning Platforms 2007-2008**ABB activities or Budgetary lines concerned:**

04 - 02: European Social Fund

Scope:

Retrospective

Timing:

Start date 19/01/2007

End date 15/12/2008

Organisation:

External

Purpose

To continue to evaluate the implementation of EQUAL Community Initiative to make a better assessment of results and (potential) impacts of the learning platforms at the end of the Community Initiative. To identify innovative practices for mainstreaming into other programmes.

Summary of findings and conclusions

The organisation of European networking and mainstreaming considerably evolved throughout the programme, as the lessons of early implementation were being learnt. In particular, as EQUAL progressed, it was increasingly realised that not only had EQUAL led to good and innovative practice in the different thematic priorities across the Member States, but that the very architecture of the programme, although complex, had relevant lessons for future programming, especially but not only, of the European Social Fund. Thus European networking has been concerned both with identifying, sharing and disseminating lessons derived from the Development Partnerships in 9 thematic fields and with facilitating the implementation of the EQUAL principles (and management tools) during EQUAL as well as their transfer to the 2007-2013 ESF programmes.

Overall, the assessments show real concrete benefits, not only for organisers and co-organisers but also for mere participants. There is a limit, however, to what can be derived from these

assessments in some specific cases: we refer to the difficulty associated with identifying the precise contribution of the platforms to these results, as some of the benefits identified are likely to have been lessons drawn much earlier and already put in practice during EQUAL by the Member State concerned: this is the case, for example, of the inscription of PCM as mandatory requirement for all ESF projects and of the extension of the 'validation process' to all ESF projects as well, by the same Managing Authority.

Summary of recommendations

(1) Call design

-Take a strategic approach to the call: focus on those areas where transnational networking and mutual learning is most required

-Organise pool of European expertise on which Member States could rely for their networks/platforms.

- earmark a European budget of support to platform experts for exchange and training. -Provide as much flexibility as possible for the formats to be adopted and encourage the combination of a variety of mechanisms.

- Encourage the organisation of a progressive process, with a view to secure the sedimentation of collective learning, its validation and generalisation. Encourage the setting up of national and regional capitalisation networks (around particular themes or management issues), so that these become the chief actors of transnational platforms and can present overviews of their members' activities and results, rather than becoming trapped into single project practices.

-Foster the transnational dimension by encouraging a mode of collaboration whereby all Managing Authorities involved jointly design the platform and take responsibility; targeting platform users with different profiles in all Member States to encourage networking within Member States and regions, beyond the Steering Groups.

(2) Selection process - pay attention to the capacity of the organising teams.

- carry out the selection of all platforms/networks at same time and include selection criteria which bear on the call as a whole and not only on individual applications – such as making sure that organising and co-organising roles are spread across Member States, making sure that selected platforms are distinctive, and paying attention to the scheduling of events.

- Most selection criteria remain relevant, however, further specification is needed. This could take the form of specific requirements (or guidance) to applicants, including the following:

- Justify the added value of the proposed platform.
- Specify (various) participant and user profiles and the strategies to reach out to them across the EU;
- Explain why the proposed format(s) are the most relevant to achieve the stated purpose, and how they allow for progressive learning and capitalisation at different levels and for different targeted groups.
- Provide detailed explanations as to how 'good' or 'innovative' practice will be

validated and how its potential for transfer will be analysed

- Avoid jargon and clarify the concepts used;
- Clearly define the roles of organiser and co-organiser Member States and explain what the time and skill resources are to perform these roles; and explain the specific added value but also the boundaries of expert contributions;
- Provide explanation of how they are going to address language issues and make sure that people with low English speaking skills can participate in the platform;
- Provide an explanation of monitoring and evaluation arrangements. Monitoring should include provisions for monitoring of participant and user profiles. It might be helpful to accompany the text of future calls with some short guidance to Member States, with highlights of tips and pitfalls derived from the experience of this call.

(3) Monitoring

- Maintain monitoring by the European Commission in form of facilitation for the co-ordination between platforms and of follow-up for compliance.
- Hold annual meeting of platform organisers for review of progress as well as information, learning and support.
- Require regular, e.g. 6 monthly, progress reports

Follow-up

Availability of the evaluation report

<http://ec.europa.eu/social/main.jsp?catId=307&langId=en>

Evaluation of the European Year for Worker's Mobility (EYWM). Towards a European Labour Market

ABB activities or Budgetary lines concerned:

04 - 03: Work organisations and working conditions

Scope:

Prospective and Retrospective

Timing:	Start date 22/12/2006	End date 30/06/2008
Organisation:	External	

Purpose

The objective of the evaluation is to assess the relevance of organising a specific EYWM and value added created through the EYWM and the further actions needed at EU level regarding the EU policy in this field.

Summary of findings and conclusions

The evaluation of relevance showed that objectives of the EYWM were considered as highly relevant by various stakeholders and promoters of co-financed projects. The objectives were also consistent with essential in this context EU-level policy documents. Importantly, since the EYWM was a relatively small initiative, it did not seek to tackle all challenges related to geographic and professional mobility of workers. The evaluation of complementarity looked at the horizontal dimension, i.e. complementarity of the EYWM with other Community instruments and programmes. Specifically, three initiatives and programmes were analysed: the Employment Incentive Measures (EIM); the European Employment Services (EURES) and European Social Dialogue and its Financial Instruments. The evaluators concluded that the EYWM and the reference initiatives were substantially coherent and supplemented each other by enabling to achieve larger scope and scale of activities and cross-funding some events and projects.

The overall effectiveness of achieving the operational objectives (outputs) was substantial as all planned outputs of the Community measures and the majority of the planned outputs of the co-financed projects have been achieved or are likely to be achieved. The number of co-financed projects was closed to the foreseen and only the restricted call for proposals aimed at the European Social Partners received less attention than expected and thus 2 (instead of the planned 3-5) projects were co-financed. Knowing that a robust assessment of sustainability of the EYWM activities, in particular continuous application of new methods of cooperation and new approaches to enhancing workers' mobility would be only possible in a few years time, the evaluation focused on establishing whether the conditions for ensuring sustainability of results had been fulfilled. The evaluators reminded that until launching of the Year the debate on mobility issues at EU level was rather fragmented. With this regard, the analysis showed that Year contributed to the creation and development of various existing and new networks concerned with the workers mobility.

The assessment of efficiency of the EYWM in using financial and human resources was found methodologically difficult. Firstly it was due to lack of objective reference point, which could indicate an ideally efficient cost per unit of output and result. Consequently, the evaluators choose the best available benchmark for comparison, the cost of similar outputs of previous years: European Year of Education through Sport and European Year of People with Disabilities. Applying these as benchmarks, the EYWM was found as being relatively more efficient in using its human resources than the previous Years. Secondly, it was not possible to calculate the cost of all outputs and results of the Year due to lack of data and output

incommensurability. Nevertheless, the analysis, even if fairly general, revealed that the allocation of financial resources per specific objective and per measure of the EYWM was well balanced, which created preconditions for efficiency of the Year.

The overall conclusion with regard to the European value added (EVA) was that the EYWM made a useful contribution in terms of EVA, even though it was rather small initiative. In particular, the Year created positive value by allowing various players from different Member States to undertake a co-ordinated effort in an area where there are a variety of different national objectives and to solve co-ordination problems which are inherent to the initiatives managed by a single Member State. The Evaluators underlined that participating in the European project provided promoters with better opportunities in terms of networking, generated more media attention and facilitated access to the key policy makers at the EU and national levels.

Summary of recommendations

Recommendations concerning the EU policy in the field of workers mobility

(1) The geographical and professional mobility issues should be integrated as a horizontal theme into the existing EU programmes and initiatives (e.g., PROGRESS 2007-2013, ESF-funded programmes), policies of the Commission, Member States and activities of stakeholders. Specifically, this could entail support to various networks in the area of mobility, organising media campaigns, discussing mobility in the major Community and Member-States' events and conferences (in the context of e.g., Lisbon strategy, European social agenda).

(2) Further European-wide research on mobility should be carried out by developing research networks, encouraging exchange of information and expertise and contracting studies.

(3) Member States and relevant stakeholders should also be encouraged to initiate specific research initiatives on issues which are of particular interest to them in the field of geographical and professional mobility of workers. Recommendation concerning an organisation of European Years

(4) European Year should be conceived not as a separate, isolated scheme, but more of an umbrella initiative, to which also various other initiatives implemented by the EC (and, possibly, by the Member States and various stakeholders) contribute. This would allow for a one-off project like a European Year to benefit from the already existing networks, connections, administrative capacity and experience.

(5) European Years could seek to combine the centralised (at the EC) and decentralised (to the Member States) management systems. One of ways to do that could be to have some calls for proposals managed by the Commission and the other ones by the Member States.

(6) Whenever the management structure of European Years is centralised at the EC level, an active involvement of the existing networks in the planning and implementation phases should be encouraged. These networks may be given a specific task of ensuring a better integration of national needs into Community initiatives as well as making the national actors better aware of European aims and objectives. Once a given European Year is over, these networks could serve as a source of sustainability of its outputs and results.

(7) In case of the calls for proposals during European Year, dissemination of information should be highly targeted to the potential applicant groups.

(8) European Years should foreseen possibility to contract a specific technical assistance, the mission of which would be training of (support to) promoters and partners of the co-financed projects as well as other stakeholders in dealing with media, gaining and generating attention to the issues at hand.

(9) Whenever European Years set as a goal to reach of stakeholders in all the Member States the venues for European events should be spread widely, avoiding their location in Brussels or immediate neighbouring regions, as Brussels-based actors are normally very well sensitised to the European issues. Encourage the initiative of the Member States and various stakeholders to organise European or regional mobility-related events.

(10) European Years should foreseen quantitative targets related to the objectives of the Year and core indicators to measure them. Subsequently, a requirement for all beneficiaries and contractors to use these core indicators when reporting back to the EC should be introduced.

(11) When initiating further European-wide initiatives (or taking part in such initiatives) address the question of European Value Added not only in terms of financial contribution from the Community, but also refer to other important aspects, such as networking, visibility, etc.

Follow-up

An inventory of key outputs and results achieved during the EYWM could be created and made available to the stakeholders and wider public, e.g. through the Commission website, relevant web-sites of the Member States and stakeholders.

Availability of the evaluation report

http://ec.europa.eu/employment_social/evaluation/index_en.html

05 – Agriculture and Rural Development

on-line information: http://ec.europa.eu/agriculture/eval/index_en.htm

e-mail address for information: agri-evaluation@ec.europa.eu

Evaluation of measures in the dried fodder sector

ABB activities or Budgetary lines concerned:

05 - 02: Interventions in agricultural markets

Scope:

Retrospective

Timing:

Start date 15/12/2006

End date 31/01/2008

Organisation:

External

Purpose

The subject of the evaluation is the aid scheme for dried fodder. Aid is paid for the production of fodder which has been dried naturally and by artificial means.

A CMO for dried fodder was first established in 1974 by Council Regulation 1067/1974 with a view to ensure a better supply of the Community market in proteins and given the importance of dehydrated fodder for animal feeding. An aid was granted to processors with conditions enabling growers to benefit from the system of aid. The aid scheme was adapted to market requirements by Council Regulation 1117/1978.

Then a reform of the scheme was implemented by Council Regulation 603/95. The aim was to discourage excess production throughout the EU by maximum guaranteed quantities per Member State and to lay down detailed rules concerning trade with non-member countries. The current arrangements were laid down by Council Regulation 1786/2003 and by Commission Regulation 382/2005 & 1295/2005. The present aid is payable to processors who dry permitted plants grown on land registered by the Integrated Accounting and Control System, with detailed conditions of eligibility. Nearly all Member States produce dried fodder but main producers are Spain, France & Italy.

Summary of findings and conclusions

1.1. Effectiveness in reaching the objectives of support The objectives guiding the application of support measures for dried fodder have evolved from the time of the first implementation of the scheme in the seventies. The main aim was then 'ensuring sufficient supply with protein fodder'. Through several reforms, other objectives have been incorporated into the scheme, referring to 'encouraging the regular supply of green fodder to processors', 'discouraging excess production throughout the community' and 'taking into account effects on the environment of use of fossil fuel and irrigation'. With market price levels for the final product, competitive prices for the raw material can be paid only on the basis of the support received. The competitive position of dried fodder vis-a-vis other types of protein fodder depends to a certain degree on the energy costs, which are an important part of the processing costs. In conclusion, the aid scheme can be considered as the main driving force of the activity.

1.2. Income of farmers To a large extent, the dried fodder aid is passed on to farmers through competitive prices for the raw material. As a result of the 2003 reform, an improvement in the income was identified, because a part of the aid was transformed into a decoupled payment, leaving farmers the choice to opt for the most profitable crop and pressing the industry to offer better prices for the raw material.

1.3. Efficiency of the scheme As 80% of the demand for dried fodder could be replaced by other protein fodder, the efficiency of the scheme is questionable. This is even more evident when comparing support levels for substitutes with coupled support: the support by volume of protein produced from dried fodder is 183 EUR/t as compared with 122 EUR/t for protein seeds. The administrative burden varies between MS, ranging from 0.63 EUR/t in France to 4.42 EUR/t in Italy (due to the complexity of the implementation of the scheme), for an average product price of 110 EUR/t.

1.4. Environmental impacts of the scheme

One direct environmental effect of the Common Market Organisation (CMO) is through energy consumption by the drying industry. Greenhouse gas emissions are estimated at 1.6 MtCO₂eq before the reform had any impact; and at 1.4 MtCO₂eq during the 2005-2006 marketing year (the decrease comes from a reduction of the quantities processed). In 2004-2005, fossil fuel represented 90% of the energy sources used by the drying industry. The CMO had no major impact on technical decision-making and on the choice of fuel sources (renewable energies) by the beneficiaries. There are also significant positive environmental impacts that can be considered as direct effects of the CMO. These are linked to the agricultural production of green fodder. In the overall assessment of the environmental effects of the measures, the negative effects linked to energy use cannot be balanced against completely different positive effects associated with the growing of raw material.

1.5. Coherence with other objectives. In the context of the Common Agricultural Policy (CAP) as reformed in 2003, the scheme appears as a market distortion compared with decoupled payments. In the absence of support, the majority of the industry would not be economically viable due to the high energy costs, and the related employment would be lost. However, the latter is significant only in some areas, such as the Champagne and the North of the Netherlands (the two regions account for 30% of the 4.500 jobs linked to the industry in the EU).

1.6. Relevance of the scheme In relation to protein feed supply needs, the product is not essential, and substitutes are already available at competitive prices. In the 1970s, the protein supply was the main reason for implementing the scheme. There appears to be no critical need anymore in this respect at present and in the near future. The scheme is therefore not relevant any more.

Summary of recommendations

The scheme cannot be maintained or partially reformed. In the process of abolishing the scheme, special attention has to be given to preserving the positive impacts achieved by the present scheme: the income of fodder producing farms, economic activity in rural areas, and local environmental impacts of raw material production (alfalfa and grass). A sufficiently long transition period has to be foreseen to allow adaptation by farmers and industry.

A significant involvement of the regional administrations is needed, as the sector is located in geographically limited regions. This may be better addressed in the framework of the rural development policy.

The local environmental impacts (water, soil erosion, rotation...) would be better addressed in the context of specific programmes under the second pillar. The same is true for employment issues. The availability of funds for these specific measures would have to be addressed, as the RD programmes for the period 2007-13 are already established.

Follow-up

The evaluation report was disseminated, including the publication on AGRI on EUROPA web page. According to the established practice of DG AGRI, a follow-up note will be established 2 years after the finalisation of the evaluation study.

Availability of the evaluation report

http://ec.europa.eu/agriculture/eval/reports/fourrage/index_fr.htm

Evaluation of the market measures in the beef and veal sector

ABB activities or Budgetary lines concerned:

05 - 03: Direct aids

Scope:

Retrospective

Timing:

Start date 22/12/2006

End date 31/12/2007

Organisation:

External

Purpose

According to the implementation rules of the Financial Regulation applicable to the general budget of the European Communities (Council Regulation No 1605/2002) all measures causing budgetary expenditure shall have their results evaluated in a cycle of six years. Therefore, the pluri-annual evaluation plan 2005/2007 of DG Agriculture foresaw the evaluation of the market measures in the beef sector.

This evaluation is part of the Framework Contract for the evaluation of Community measures in the Beef and Veal sector signed on 13/07/2006 (contract No 30-CE-0074014/00-39). It covers the different market measures as defined in the Common Market Organisation (CMO) for beef and veal (Council Regulation (EC) - 1254/1999).

Summary of findings and conclusions

The 1990-1992 period was the period during which the impacts of the market measures were most notable: all the main instruments (including public intervention purchases and export refunds) were applied in a complementary way.

The intensive use of intervention gave even rise to unintended effects (emergence of a market for intervention), and the relative balance of the internal market in terms of price and volume achieved though the application of these measures did not encourage an improvement in internal competitiveness (the market share of beef decreased in favour of white meats). The intervention price developments were determining for the developments of the internal market prices.

As regards the impacts on farm incomes, the higher level of Community prices provided additional revenues which represented a considerable share of farm incomes.

The 1993-1999 period was marked by the entering into force of the 1992 reform, the most important element of which was a gradual decrease of intervention prices and an increase of direct support. Nevertheless, the institutional prices remained a reference for market prices.

Furthermore, this period was marked by the first BSE crisis in 1996: The activation of intervention purchases in combination with exceptional support measures prevented an excessive imbalance between supply and demand.

Generally speaking, intervention stocks were reduced during this period but exports with refunds continued, despite the reduction of their amounts, to be an important market outlet for Member States with production surpluses.

On the other hand, the impacts of market measures on farm incomes were reduced as a result of reduced price support. Direct aid became the essential instrument for income support.

During the 2000-2004 period, the Agenda 2000 reform was put into force, which provided for further reductions of institutional prices and an increase of direct aids, and which limited public intervention to a safety net function.

However, the beginning of this period was marked by the second Bovine Spongiform Encephalopathy (BSE) crisis, where again recourse to public intervention and exceptional support had to be made. These instruments proved again to be effective in maintaining a relative

equilibrium on the internal market.

During this period there was also a further decrease in the level of export refunds which led to a decrease of exports with refunds. After 2002 the internal market changed to a deficit situation and the measures related to imports (customs duties and tariff quotas) became more important.

Internal market prices were no longer determined by the institutional prices but rather by the level of import duties. The difference with prices in third countries increased, which led to decreased external competitiveness of European beef.

Although direct aid was increased during the period, market measures continued to provide significant additional revenue which constituted a lower, but still significant share of farm incomes.

Finally, for the 2005-2006 period, (entering into force of the 2003 Common Agricultural Policy (CAP) reform) customs duties were the only instrument which continued to have an impact on the level of internal prices. The price difference with third countries permitted imports of meat at full rate of duty, without these volumes destabilising the internal market.

The evaluation highlights the fact that the size of the cow herd (milk cows and suckler cows) was an important determining factor for beef production throughout the whole examination period. Whereas the milk cow herd was mainly determined by the CAP measures in the milk sector, the suckler cow herd was strongly influenced by the measures taken in the beef sector.

The reform of the market measures contributed to the restructuring of the beef production sector by favouring farm consolidation, to the advantage of larger farms (more than 100 Livestock Units).

Summary of recommendations

Given the reduced importance of market measures in the present policy context, there is not much room for recommendations to be made. Therefore, the recommendations put forward relate mainly to possible cases of future application of the main market instruments.

Concerning the maintenance of the option of intervention purchases and of activating exceptional measures: This option provides a reaction mechanism which can be used quickly and effectively in case of market crises and price collapse, as it was the case during the two BSE crises.

As concerns export refunds, the evaluators recognise that the logic of international commercial negotiations and the fact that production has been structurally lower than internal demand in recent years, are compelling reasons for eliminating of this tool in the near future.

The evaluators suggest to maintain the carcass price observation system, given its efficacy and its usefulness for market analysis, the setting up of forecasts and the monitoring of agricultural policy.

As concerns customs duties and tariffs, the study proposes gradual changes in order to take into account the need to improve the competitiveness of Community production and the need to prevent market imbalances caused by a too rapid elimination of Community protection.

The combination of lower duties and an increase in quotas must be carried out in a targeted and

specific way, depending on the type of product and to take into account the current level of market openness.

Decoupling of direct aids (in combination with a possible future reduction and greater instability of prices as a consequence of reduced import duties) might threaten the survival of suckling farms located in rural grasslands for which no other activity is possible. If the maintenance of extensive beef production is intended in these regions, other specific instruments provided for in the reformed CAP have to be put in place.

Follow-up

The evaluation report was disseminated, including the publication on AGRI on EUROPA web page. According to the established practice of DG AGRI, a follow-up note will be established 2 years after the finalisation of the evaluation study.

Availability of the evaluation report

http://ec.europa.eu/agriculture/eval/reports/beef/index_fr.htm

Evaluation of measures regarding producer organisations in the fruit and vegetable sector

ABB activities or Budgetary lines concerned:

05 - 02: Interventions in agricultural markets

Scope:

Retrospective

Timing:

Start date 12/12/2007

End date 30/11/2008

Organisation:

External

Purpose

The contract concerns an evaluation of the impacts of the measures regarding producer organisations in the fruit and vegetable sector, as laid down in Council Regulation (EC) No 2200/1996 on the common organisation of the market in fruit and vegetables.

Summary of findings and conclusions

Taking into account the development of the organisation rate, the factors influencing the concentration of supply and the fact that some producer organisations were created (mainly or only) for managing the aid for processing, the objective of 60% organised supply in 2013 will hardly be achieved. The positioning of a producer organisation in the supply chain is an individual choice of the producer organisation. Only increasing the organisation rate does not guarantee a reinforcement of the position of fruit and vegetable producers on the market.

As concerns prices, the power of producer organisations vis-a-vis the large retail chains is almost zero. The so-called private objectives of the producer organisations scheme - concentration of supply, reinforcement of the position of producers, stabilisation of the market, improvement of competitiveness - are pertinent for the needs and problems of the fruit and vegetable sector. However, the following weaknesses were identified:

- The concentration of supply contributes to reinforcing the position of producers, but to an insufficient degree, taking into account the speed and size of the concentration of the downstream part of the supply chain.
- The fact that the scheme supports only part of the operators affects the achievement of its objectives. The so-called public objectives - public health and environmental protection, including the corresponding specific objectives (such as waste management, organic production etc.) - are pertinent for the needs and problems of the fruit and vegetable sector. However, as concerns the promotion of integrated production, it would be more relevant to formulate clear objectives with respect to the use of fertilisers and pesticides. Operational programmes finance in particular commercial and production actions, followed by actions for quality control and phytosanitary measures.

Operational programmes have only few direct effects on the concentration of supply. As concerns the strengthening of the position of producers, the results of operational programmes are in general weak. Actions linked to the objective of improving competitiveness are generally seen as effective, in particular actions aimed at reducing production costs, and ensuring/increasing the quality and value of products. With respect to the promotion of environmentally friendly practices, the actions have focused mainly on the development of integrated production and waste management. The co-financing principle leads producers to choose actions with tangible results, which does not favour collective actions via associations of producer organisations, inter-branch organisations or mergers of producer organisations, as well as some environmental actions such as the protection of biodiversity and countryside, and promotion. According to the results of the survey, 16% of the producer organisations would realise most of their actions also without support, and a further 17% of the producer organisations would realise at least part of their actions without support. Furthermore, a significant number of producer organisations would realise their actions without support, but later. This shows the pertinence of the actions of operational programmes, but also significant dead-weight effects. The scheme providing support for operational programmes is rather complex and costly for producer organisations and authorities in the Member States.

The extension of rules is a specific case of France linked to a particular organisation of the fruit and vegetable sector in France. Apart from France the extension of rules was used in one specific case in Spain. The extension of rules requires controlling independent producers. In order to avoid significant controlling costs, a consensus about the content of the extension of rules is necessary. This requires that the rules are either not restrictive, or they are considered as necessary and consequently acceptable by independent producers.

Summary of recommendations

The recommendations take into account the 2007 reform of the Common Market Organisation (CMO):

- As concerns the concentration of supply, the reform has introduced additional incentives. These improvements have addressed the problem of a low performance of the scheme, as identified in the evaluation. However, despite these improvements, the evaluators doubt that the objective of a 60% organisation rate in 2013 can be achieved, because of other factors, independent of the CMO, which influence the concentration of supply.
- An increase of the organisation rate as such does not guarantee progress in achieving a stronger position of producers in the supply chain. According to the results of the analysis, the dimension of a producer organisation is a key factor for better positioning of a producer organisation in the supply chain. Therefore, in those Member States where producer organisations are of a small size and do not offer the services allowing for a better positioning in the supply chain, the national strategies should prioritise actions for the improvement of the position of producer organisations, such as mergers or the creation of organisations ensuring the marketing of the production of more producer organisations.
- Co-ordination at a higher level (associations of producer organisations, inter-branch organisations) is also necessary. The increase of support for this kind of actions in the 2007 reform represents progress, although maintaining the limit of the aid (4,1% of the value of the marketed production) will limit the interest of producer organisations in these actions.
- As concerns the operational programmes, the main weakness of this instrument is its complexity linked to the interpretation of eligible actions and to the justification of the amount of the aid (additional costs and lost income). In this respect, the reform did not introduce a significant simplification. The evaluators propose to either use a flat-rate aid or to introduce a more detailed definition of eligible actions in the national strategies, involving producer organisations. For the second proposal, a definition at the regional level would be more appropriate than a national one.
- The second major weakness of the instrument is the linear link between the aid and the value of the marketed production. As the results of the analysis show, the dimension of a producer organisation is an important condition for a better market position and competitiveness. Therefore, this construction of the support is justified. However, it does not sufficiently motivate the concentration of supply in those regions where the organisation rate is low. In this respect, the additional support agreed within the 2007 reform can play a role.
- As concerns environmental protection, the operational programmes are a relevant and effective instrument if they are seen as a condition for granting the aid. However, as far as the protection of the environment is concerned, it would be more effective to introduce a scheme applicable to all fruit and vegetable producers, including those who are not members of producer organisations.
- The evaluation provides a very simple theoretical analysis of whether the objectives of the producer organisations scheme could be achieved by other currently applicable support schemes. Decoupled aid could not provide the support for the marketing actions of producer organisations. The integration of the producer organisation scheme into the rural development policy could decrease the management costs and could allow financing a number of the actions of operational programmes. However, it could be difficult to keep a specific support for the fruit and vegetable

sector. Due to the regional approach applied in the rural development policy, it could also be difficult to support the co-ordination and organisation of activities with a national or international dimension.

Follow-up

The evaluation report was disseminated, including the publication on AGRI on EUROPA web page. According to the established practice of DG AGRI, a follow-up note will be established 2 years after the finalisation of the evaluation study.

Availability of the evaluation report

http://ec.europa.eu/agriculture/eval/reports/producer/index_fr.htm

Evaluation of the activation of direct payments on fruit and vegetables land in the regional model

ABB activities or Budgetary lines concerned:

05 - 03: Direct aids
05 AWBL-01 : Administrative support for Agriculture Directorate-General

Scope:

Prospective and Retrospective

Timing:

Start date 03/09/2007

End date 20/05/2008

Organisation:

External

Purpose

The contract concerns an evaluation of the impacts of the implementation of the provisions of Council Regulation 1782/2003 relating to the use of land on which fruits and vegetables and table potatoes are grown, for activating payment entitlements within a single payment scheme. The evaluation was meant to show the impact of the above-mentioned provision. Moreover, it was meant to contribute to a better understanding of the single payment scheme and to assess the effects of exemptions from full decoupling - either in the form of the limitation of eligibility for payment entitlements or in the form of keeping full or partial coupled aid.

Summary of findings and conclusions

Theoretical foundation: Fully decoupled aid is a direct transfer to the revenue of farmers, regardless of the level of production and the production area. It does not have any effect on the relative profitability of crops, and has no direct effects on production decisions of farmers and the market balance. Exceptions from decoupling limit the neutrality of decoupled aid as regards production decisions of farmers and the market balance and are in contradiction to the general intervention logic of the SPS.

The shift from coupled to decoupled aid should lead to a reorientation of producers, enabling them to respond more quickly to market demand and to become more efficient.

This could result in changes in volumes produced, in production structures and production zones. However, these effects are limited by price adjustments and existence of "entry barriers". Thus, adjustments are not sudden but progressive, and historical producers have an advantage over new entrants. Empirical analysis: Since the implementation of the 2003 Common Agricultural Policy (CAP) reform, the fruit and vegetables (F&V) and table potato growing areas have fallen slightly in Member States (MSs) applying the historical model and in MSs applying the regional model too. The geographical distribution of production areas in the two groups of MSs did not change significantly.

As concerns the alternative crops, the combined effect of the reforms favoured a drop of areas in all crops (with the exception of rapeseed in the centre-north of the EU) and an extensification of agriculture.

The reforms have strongly influenced the production decisions of farmers, as well as the decisions whether to continue or to stop production.

On the majority of land which is no longer cultivated, good agricultural and environmental conditions are likely to be respected. Consequently, the land is likely to be returned to the crop growing activity. This conclusion is supported by field surveys, which confirm a return of land to the production of cereals during the last campaign.

The reforms favoured the exit of small and less efficient farms from the agricultural sector, thus accelerating ongoing structural trends. The above-mentioned findings are common for both groups of MSs (those applying the historical model and those applying the regional model). On the other hand, the option of keeping partially coupled aid for some crops applied in some MSs has limited this development, due to the existence of distorting elements. The changes in producers' behaviour vis-à-vis policy changes and market signals are perfectly in line with the economic theory on which the 2003 reform was based. The analysis shows that in the absence of the rules of use of land the expansion of areas cultivated with F&V and table potatoes will be only very limited: a modest increase can be expected on mixed production farms and in MSs applying the historical model (in particular, on mixed production farms), because for them the rules of use of land were more binding.

As concerns the effect of decoupling of the processing aid for tomatoes, the results of the PMP model show a drop in land cultivated with tomatoes for processing, especially after the transitional period, once the aid is fully decoupled. However, the impact of decoupling of the aid for processed tomatoes on the F&V sector as a whole will be significant only in those regions where the share of tomato land in the total land with F&V and table potatoes is the highest.

Summary of recommendations

The rules of use of land have a distorting effect on production choices of farmers, which is not coherent with the principles of the 2003 reform of the Common Agricultural Policy (CAP). Moreover, these rules are superfluous, because the risk of an increase of land cultivated with F&V and table potatoes is limited by the existence of several "entry barriers".

Therefore, the removal of the rules excluding or limiting the land grown with F&V and table potatoes from the activation of payment entitlements, and the integration of the fruit, vegetable and table potato sectors into the SPS, as decided in the reform of the F&V Common Market Organisation (CMO), is an appropriate measure. The full decoupling of the processing aid for tomatoes will probably lead to a reduction of the production and an increase of the prices of tomatoes for processing, and consequently could cause difficulties to the processing industry. Since the processing industry needs a longer adaptation period (compared with agriculture), the options for transitional arrangements provided in Council Regulation 1182/2007 seem to be appropriate.

Follow-up

The evaluation report was disseminated, including the publication on "Europa" web page. According to the established practice of DG AGRI, a follow-up note will be established 2 years after the finalisation of the evaluation study.

Availability of the evaluation report

http://ec.europa.eu/agriculture/eval/reports/directpay/index_fr.htm

Evaluation of the Common Agricultural Policy (CAP) on protected designations of origin and protected geographical indications

ABB activities or Budgetary lines concerned:

05 AWBL-01 : Administrative support for Agriculture Directorate-General

Scope:

Retrospective

Timing:

Start date 15/10/2007

End date 15/12/2008

Organisation:

External

Purpose

When Council Regulation (EC) No 510/2006 on protection of geographical indications and designations of origin for agricultural products and foodstuffs was adopted in March 2006, the Commission made a declaration concerning a future policy review of the schemes for protected designations of origins (PDO) and protected geographical indications (PGI).

The declaration mentioned the following items to be dealt with during the policy review

- 1) Identification of PDO and PGI as ingredients.
- 2) Use of alternative instruments
- 3) Scope of products covered by the regulation
- 4) Identification of the origin of raw materials
- 5) Criteria used to assess the generic status of a name;
- 6) Design of the Community symbols.

For supporting this policy review, an ex-post evaluation of the PDO/PGI scheme has been undertaken which examined the effectiveness, efficiency, relevance and coherence of the policy measures in question and investigated on issues of relevance for the policy review. By doing so, the evaluation provided elements for feeding the process of the policy review on the PDO and PGI scheme.

Summary of findings and conclusions

As regards the implementation of the scheme, the evaluators observe a disparity across EU27 in terms of the institutions responsible for promotion and administration of the scheme, the level of support and guidance for the applicants, the period for objections at national level, and the control of compliance and enforcement. There are differences in the usage of the scheme across Member States as 6 countries (France, Italy, Germany, Greece, Portugal, Spain) account for 90% of all registrations. According to the evaluators, the factors causing these differences are: the size of the agricultural sector, the level of encouragement and support given to applicants, differences in food cultures and the EU accession date. The main reasons given by producers for taking up the scheme are economic and relate to marketing, gaining or securing market share, or sending quality assurance signals to consumers.

As regards the benefits of the scheme for retailers, the most important is the gain in reputation associated with selling high quality products. The level of recognition of the PDO/PGI symbols among consumers is rather low across Member States. Just 8% of consumers recognised any of the PDO/PGI symbols, of which 51% correctly indicated their meaning. However, the use of the symbols or the respective terms will be compulsory only as of May 2009.

As regards the impact on producer prices and costs, the scheme yields higher prices for most of 18 PDOs/PGIs examined in 9 case studies and the price premium ranges from 5% to 300%. The often higher production costs do not necessarily translate into a higher profit margin. The use

and labelling of PDOs/PGIs used as ingredients in processed products does not appear to cause problems for producers and some case studies show that industry can manage this on an agreed basis between PDO/PGI producers & processors. Non-information on raw material origin used in PGIs is a concern only in 2 countries (Germany, Italy) where consumer associations expressed the view that consumers may be misled if it is not explicitly noted on the packaging that some ingredients of the product come from outside the PGI region. The alternative means of protection of names to PDO/PGI available to producers are individual and collective trademarks, and certification marks, the main difference being more stringent conditions related to special characteristics of the region applicable for the PDO/PGI registration.

The case studies found that a trademark is generally not viewed as being as effective as the PDO/PGI scheme for protecting a name, but is often used together with PDO/PGI for marketing purposes. It appears to be a complement rather than a substitute. The case studies show that PDO/PGI producers and consumer associations believe the products provide good quality for their prices. The case studies show also that market shares will increase, domestically or abroad, only if, in addition to the registration of a name, a number of additional factors are present such as an active market expansion approach being pursued by producers, interest from consumers, a combined use with a trademark and the existence of niche markets. Also the pattern of distribution along the supply chain of any additional profits and revenues accruing as a result of participating in the PDO/PGI scheme varies across products. In general, the scheme is perceived as yielding significant reputational benefits. No impacts of the scheme on normal market operations of non PDO/PGI products were noted in the case studies. Based on evidence from the case studies the evaluators conclude that: the scheme has helped preserve the production of products, but has contributed little to increasing the diversity of products; the scheme has a small positive and varied impact in terms of increasing or retaining economic activities in rural areas; its existence contributes, however, to the reinforcement of the cultural heritage and value of the region of production.

Summary of recommendations

The following recommendations were made by the consultants:

- The lack of comprehensive data at the Member State level on the administration of the scheme (such as, e.g. number of controls) and statistical data on the PDO/PGI products (such as, e.g. number of PDO/PGI producers, size of the agricultural areas devoted to the production of PDOs/PGIs and their key inputs, value and volume of production, value and volume of sales of PDO and PGI products in the home market, in other EU Member States and outside the EU) is a serious constraint to the monitoring and evaluation of the scheme at national and EU level. The European Commission and the Member States should increase the availability of administrative and statistical data on the PDO/PGI scheme by considering the development of a collection system for administrative and economic data on PDOs/PGIs to be able to monitor this segment and inform future policy-making.
- There is a large disparity in the number of registered names across the Member States. According to the results of the analysis, a higher level of information and support tends to result in more registration for protected names.

An active promotion of the scheme and stronger provision of support to the applicants by the Member States, but as regards promotional activities also by the European Commission, could increase producer awareness of the scheme and its benefits, especially in Member States in

which the actual take-up rate of the scheme is low.

- The results of a pan-European consumer survey of awareness and understanding of the PDO/PGI symbols show that the level of recognition and understanding of the PDO and PGI symbols across the EU is rather low. An active communication campaign to raise consumer knowledge of the PDO/PGI scheme and the PDO/PGI symbols could help achieve the output expected from the scheme as regards "awareness and knowledge of PDO/PGI indications and symbols by consumers". Such a campaign could be undertaken by Member States or the European Commission.
- The non-information on origin of raw materials in the case of PGIs may, at times, cause consumer confusion about the true origin of the ingredients used in some PGIs. In order to address consumers concerns about traceability and sourcing of ingredients and eliminate any potential confusion about the geographical source of ingredients in PGIs the European Commission should consider ways to increase information about raw material ingredients in PGIs by e.g. providing detailed origin information on at least the main ingredients on the PGI package.

Follow-up

The evaluation report was disseminated, including the publication on the AGRI on EUROPA web page. According to the established practice of DG AGRI, a follow-up note will be established 2 years after the finalisation of the evaluation study.

Availability of the evaluation report

http://ec.europa.eu/agriculture/eval/reports/pdopgi/index_en.htm

Evaluation of the environmental impacts of Common Agricultural Policy (CAP) measures and direct support measures related to beef & veal and milk sectors

ABB activities or Budgetary lines concerned:	05 - 03: Direct aids
Scope:	Retrospective
Timing: Start date 22/12/2006	End date 31/01/2008
Organisation:	External

Purpose

The evaluation is focused on the specific environmental impacts of the Common Market Organisations (CMOs) and CAP direct support measures related to the beef and veal sector and the milk sector. In evaluating those impacts, the environmental impacts induced by CAP measures must be distinguished from environmental impacts of production relating to other driving forces. The objective of this evaluation project is to identify the environmental impacts of the abovementioned policies and measures amongst impacts from other policies and external factors.

For achieving this objective the evaluation highlighted the causal chain, leading from the measures of the CMOs and the direct support measures via reactions at farm level management to impacts on the state of the environment. The impacts include all kinds of environmental impacts, notably on: soil, water, biodiversity, habitats, landscape, air and climate change.

Summary of findings and conclusions

Beef cattle numbers are higher in the EU as a result of the combined effect of price support and coupled direct payments. Beef cattle numbers increased or were held at a fairly consistent level in several Member States and this is an effect, which is to be attributed to these measures. In addition, price support and direct payments in the beef sector have helped to maintain a wider distribution of beef production and kept a greater number of farms and farmers in beef production.

The increase in stock numbers has resulted in greater environmental pressures arising from cattle production, in particular increased volume of livestock wastes and ammonia and nitrogen loadings on the environment and pressures on soils and semi-natural habitats in areas where inappropriate levels of grazing are occurring. Furthermore this caused increased emissions of greenhouse gasses, specifically methane and nitrous oxide.

Extensification payments have helped sustain more extensive beef production systems, but they have not resulted in a widespread reduction in stocking rates. Farms with a low stocking density have positive environmental benefits. The continuation of grazing is a priority in biodiversity terms and other forms of stock are not necessarily a substitute for beef cattle in terms of ecological impact.

Decoupled payments remove the direct incentive to keep livestock and on a number of farms the logical response would be to retain fewer cattle to improve income, with a likely positive environmental impact. Recent data underlines this assumption showing a general decline in beef cattle numbers across most Member States. In addition, with the introduction of cross compliance awareness towards environmental impacts has risen and compliance with the standards is higher than previously. In general terms, the evaluators conclude that the negative environmental impact of an intensively managed segment of a beef herd associated with elevated cattle numbers (air and water pollution) will probably outweigh any positive effect on the landscape or biodiversity in most regions.

- CMO for milk and milk products and the milk quota regime

The analysis suggests that the combination of price support and the quota system at Member

State and farm level has stabilised the production of milk, stabilised milk prices and has kept dairy cattle numbers higher. Environmental effects of this raise in dairy cattle numbers are higher levels of methane and nitrous oxide production, more ammonia emissions, higher levels of fodder production and increased levels of waste production, generally in the form of slurry, creating water pollution pressures, especially from nitrates. Most dairy farms are managed rather intensively and there is a growing trend to keep stocks indoors. However, a small proportion of dairy farms provide benefits for biodiversity as they are low intensity or manage important habitats, e.g. Alpine meadows. In supporting the dairy sector as a whole, the CMO prolonged the viability of many of these farms. The quota system has prevented the migration of production to more competitive Member States. It has also prevented or slowed down regional concentration within some Member States leading to environmental benefits. Increased levels of regional concentration of dairying are environmentally undesirable, in so far as they raise the concentration of pollutants in an area, reduce landscape diversity and reinforce the trend towards specialisation and the decline of mixed farming.

The continued existence of dairy quota means that the impacts of decoupling within the dairy sector have not been as extensive as they might otherwise have been. The dairy premium does not appear to have any clear effect on cattle numbers and as such is unlikely to lead to significant environmental impacts beyond the need to adhere to cross compliance requirements, especially in relation to water pollution which is a major issue for the sector.

Summary of recommendations

- Beef and veal sector At present rural development measures aimed at sustaining beneficial farming practices offer compensation to producers in the Less Favoured Area (LFA) and those signing agri-environment agreements. However, compensation alone may not cover the full cost of providing the desired environmental outcome if the underlying system is insufficiently profitable. For this reason, a capacity to focus support to farming systems of particular environmental value in the areas where they are most beneficial would complement these rural development measures. Opportunities for more focussed support could be achieved through the use of a less sectorally focused and more environmentally flexible "Article 69" approach, alongside more targeted Pillar Two measures, with the latter delivered through the agri-environment measure or a revised LFA measure with a greater emphasis on the delivery of environmental outcomes. Additionally, there is a need to review the application of Article 69 to evaluate the outcomes that it has delivered up to now, particularly from an environmental perspective.

- Milk sector Most dairy enterprises are managed intensively creating considerable environmental pressures. The Commission has indicated that milk quotas will cease to apply after 2015, with measures to allow a soft "phasing out" proposed as part of the CAP Health Check. This suggests two key policy related needs for the future in relation to the environment. Firstly, sufficient measures need to be in place to manage growing environmental demands - especially in relation to water pollution and climate change. Existing cross compliance measures do not focus sufficiently on some of the most pressing concerns, such as diffuse pollution and accelerated reductions in greenhouse gas emissions. Second, there may be circumstances in which the continuation of dairy cattle production is desirable environmentally, for example, in Alpine pastures and where alternatives such as beef rearing would either not be beneficial environmentally or would not be viable. In such cases a dedicated and well targeted measure under Article 69 could play a role to support rural development measures, such as agri-environmental measures.

Follow-up

The evaluation report was disseminated, including the publication on AGRI on EUROPA web page. According to the established practice of DG AGRI, a follow-up note will be established 2 years after the finalisation of the evaluation study.

Availability of the evaluation report

http://ec.europa.eu/agriculture/eval/reports/beefmilk/index_en.htm

Evaluation of the environmental impacts of milk quotas

ABB activities or Budgetary lines concerned:

05 - 02: Interventions in agricultural markets

Scope:

Retrospective

Timing:

Start date 02/07/2007

End date 31/07/2008

Organisation:

External

Purpose

The environmental impacts of the milk quota system in its general functioning will be considered in the context of the examination of the market measures in the milk sector to be done in the evaluation of the environmental impacts of the Common Agricultural Policy (CAP) measures in the beef and veal and the milk sector mentioned above. This evaluation is referred as "main study". Based on the findings obtained in the main study more detailed analysis of the environmental impacts of the different options of implementing the milk quota in the Member States is to be done.

The objective of this evaluation project is to identify the environmental impacts of the different systems of allocation and transfer of milk quota in the individual Member States, in particular as concerns regional distribution of milk production. These impacts had to be separated to the extent possible from impacts relating to other driving forces: the market measures and coupled direct payments in the milk sector, other policies (notably the CAP measures in the beef sector) and external factors.

Summary of findings and conclusions

Based on a comparative assessment of the national systems of application of milk quota, notably the measures on the transfer and allocation of quota, different key aspects with structural and potential environmental implications were identified. One key aspect is the degree of regional quota mobility allowed by national quota regimes. In some Member States, quota transfers can take place freely throughout the territory with no or minor restrictions. In others, transfers can take place only within a defined region, although a limited amount of redistribution may occur through a national reserve. The data show that there is some degree of regional redistribution in milk production over time in all Member States. In countries with few or no restrictions on regional transfers, this tends to have occurred at a faster pace than in the countries that have more constraints. However, there is limited empirical evidence about the environmental impact of the level of regional redistribution that can be attributed to the operation of quota transfer rules. Nevertheless, the evaluation shows that the tendency for production to build up in more competitive regions has been constrained where restrictions on transfers apply. Evaluators conclude that greater regional concentration is generally undesirable as it increases nutrient load and feed production within a catchment, thereby raising the risks of water pollution, although these risks may be offset by improved management.

Milk quota measures with the objective of retaining production in LFAs, based on allocating quota to LFAs or ring-fencing of quota, seem to have helped support milk production and dairying in these areas. Without such measures, it is likely that milk production would have migrated to areas with comparative advantage in terms of grassland productivity, access to markets and other factors.

The environmental consequences of this are less clear. In some situations retaining milk production in LFAs may have helped to maintain soil quality, pastoral landscapes and biodiversity. The key benefit is the retention of grazing systems on permanent pasture where other forms of production are not viable. Ring-fencing measures are also likely to have the positive effect of reducing potentially adverse environmental impacts arising from the geographic concentration of dairy production in the most productive dairying areas.

The study also examines whether Member States' implementation rules have slowed down quota mobility between producers and the associated trend towards larger herd sizes and intensification. Quota regimes appear to have had an influence on average herd size. The degree of market orientation of the quota regime, together with the average scale at the start of the quota period, explains to a large extent the variations between Member States in the change in the average scale of dairy farms. Scale increases tend to be associated with higher levels of input use and milk yield per cow. Consequently, there are grounds for concluding that the extent of intensification has been slowed down in Member States with more restrictions on quota transfer. However, smaller units don't necessarily exhibit better environmental management, for example in relation to slurry storage and spreading.

There is no clear relationship between the rate of producer exits over the full period and the degree of market orientation in national quota rules. Moreover, the environmental effects of producers deciding to cease dairying depend on the subsequent use of the land that is liberated, and the destination of the quota that becomes available for reallocation.

Overall evaluators conclude that, while it is possible to make some linkages between structural change as a result of quota implementation rules and environmental impacts, it has been difficult to draw firm conclusions, not only due to a lack of environmental data but also because

environmental impacts are often location specific.

Summary of recommendations

The evaluators expect that there will be greater regional concentration of milk production if the milk quota system comes to an end in 2015, as proposed by the European Commission. In some Member States, this might include a significant net loss of dairying in LFAs, although an examination of the economic dynamics of the sector in such a scenario lies beyond the scope of this study.

The evaluators recommend that Member States, where there is a concern about the potential loss of milk production in the future, undertake detailed studies of the likely viability of continued production, particularly in more extensively farmed regions. Such studies need to take account of market and price developments as well as likely policy scenarios. In so far as a decline in production is predicted, the impacts on land management need to be identified, taking account of alternative farming systems that might take over. If a loss of grazing in areas of high landscape or biodiversity value is expected, then remedial measures need to be developed to meet environmental goals and commitments. Such measures could take a number of different forms, and the options include:

- targeted Pillar II rural development measures, including agri-environment schemes; and
- targeting of direct payments from Pillar I resources through Article 69 of Regulation 1782/2003, or its successor following the CAP Health Check.

Follow-up

The evaluation report was disseminated, including the publication on AGRI on EUROPA web page. According to the established practice of DG AGRI, a follow-up note will be established 2 years after the finalisation of the evaluation study.

Availability of the evaluation report

http://ec.europa.eu/agriculture/eval/reports/milk_quot_ei/index_en.htm

Evaluation of the set aside measure 2000 to 2006

ABB activities or Budgetary lines concerned:	05 - 02: Interventions in agricultural markets
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Scope:	Retrospective	
Timing:	Start date 03/05/2007	End date 01/05/2008
Organisation:	External	

Purpose

The ex-post evaluation of the set aside measure within the direct support scheme of the common agricultural policy (CAP).

Summary of findings and conclusions

The contribution of the measure to the reduction of the intervention stocks has been significant over the evaluation period, whereas the contribution of set-aside to strengthening price levels through the avoided supply is considered rather modest. Farmers generally tended to adapt their production decisions by reducing the areas of each of the crops concerned by the measure in a proportion equal to the set-aside rate. The effects of supply control have led to limited reductions in farmers' incomes, which tended to be significantly reduced on those farms where non food crop cultivation was practiced. A number of positive effects are attributed to set-aside with respect to environmental aspects such as water consumption, nitrogen losses, biodiversity, GHG emissions and energy consumption. The intensity of those positive effects is considered dependent on a variety of factors, including specific environmental and climatic conditions of the areas concerned, the type of set-aside, the features of the vegetative cover on set-aside land, and the land management practices applied. Evaluators conclude that intra-farm dislocation over the less productive plots has been common and widespread over the evaluation period; less so the transfer of set aside entitlements among different farmers. Cases have been observed of holdings concentrating their obligations in areas at significant distance from the area where the farm is located, through the rent/purchase of low-yielding plots in other areas. Dislocation ("slippage") effects proved to exert a negative influence in terms both of supply control, and of the provision of environmental benefits. With respect to the objective of supply control, the evaluators note several elements hindering the cost-effectiveness of the measure, especially in the post decoupling period. Overall, the evaluators conclude that in the current period featuring decoupled support, high arable crop prices, and intervention set up at "safety net" level, the efficiency of set-aside is questionable, since the measure causes income losses to farmers without achieving any budget savings. The budgetary costs of the measure are considered justified with respect to the environmental benefits provided due to the fact that, with respect to the current design of the measure, such benefits are considered as intrinsic to the operation of the measure for supply control purposes. Set-aside is seen as having had an important role in the "start up" phase of the development of the bio-fuels supply chains in the EU. However, in recent years, that development has been mainly driven by other factors. The evaluators conclude that the only aspects of the implementation of the measure that imply specific administration and control costs, are the exceptions allowed for organic farming and the cultivation of non food

products. However, overall, the increase in the costs of implementation of the direct support scheme caused by the set-aside measure is seen as negligible. The evaluators identify elements that significantly reduce the relevance of supply control measures in the post-decoupling period as well as elements of non coherence with the objectives of regulation 1782/2003 (e.g. the support to a more market-oriented EU agriculture). On those bases, they question the relevance of the measure as an instrument for supply control in the context of the reformed Common Agricultural Policy (CAP), as well as its overall coherence with the objectives of regulation 1782/2003.

Summary of recommendations

As far as supply control is concerned, the evaluators consider that the set-aside measure is not amenable to significant improvements through the modification of specific aspects, and therefore recommend its abolition.

As a possible alternative to the abolition of the scheme, the evaluators underline the importance of fully exploiting the scope for a flexible implementation of the measure with respect to the demand and supply conditions in the arable crop market, and the introduction of changes aimed at limiting dislocation phenomena. In case of the termination of the measure, the evaluators see scope for safeguarding the environmental benefits currently associated with it. In this respect, they recommend to explore in detail the following two possibilities:

- (1) strengthening existing agro-environmental measures, in view of better addressing environmental benefits currently provided by set-aside;
- (2) strengthening cross-compliance requirements through the introduction of provisions aimed at enhancing the positive environmental effects (e.g. the creation of buffer strips alongside watercourses and/or other environmentally important elements of the territory, or the maintenance of some forms of green cover on uncropped farmland in winter).

Follow-up

The evaluation report was disseminated, including the publication on AGRI on EUROPA web page. According to the established practice of DG AGRI, a follow-up note will be established 2 years after the finalisation of the evaluation study.

Availability of the evaluation report

http://ec.europa.eu/agriculture/eval/reports/setaside/index_en.htm

Evaluation of the system of entry prices and export refunds in the fruit and vegetables sector

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ABB activities or Budgetary lines concerned:	05 - 02: Interventions in agricultural markets
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Scope:	Retrospective	
Timing:	Start date 03/05/2007	End date 20/05/2008
Organisation:	External	

Purpose
<p>According to the implementing rules of the Financial Regulation applicable to the general budget of the European Communities (Council Regulation No 1605/2002 as amended) all measures causing budgetary expenditure shall have their results evaluated in a cycle of six years. In 1994, the Uruguay round of multilateral trade negotiations was concluded. The EU implemented the Agricultural Agreement by Council Regulation (EC) No 3290/94. For the fruit and vegetable sector, this Regulation replaced the provisions on trade with third countries of Council Regulations (EEC) No 1035/72 and No 426/86. In 1996, an important reform of the fruit and vegetable Common Market Organisation was adopted.</p> <p>The evaluation examines the impacts of the entry price scheme and export refunds in the fruit and vegetable sector as put in practice by Council Regulation (EC) No 3290/94 and later incorporated in Council Regulations (EC) No 2200/96 and No 2201/96.</p>

Summary of findings and conclusions
<p>The evaluation examines the impacts of the entry price scheme (EPS) and export refunds (ERS) in the fruit and vegetable (F&V) sector as put in practice by Council Regulation (EC) No 3290/94 implementing the results of the Uruguay Round (UR) of multilateral trade negotiations. It covers the period since the entry into force of the results of the UR, and all F&V products subject to the two schemes. As concerns the stability of the EU market, the stabilising effect of the EPS can be neither ruled out nor proved. The evidence suggests that the likelihood and the extent of the stabilising effect are rather negligible in comparison with other factors determining the variability of F&V imports.</p> <p>The analysis shows no sheltering effect played by the EPS against the risk of "imported crises". However, it does not necessarily mean that the EPS is not able to effectively guarantee the protection against "imported crises". It can also mean that over the period examined there has been no need to provide such protection. For the ERS, the evaluator concludes that it had negligible effects on stabilizing the EU F&V market. Furthermore, the ERS might have generated deadweight effects, in the sense that observed exports could also have been realized without granting the export refunds, with no significant impact on quantities and prices at the</p>

EU market.

After the completion of the transitional period for the implementation of the UR commitments the EPS has not constrained import growth of the respective F&V products.

The model, simulating the removal of the EPS for tomatoes, cucumbers, table grapes and clementines, shows that the impact will be negligible in several months of the year, but will be significant in a few specific months depending on the product. For ERS, the results of the model show that only the exports of oranges seem to be slightly affected in terms of volume and price. The competitiveness of EU F&V products in the world markets, it is significantly affected by the Euro exchange rate.

No evidence is provided for the hypothesis that the EPS is able to reduce the variability of import prices. Therefore, it cannot be concluded that the EPS is able to affect the level and variability of prices and consequently reduce market orientation of EU farmers. The same conclusion was drawn from the analysis carried out for the ERS.

Overall, the procedures linked to the application of the EPS are adequately proportionate and simple. Nevertheless, some weaknesses were detected:

- The collection of data for calculating standard import values (SIVs) is not homogenous among Member States.
- The method for calculating standard import value (SIV) has not been up-dated since 1994, despite the changes on the F&V market. Consequently, the levels of the SIV can be considerably lower than the actual market prices.
- The publication of daily SIV may lead to unpredictable fluctuations of the SIV.
- The possibility given to importers to choose freely one of three methods for customs declaration is not in line with the Community Customs Code. It would be more efficient to limit the application of the EPS to those periods of the marketing year when occurrences of SIVs below the trigger entry price are more frequent.

The phasing out of the export refunds is a welfare improving measure that allows using budgetary resources more efficiently.

The evaluator concludes that there is a general coherence of all trade measures applicable to fruit and vegetable products. As concerns the coherence of the EPS and ERS with the CAP as reformed in 2003, the evaluator states that these two schemes could theoretically lead to market distortions. However, based on the results of the assessment of the real effectiveness of these two schemes, it can be concluded that the actual functioning of both schemes has not resulted in concrete market distortions.

Summary of recommendations

In order to improve the effectiveness of the EPS, the evaluator recommends to:

- Maintain the scheme, by product, in those periods of the marketing year when occurrences of SIVs below the trigger entry prices are most frequent. However, such limited scheme should be flexible in order to be able to react to unexpected developments of import prices.
- Replace daily SIV publications by weekly or twice-weekly publication of the average of daily

SIVs. Such a modification could reduce the fluctuations of the published SIVs while, at the same time, it will not affect market monitoring via the collection of daily data on imports.

- Up-date the methods and parameters for calculating the SIV in order to take into account major changes that have affected the F&V sector since 1995.
- Develop standardized procedures for collecting data at Member State level for calculating SIVs.
- Study how the collection of data on import prices should be modified in order to reflect the changes in marketing channels for F&V products, and the real relevance of imported products for the EU market.
- Put in line the provision of the Commission Regulation No 3223/94 concerning the free choice of the method for customs declaration and the Community Customs Code.

Follow-up

The evaluation report was disseminated, including the publication on "Europa" web page. According to the established practice of DG AGRI, a follow-up note will be established 2 years after the finalisation of the evaluation study.

Availability of the evaluation report

http://ec.europa.eu/agriculture/eval/reports/fruitveg/index_en.htm

06 – Energy and Transport

e-mail address for information: TREN-EVALUATION@EC.EUROPA.EU

on-line information: http://ec.europa.eu/dgs/energy_transport/evaluation/index_en.htm

Midterm Evaluation of the Sustainable Energy Europe Campaign (2005-2008)

ABB activities or Budgetary lines concerned:	06 - 04: Conventional and renewable energies
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Scope:	Prospective and Retrospective	
Timing:	Start date 08/01/2007	End date 30/11/2007
Organisation:	External	

Purpose

The objectives of the midterm evaluation of the Sustainable Energy Europe Campaign 2005-2008 are:

- To determine the impact of the Campaign by analysing the objectives and implementation approach. Perform the evaluation of impact in terms of numbers of actors involved, quality of actions accomplished by partners and follow-up actions.
- To determine strong and weak points as well as opportunities and threats (SWOT).
- To provide recommendations for the final period of the Campaign and for a possible follow-up.
- To perform a survey among the actors as well as the beneficiaries of the Campaign.

Summary of findings and conclusions

The overall assessment is that the campaign concept is well-functioning in relation to reaching the very diverse and broad target groups included in the campaign objectives. However, one

overall issue is hampering the possibilities for meeting the campaign objectives at European level: The lack of activities in the new member states.

Summary of recommendations

The recommendations as to how the Campaign can be fine tuned in the remaining campaign period include:

- Attract more partnerships, campaign associates and Energy Days in the new member states
- Reduce the number of partner and associate categories.

As some categories are very small and not prioritised by the Campaign, it will give the Campaign a more clear appearance to skip these.

- Improve the campaign website.
- Improve the promotion of the winners of the Award Competition
- Improve the integration of the European Sustainable Energy Week (EUSEW) in the Campaign.

The recommendations for a possible follow-up campaign after 2008 include:

- Develop a strategy for making the Campaign truly European, including a clear strategy integrating new member states
- Develop a clearer campaign structure
- Expand the "Italian model" whereby the implementation of the campaign in each country is shared with a national authority
- Redesign the Campaign website to support the new structure of the Campaign
- Make the EUSEW more focused and manageable

Follow-up

All recommendations, except the one about reducing the number of partner and associate categories, have been incorporated in the terms of reference of the call for tenders for a second Campaign period 2009-2011.

Availability of the evaluation report

http://ec.europa.eu/energy/evaluations/doc/2007_sustainable_energy.pdf

07 – Environment

e-mail address for information: ENV-01-EVALUATION@EC.EUROPA.EU

on-line information: http://ec.europa.eu/dgs/environment/evaluation_reports.htm

Evaluation of European Mobility Week Campaign 2002-2008

ABB activities or Budgetary lines concerned:	07 - 03: Implementation of Community environmental policy and legislation
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Scope:	Prospective and Retrospective	
Timing:	Start date 01/01/2008	End date 28/11/2008
Organisation:	Internal	

Purpose

To assess the impact of environmental awareness-raising with the general public through the Mobility Week.

The purpose of the evaluation is to assess the results and the functioning of the European Mobility Week (EMW) initiative (period 2002-07) in order to fulfil the requirements of the Financial Regulation, Implementing rules and the "communication to the commission on evaluation SEC(2007)213.

Summary of findings and conclusions

It can be concluded, that after six years of existence, European Mobility Week initiative has not only delivered these objectives, but also a range of additional important benefits (eg. identification of innovative actions and dissemination of best practices in the area of sustainable urban development, and as a catalyst for setting up systems to deal in a coordinated and systemic way with mobility issues at local level).

The success of European Mobility Week can be summarised by:

- Steadily growing participation level – 2,020 cities took part in 2007 edition, that is a six fold increase vs. 2002, making it the largest global event dedicated to sustainable urban mobility
- Permanent legacy left in the participating cities – in 2007, 38% of the participating cities

implemented at least one permanent measure leading to a switch from private car to environmentally sound means of transport;

- The raising of citizens' awareness and of their level of engagement in policy making at local level – the initiative became one of flagship examples of the EU's actions in that area. Also, due to its extremely high outreach, the initiative has a high potential for promotion of other EU-led initiatives in the relevant policy areas, and for cooperation with other programmes in the area of urban mobility.

The fundamentals of the initiative's success lie in:

- The remaining relevancy of sustainable urban development issues (especially in the context of local mobility plans and the CO₂ emissions from transport),
- Well defined annual planning cycle and efficient day-to-day management by the European coordination (i.e. project secretariat);
- The existence of a network of dedicated national coordinators.
- Also, high level political support from the EU level is crucial as it signals the importance of the initiative, and to help secure better support and resources allocation at national and local level.

Summary of recommendations

Taking into account the positive outcomes, its remaining relevancy and high cost efficiency, it is recommended that the European Mobility Week should continue. A number of small improvements in its organization can be implemented based on the lessons learned from the evaluation. In particular, a review of the objectives, as well as of the form and the level of support from the European Commission, should be carried out to ensure maximum leverage of the initiative by the DG Environment and best fit with its current and future work priorities.

Follow-up

Results were used by DG ENV A1 to make a recommendation on the form of continuation of the support to the European Mobility Week by DG ENV beyond September 2009.

Availability of the evaluation report

http://ec.europa.eu/dgs/environment/evaluation_reports.htm

Evaluation of the impact of "Green Week" 2000-2006

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ABB activities or Budgetary lines concerned:	07 - 03: Implementation of Community environmental policy and legislation
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Scope:	Prospective and Retrospective	
Timing:	Start date 01/01/2008	End date 01/12/2008
Organisation:	Internal	

Purpose
<p>To assess the impact of environmental awareness-raising with the general public through the event of Green Week (GW).</p> <p>The objectives of this evaluation are to determine the effectiveness of the Green Week conference in reaching its objectives and its continued relevance, and to explore any possible alternatives. The evaluation is to provide key findings and lessons along with a set of recommendations in a report designed primarily to provide DG Environment's hierarchy with an aid for implementation of future events.</p>

Summary of findings and conclusions
<p>Green Week has succeeded in establishing itself as a major event in the calendar, to inform, promote, and debate EU environmental policies and environmental challenges. The analysis of the documents showed an iterative cycle: each year an evaluation of the conference is made, lessons are learned from mistakes and improvements and new ideas proposed. The environmental issues on GW's agendas were and continue to be relevant to DG Environment and the European Commission. All themes treated in GW were directly related to the 6th EAP which at the time of the first GW edition was in its preparatory phase. GW increased the visibility of EU environmental policies and showed EU leadership in several domains. At the beginning of the millennium, environmental topics were not at the heart of the European policy agenda. The GW conferences were one way of drawing attention to environmental topics. Today, the issues treated in GW are even higher on the European political agenda as the environment and climate change are part of the Solidarity objective of the Barroso Commission.</p> <p>GW was efficient in meeting its objectives to increase visibility of EU environmental policies, mobilise multipliers, strengthen co-operation with environmental stakeholders and to contribute to networking GW conferences effectively meet these objectives, by their nature, by the organisation of debates and workshops, by gathering together environmental stakeholders and attracting media coverage.</p> <p>They have successfully attracted numerous (high level) speakers every year and thousands of participants from Europe and beyond, representing a wide range of organisations and key multipliers, including EU institutions, regional authorities, businesses, environmental and</p>

consumer NGOs, research bodies, press, etc. Survey results, in particular, provide the assurance that GW attains its objectives of information dissemination, organising debates and facilitating networking activities.

Green Week was a reasonably cost efficient event GW has had a comfortable budget, achieving good results in terms of audiences and session outputs. New ideas and concepts were tried out without difficulties, with the noticeable exception of taking GW to a public conference centre, outside the Commission premises.

Summary of recommendations

1. To carry on with the Green Week conferences, as the major DG Environment event in Brussels in order to communicate with its stakeholders. Nevertheless, GW could also seek to reach some audience in the Member States, and satellite programmes could be established with close partners like the Green Spiders, Commission Representations, European Environmental Agency and the city of the European Green Capital of the year. This could take the form of decentralised GW workshops, with GW visual identity and internet linkage. The coordination of these sessions remains in DG Environment hands.

2. To develop an umbrella type of organisation like the European Union Sustainable Energy Week (EUSEW). This takes the form of a joint organisation by several major stakeholders concerned by environmental topics (European Environment Agency (EEA), European Parliament EP), Committee of Regions (CoR), regional offices, etc). Under this umbrella, conferences, workshops, and activities are taking place in Brussels and in other locations in Europe. This would combine the advantage of a programme in Brussels, for European stakeholders, and in the Member States, for national audiences. National or local partner organisations, once accepted, take whole responsibility for their event, also financially speaking.

3. To make use of interactive multimedia and Internet based streaming technologies which are cost-effective and environment friendly. This depends on best available technologies at a reasonable price.

In terms of practical organisation:

1. To build on indicators developed previous years which represent a ground basis. Improvements could include the definition of additional indicators, systematic data collection, and in particular coherent and detailed data on participants at the registration level.

2. To provide more translations of communication products.

Follow-up

Availability of the evaluation report

http://ec.europa.eu/dgs/environment/evaluation_reports.htm

Evaluation of impact of LIFE communication**ABB activities or Budgetary lines concerned:**

07 - 03: Implementation of Community environmental policy and legislation

Scope:

Prospective and Retrospective

Timing:

Start date 01/01/2008

End date 31/10/2008

Organisation:

Internal with External support

Purpose

The purpose of the evaluation is to evaluate the relevance and impact of the communication activities undertaken made regarding the LIFE programme during the period 2000-2007. It will have a leading output, guidance as to how this may be undertaken more effectively and efficiently in the future. The study will assess the LIFE communication activities undertaken by:

- the European Commission;
- the Member States and in particular the national contact points for LIFE; and by
- the LIFE projects themselves.

Furthermore, the evaluation assesses the LIFE communication activities implemented to encourage transfer of project results and as well the possibilities for a more comprehensive and active approach to knowledge transfer.

Summary of findings and conclusions

The results of the evaluation demonstrate that the EC, LIFE projects and National Contact Points (NCPs) have, through their communication activities, proactively contributed to the implementation of the LIFE programme.

EC Communication

Judged by the level of awareness of the programme and of the usefulness of the EC information

services, EC communication activities related to promotion of the programme among potential beneficiaries are effective. Evaluation results clearly indicate that the Commission's own information sources are useful for potential project holders and are largely used by those applying for funding. Also the communication tools are assessed positively as informative and as providing information that cannot be accessed elsewhere. EC resources allocated to assist the projects in their communication activities are modest. A communication toolbox has been developed to support projects. However, while this is generally well appreciated by those that use it, knowledge and use of the communication toolbox is low among project beneficiaries, leading to an overall low level of effectiveness of the tool.

LIFE project communication

LIFE project communication activities designed to support project implementation are overall effective. A clear majority of projects have strong incentives to efficiently communicate to ensure effective participant and stakeholder involvement and allocate accordingly the appropriate attention and resources to the issue.

Member State/NCP communication

The NCPs generally choose to have limited involvement in projects once the programme has been commissioned. There are exceptions. For example some Member States organise LIFE events for projects to exchange knowledge and experience and a few Member States have set up networks of projects for exchange of information. In these cases the communications activity is judged to be effective in supporting project progress and achievement.

Summary of recommendations

The overall recommendations that may be drawn from the study is that the EC needs to focus more proactively and systematically on activities aiming at ensuring better exploitation LIFE project results. To this end it is recommended that the EC, in close cooperation with the Member States/National Contact points, develops a more strategic approach to learning and uptake and that it:

- discusses with the MS/NCPs the possibility of preparing national LIFE strategies for the utilisation of LIFE project results and examines the possible form and scope of these strategies and the need for additional resources;
- discusses with MS/NCPs possible guidelines setting out indicative expectations of NCP activities with respect to the LIFE programme, in particular the wider dissemination of project results, including those from other countries. The Guidelines developed for the FP NCPs could be used for inspiration - defines fields and mechanisms through which LIFE can best contribute to policy development at EC level, in particular mechanisms for regular information exchange.
- discusses with the MS/NCPs ways to promote transnational exchange of experience and diffusion of results.
- considers how to transfer and utilise the experience of the National Thematic Networks and Development Partnerships of the EQUAL Programme to the LIFE programme, especially for Nature projects – and discusses with MS/NCPs how such mechanisms might operate in the Member States Organise ad-hoc thematic national and trans-national events for projects around specific topics. These would bring LIFE participants and the wider policy community together to

share results and to discuss policy implications. Proceedings of the events would be published.

Follow-up

1. Develop guidelines for NCP communication activities. A Commission NCP working group has been set up to draft these, the first meeting is programmed for January 2009.
2. Promote transnational exchange of experience, including organising meetings of projects (at national and EU level). A first meeting with 200 participants from LIFE Nature projects was held in November 2008. A second for LIFE Environment projects is planned for autumn 2009. One meeting per year at least will be made. Reinforce the thematic approach (ie promoting results of projects grouped by theme). The new contract for communication assistance starting January 2009 stresses these points.
3. Promote EC communication tools and provide more good examples, provide communication support to projects: Work is on-going to achieve this.
4. Consider providing support for those preparing project proposals. The LIFE Unit has set in place a 4-year contact to inform those preparing proposals in each Member State (one information meeting per country per year).
5. Require applicants to submit a communication strategy, give more weight to communication in the evaluation of proposals. This possibility is under discussion.
6. Provide more technical information on project results, update closed project contact information, and provide info on progress of ongoing projects. It is being discussed how to effect these recommendations

Availability of the evaluation report

http://ec.europa.eu/dgs/environment/evaluation_reports.htm

Review of the implementation of the Regulation on Substances that Deplete the Ozone Layer

ABB activities or Budgetary lines concerned:

07 - 03: Implementation of Community environmental policy and legislation

Scope:

Prospective and Retrospective

Timing:	Start date 01/06/2006	End date 31/03/2008
Organisation:	External	

Purpose

To assess the implementation and effectiveness of the Regulation in achieving the environmental objectives identified;

To evaluate inter-actions between the Ozone Depleting Substances (ODS) framework and other EC legislation with related reference;

To identify scope for simplification under the Better Regulation package;

To assess potential impacts of an economic, environmental or regulatory nature arising from a new legislative proposal.

Summary of findings and conclusions

The review of the current Regulation has identified a number of new challenges to be addressed. With production almost ended and the end of permitted uses also in sight, the risk of illegal trade will increase. More attention is needed with respect to the remaining stocks of ODS still present in the EC, in existing products and equipment and especially in building foams, to ensure that as much as possible is recovered and eventually destroyed.

Moreover, there is significant scope for simplification and clarification of the text itself. A number of obsolete sections were identified that need to be deleted, and some administrative requirements such as reporting where consolidation will lead to reduction in administrative costs.

The recommendations detailed in the report are aimed at meeting these challenges. The analyses under each issue area identify the main stakeholders potentially affected by a particular proposed revision to the Regulation. The table in Annex II lists the key stakeholders and indicates the topics where options are most likely to affect them.

Taken as a whole, the proposed measures are projected to reduce ODS emissions by between 10,500 and 29,700 ODP tonnes (equivalent to 90 to 237 million CO₂-equivalent tonnes). These measures will cost EC industry between €26 million and €161 million. (See the table on the following page.) In terms of their ODS reduction, they will cost at least €1.2 per ODP kilogramme. In terms of the reduction of climate change impacts, the cost will be under €1 per CO₂-equivalent tonne.

The changes in administrative and direct costs for EU industry will be focused on the sectors that produce, import and use ODS, including chemical producers, commercial and industrial refrigeration users and sectors with specific fire fighting needs, such as civilian aviation and the military.

The proposed measures will slightly reduce administrative costs for EC industry, for Member State governments and for the European Commission. One key goal of the revision is to simplify

and clarify the Regulation. This action will play a key role in reducing administrative costs, in particular for the companies subject to the Regulation, by reducing the time needed to understand the Regulation and its interactions with other EC legislation.

Overall, the proposals will reduce the time that industry, Member States and the European Commission spend addressing exemptions and the time for reporting; instead, administrative work will be focused on actions related to enforcement and actions for the recovery and destruction of ODS.

Summary of recommendations

While the impact assessment has detailed the economic costs to EC industry, it has not done so for the corresponding benefits. Many of the recommendations are expected to create new economic opportunities. The review also highlighted the large size of ODS banks, in particular those contained in building foams. The proposed recommendation for building foams would call on Member States as well as the private sector to address this issue. This may assist operators in the voluntary carbon market who are interested in ODS recovery as a business opportunity for their sale of carbon offsets to the private sector.

Finally, the recommendations will continue the EC's leadership in the implementation of the Montreal Protocol, and thus will strengthen the EC's negotiating position.

The recommendations in three key areas are particularly important, for their direct costs on EC industry as well as the reduction in emissions. The first area are the proposals to strengthen the recovery and destruction of ODS. One important consideration is that the costs here will also represent an economic and jobs benefit for recovery industry. The assessment of costs and benefits also does not include actions to recover ODS from building foams, the largest bank: here, the revised Regulation will require Member States to identify the best approach.

The recommendations propose the phase-out of EC production of Hydrochlorofluorocarbons (HCFCs) in 2015, bringing forward the 2020 date agreed by the Parties to the Montreal Protocol. As the Regulation will already have ended EC use of HCFCs, this option will mainly affect exports.

Follow-up

The Commission followed-up on this study through consultations with Member States and stakeholders (in the advisory group) on the findings of the study. Further, the Commission prepared a legislative proposal (recast regulation) with the relevant impact assessment study submitted to the Impact Assessment Board. The legislative proposal has been adopted by the Commission late July 2008 and forwarded to the Council and the European Parliament for their consideration.

Availability of the evaluation report

§§ Study on the establishment of indicators to assist the monitoring of measures financed by LIFE+

ABB activities or Budgetary lines concerned:	07 - 03: Implementation of Community environmental policy and legislation
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Scope:	Prospective and Retrospective	
Timing:	Start date 01/07/2007	End date 29/02/2008
Organisation:	Internal with External support	

Purpose

To establish indicators to assist the regular monitoring and the mid-term and final evaluation of the LIFE+ programme.

Commission Regulation (EC) n° 14/2007 concerning LIFE+ programme sets out the monitoring and evaluation requirements for the programme. Article 14 states that the LIFE+ Committee takes a decision to establish indicators to assist the monitoring of measures financed by LIFE+. Article 15 states that the Commission shall ensure that regular monitoring of multiannual programmes takes place to assess their impact. A mid term review is due on 30 September 2010 covering the period 2007 to 2009. A final evaluation is due on 31 December 2012.

Summary of findings and conclusions

The nature of the Programme is such that project's outcomes and impacts may not always manifest themselves as directly measurable information. These projects' effects may be felt more in terms of the changes in attitudes, knowledge or behaviour of beneficiaries. For example,

§§ In addition to complete evaluations, the Annual Evaluation Review includes also preparatory studies in support of evaluations and reviews of specific aspects of the performance of the activities.

increase in level of knowledge about an environmental issue and the resultant change in behaviour of beneficiaries. It is therefore necessary to devise ways of measuring outcomes and impacts in quantitative terms, converting qualitative descriptions into quantitative information. In order to be effective, the framework needs to be simple, practical and proportional. The monitoring framework therefore needs to distinguish between project level indicators and programme level indicators. Project level indicators should reflect the activities undertaken by LIFE+ projects and measure the direct effects of those activities. The Programme level indicators should measure the wider impact of the programme and relate to headline environmental indicators (set out in DG Environment Strategic Planning and Programme cycle). An in-depth review of selected national and international programmes highlighted that environmental programmes are typically characterised by poorly developed monitoring and evaluation frameworks. The exception being programmes relating to nature and biodiversity theme, where monitoring indicators are sufficiently well developed. There are no direct comparators for LIFE+ programme within the EU. However, lessons can be drawn from the monitoring and evaluation systems for existing EU programmes such as the Sixth Framework Programme and the Structural Funds Programme. An analysis of the monitoring requirements for the Sixth Framework Programme points to a complexity that ought to be avoided; whilst an analysis of the monitoring indicators framework for the Structural Funds programme highlights a rigour that ought to be applied to LIFE+. General expectations of stakeholders from the LIFE+ programme are for it to facilitate implementation of Community environmental policy and legislation, and to demonstrate best practices and new initiatives to ensure objectives, such as a reduction in greenhouse gas emissions, are achieved.

Summary of recommendations

The recommendations emerging from this study are: The monitoring framework (particularly the worked examples presented in the report annex 3) should form part of guidance issued to applicants. An important element of the project Inception Report should be to identify and agree relevant monitoring indicators (outputs and results indicators).

Projects should regularly measure and report progress towards these indicators. These should be recorded in a central database by the Commission. Projects should regularly measure and report progress towards these indicators. These should be recorded in a central database by the Commission (such as BUTLER).

Strategic Added Value (SAV) framework should be applied to measure the catalytic and influencing role of a project not captured in its quantifiable outputs and results. The SAV framework can be applied as a self-assessment tool on completion of a project.

Progress and achievement with respect to impact indicators should be assessed during the mid-term and ex-post evaluation. The monitoring data collected from projects should be supplemented with additional research to fully capture the impact and strategic added value of the LIFE+ programme.

Monitoring forms should be used to monitor the actual operational expenditure of DG Environment that is financed by the 22% budget.

Follow-up:

DG ENV applies the indicators which have been made more operational and with a guideline as published on the Europa Life+ website. The report was presented to the Life+ Committee on the 17 January 2008 and was established in a Commission Decision of 11 April 2008 on indicators to assist the monitoring of measures financed by LIFE+. This also includes Non-Governmental Organisation (NGO) projects.

Availability of the evaluation report

http://ec.europa.eu/environment/life/funding/lifeplus/background/documents/ghk_summary.pdf

08 – Research

e-mail address for information: Rtd-Evaluation@ec.europa.eu

Evaluation of European Technology Platforms (ETP)

ABB activities or Budgetary lines concerned:	08 AWBL-02 : Policy strategy and coordination for "Research" Directorate-General
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Scope:	Retrospective	
Timing:	Start date 04/12/2007	End date 01/08/2008
Organisation:	External	

Purpose

To evaluate how the ETP concept is implemented and the effects that ETPs produce (assessing also the factors that facilitate or block these effects). The evaluation was intended to draw lessons from the first years of life of ETPs.

Summary of findings and conclusions

1. ETPs are generally considered to be sufficiently open and transparent (both by those who are strongly involved and those who are weakly involved).
2. Most ETPs successfully involve and represent a broad range of EU-wide stakeholders in their activities.
3. In general, all stakeholders value the strategic work of the ETPs. Stakeholders are less positive about the implementation of the Strategic Research Agendas (SRA). Implementation is an action that all stakeholders would like to see more of.
4. Stakeholders indicate substantial effects in relation to coordination (increase in cooperation outside ETP, expansion of network, increase of communication possibilities with other stakeholders). Less evident are the effects concerning joint R&D.

Specifically:

5. Concerning synergy effects, we find significant effects in relation to coordination with national initiatives and the alignment of priorities between academia and industry:

6. Concerning the mobilisation of resources, stakeholders indicate positive effects in relation to the increase of EU funding, national funding and also industrial (private) funding in certain R&D areas (although these effects are not very strong ones). In intergovernmental programmes/funding, less clear effects are recognised.

7. Concerning effects on the improvement of framework conditions and the enhancement of a high-skilled workforce, there are positive effects:

8. Concerning the general concept of the ETP and its implementation, many of the challenges that Europe faced in the early days of the design of the ETP concept are still apparent today. However, the concept has evolved and has slightly moved away from the initial objective. Several ETPs have clearly been established or focused on the FP7 pre-programming phases. These ETPs have to refocus and reconsider their positions.

Specifically:

9. Contributing to a better skilled workforce in the future is not yet a priority for ETPs.

10. Generally speaking, stakeholders are fairly satisfied (score of 3.5 out of 5): there is room for improvement, but at the same time ETPs do succeed in living up to the expectations of their broad and heterogeneous groups of stakeholders. Sector federations (score of 3.8) and governmental organisations (score of 3.7) are the most satisfied with the work of the ETPs, whereas the SMEs are the least satisfied (score of 3.3).

11. Moreover, 93% of the stakeholders/respondents (882 out of 947 of the respondents of the online survey) would, with the knowledge of and the experience with their ETP, renew their membership and/or get involved again.

12. The data collection process for this evaluation clearly revealed the difficulties that ETPs have in providing evidence about their activities and results achieved. This does not favour the discussion about the benefits stemming from the ETPs, although such benefits are clearly there. Moreover, throughout this evaluation, it appeared to be difficult to actually reach an ETP through its contact person.

Summary of recommendations

Recommendations for policy-makers

1. The European Commission should clearly and unambiguously continue to support the ETP concept
2. Member States should facilitate the operations of ETPs
3. Fine-tune the ETP concept and the underlying ETP objectives
4. Fragmentation between ETPs should be anticipated and remedied where needed

5. Make acquiring the ETP label a privilege
6. Establish and communicate clear rules and procedures
7. Support ETPs in developing an international dimension
8. Involve ETPs in policy preparation processes

For ETPs:

9. Move beyond scientific and technological challenges
10. Focus on socio-economic challenges with clear benefits for Europe
11. Be aware of potential fragmentation between platforms and remedy where needed
12. Address the needs of all your stakeholders
13. Move to stage 3: implementation
14. Pay more attention to fund-raising and financial engineering
15. Further internationalize your activities to outside the EU
16. Develop internal monitoring systems
17. Devote sufficient attention to the professionalization of an ETP's internal processes and organisation
18. ETP websites must be optimized and professionalized: they are central in communicating with the outside world

Follow-up

An expert group has been set up to look into the conclusions of this study and into the future of ETPs. The commission is working on some of the recommendations, notably improving linkages with the national level.

Availability of the evaluation report

<http://ftp.cordis.europa.eu/pub/technology-platforms/docs/evaluation-etps.pdf>

Evaluation of Sixth Framework Programme (FP6) International Scientific Cooperation (INCO) Programme

ABB activities or Budgetary lines concerned:	08 - 21: Completion of previous framework programmes and other activities
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Scope:	Retrospective	
Timing:	Start date 01/01/2008	End date 28/11/2008
Organisation:	External	

Purpose

To carry out an ex-post evaluation of INCO activities under Sixth Framework Programme (FP6) in relation to generating societal impact and strengthening human and institutional capacity relevant to international challenges.

Summary of findings and conclusions

Articulating the EU's science and technology international policy on the one hand and supporting the Community's foreign policy and development aid policy on the other hand, were two overall objectives of INCO. As such the INCO programme successfully bridged both research and development cooperation, complementing the Thematic Priorities. Though with a limited budget, the INCO programme had a major impact on the number and diversity of third countries participating to FP6 and therefore, significantly supported the political commitment towards opening the European Research Area to the world. A positive contribution appears notably to have been achieved in terms of network development, access to knowledge and expertise available elsewhere, as well as capability to participate to international research activities. Survey results tend to show that INCO also had an impact on intended participation in FP7. With respect to research activities, the INCO research projects (mostly specific targeted research project, STREPs) achieved interesting results and output (e.g. a sample of 18 projects studied resulted in 103 peer-reviewed publications) and their contribution to research excellence was positively assessed by the stake-holders and participants involved. However, INCO was often perceived by other stakeholders and Commission staff in the Thematic Priorities as dealing more with development than research. Nevertheless, INCO enabled the inclusion of otherwise excluded or neglected research issues, such as policy relevant integrated water management, food security or protection and conservation of cultural heritage. The surveys' results seem to indicate that INCO was successful in addressing Third countries needs although, an effective uptake of these results at the policy level in Third countries or EU Member states was more difficult to assess. In the long-term however, the policy up-take is likely to benefit from the positive contributions made to a balanced and sustainable cooperation. Some weaknesses were identified with in particular too few synergies between projects and programmes. Such shortcomings appear to be related to the limited mechanisms in place to ensure complementarity between INCO and the Thematic Priorities at the operational level on one hand, and on the other hand, between INCO at large and other external policies of the EU. Whilst INCO priorities were aligned with the EU regional priorities as defined in the Strategy Papers, research activities were not identified as a priority in the EU's external and development aid policies. Hence, INCO filled

a gap by addressing research needs of third countries within the limited funds available. However, the lack of mechanisms to support complementarity and synergy between projects and programmes somewhat led to a lower potential impact in providing scientifically validated knowledge for solving problems. Nevertheless, some notable exceptions appear to have been highly successful in this respect, thus making the case for a more systematic set-up. As an example, the common political framework provided by the EU Water Initiative allowed designing complementary programmes between INCO, the Thematic Priorities and development cooperation activities at the level of the EC and Member States.

Summary of recommendations

Several recommendations were made in order to increase the impact of such programmes. One of the main recommendations is to improve the communication between the different players (Inco, thematic priorities and external relation instruments). In order to address important issues efficiently with limited resources and to improve their visibility, the evaluators recommend systemising the definition of a specific political framework following the best case examples of the EU Water Initiative and European-Developing Countries Clinical Trials Programme (EDCTP). They encourage such initiatives helping to facilitate cooperation across the Commission's policy DGs and their Instruments, to ensure better complementarity and to create synergy. Similarly, the assessment carried out recommends systematising the interaction between policy DGs and European Member States.

On an operational level, the evaluators recommend improving the communication with EC delegations located in the third countries, on all facets of international research activities. They encourage a more active role of the EC delegations in facilitating exchange of experience and good practice between Research and Development (R&D) projects and participants, in ensuring complementarity and synergy, and in supporting the take-up of results. In return, better informed EC delegations should contribute to reinforcing dialogue at the policy level. Finally, the study carried out advocates for an improved communication of international scientific cooperation so as to increase the awareness across a range of stakeholders, to help build broader understanding of the critical role of such cooperation for sustainable development and the pursuit of Europe's own post-Lisbon agenda, and to better meet objectives of external relations and several other policies.

Follow-up

This evaluation was more of a retrospective nature, on a programme that has now ended (FP6). The approach for international S&T cooperation activities has seen a substantial change in FP7 and was defined long before the results of this evaluation were made available, therefore making difficult a specific follow-up. Nevertheless, some recommendations may be useful at the operational level, while at the programmatic level, the feedback given may be considered in the discussions during the preparation of the 8th Framework Programme.

Availability of the evaluation report

<ftp://ftp.cordis.europa.eu>

09 – Information Society and Media

e-mail address for information: INFSO-C3@EC.EUROPA.EU

on-line information: http://ec.europa.eu/dgs/information_society/evaluation/index_en.htm

Ex-post Evaluation of the Information Society technologies (IST) Research in the 6th Framework Programme

ABB activities or Budgetary lines concerned:

09 - 04: i2010 - Cooperation, Information and Communication Technologies (ICT)

Scope:

Retrospective

Timing:

Start date 01/06/2007

End date 31/05/2008

Organisation:

External

Purpose

The objective of this ex-post evaluation was to analyse and assess the systemic effects of the 6th Framework Programme research activities, and the extent to which they have contributed to the wider EU strategic objectives.

Summary of findings and conclusions

The European Information and Communication Technologies (ICT) research investment has been well managed and has been effective in reaching its goals, but improvements can be made in:

(a) the flexibility and simplification of the funding mechanism, by

- Developing a more trust-based approach towards participants at all stages;
- Adopting a number of changes at the operational level for example requesting shorter

proposals, exploring new evaluation processes (more widely distributed seed funding), optimising reporting, etc.

(b) Encouraging more of the best researchers from outside of Europe to participate with the aim of increasing the global reach of the programme in areas where Europe can take the lead.

Summary of recommendations

The exploitation of the created knowledge and skills depends on a broad portfolio of policies and measures which affect the innovation "eco-system". The Panel recommends the Commission to take the opportunity of improving the environment for innovation from ICT research by:

- Reintroducing mechanisms to facilitate new and high-growth companies to meet venture capital investors;
- Promoting stronger interactions between users, researchers and business - notably in regional innovation systems.
- Supporting new initiatives to allow public authorities to procure the development of innovative goods and services.
- Promoting interoperability and development of standards where there is a well-documented need for coherent innovative services and European leadership.
- Facilitating the development of lead markets for innovative ICT products and services
- Strengthening collaboration and mobilising public-private partnerships, as in the Joint Technology Initiatives. Recommendations in detail to be found in the report.

Follow-up

The evaluation issues and findings were extensively discussed by the the DG's management and an operational follow-up plan was established. The evaluation findings fed the evaluation of the overall Framework Programme and were also communicated to institutional stakeholders in summer 2008. COM(2008)533). A follow-up communication was planned for the 1st quarter of 2009.

Availability of the evaluation report

http://ec.europa.eu/dgs/information_society/evaluation/index_en.htm

Impacts of IST-RTD (Information Society Technologies)in Key Strategic Objectives on Growth and Jobs

ABB activities or Budgetary lines concerned:

09 - 04: i2010 – Cooperation, Information and Communication Technologies (ICT)

Scope:

Retrospective

Timing:

Start date 06/12/2006

End date 28/02/2008

Organisation:

External

Purpose

The objective is to clarify the causality mechanism and assess the effectiveness of the links between the specific IST-RTD strategic objectives, the key i2010 initiatives and their broader economic and societal objectives. Specifically, the study analysed how and to what extent the implementation mechanisms and measures contribute to the development of an innovation-friendly market with adequate demand for and capacity to absorb the output of the EU supported IST-RTD.

Summary of findings and conclusions

In the findings the contractor have distinguished between the ‘in-principle’ question (what was intended to be done in line with the policy objectives?) from the ‘in-practice’ question (what was actually done in line with the policy objectives?). The contractor found a generally good match ‘in-principle’ between policy and intention, and evidence of significant attempts to address all of the main challenges identified in our list of core issues. However, the contractor found a less good match ‘in-practice’ where we considered that a number of issues were not adequately addressed in the implementation of the programme.

Work Programmes should reflect

(a) relevance to Lisbon goals;

(b) a recognition that different ICT sub-sectors may need different kinds of support depending on whether they are product-oriented versus service-oriented, and also on the relative maturity of the sub-sector;

(c) a recognition (as noted in the Aho Report) that the core contribution of the Framework Programme is in fostering linkage; and (d) the realistic prospects for Europe benefiting from investment in a particular thematic area.

In the second and third of these areas, the contractor see opportunities for improvement.

Summary of recommendations

Idem.

Follow-up

The report is intended to complement other evaluation activities which aim to inform and support strategic planning and direction of the IST-RTD; to contribute to the performance assessment of IST-RTD in attaining thematic goals; and to serve as a background document for the planned evaluation of progress in implementing the recommendations of the Aho Report. Thus the report aims to give policymakers a sense of the principal mechanisms by which IST-RTD acts in concert with other policies and secular developments to influence progress towards overarching goals, and the implications for enhancing Europe's innovation-friendliness.

Availability of the evaluation report

http://ec.europa.eu/dgs/information_society/evaluation/index_en.htm

*** Support to the Ex-Post Evaluation of the Information Society Technology (IST) Thematic priority of the 6th RTD Framework Programme

ABB activities or Budgetary lines concerned:		09 - 04: i2010 – Cooperation, Information and Communication Technologies (ICT)	
Scope:		Retrospective	
Timing:	Start date 01/08/2007	End date 16/12/2008	
Organisation:		External	

*** In addition to complete evaluations, the Annual Evaluation Review includes also preparatory studies in support of evaluations and reviews of specific aspects of the performance of the activities.

Purpose

Specialist evaluation expertise in support of the external independent evaluation panel: compiling evidence and finding from previous studies, and complementary assessments in response to Panel requests, in particular the assessment of its systemic effects and the extent to which the EU funded IST research activities have contributed to the wider EU strategic objectives.

Summary of findings and conclusions

The European Information and Communication Technologies (ICT) research investment has been well managed and has been effective in reaching its goals, but improvements can be made in:

(a) the flexibility and simplification of the funding mechanism, by

- Developing a more trust-based approach towards participants at all stages;
- Adopting a number of changes at the operational level for example requesting shorter proposals, exploring new evaluation processes (more widely distributed seed funding), optimising reporting, etc.

(b) Encouraging more of the best researchers from outside of Europe to participate with the aim of increasing the global reach of the programme in areas where Europe can take the lead.

Summary of recommendations

The exploitation of the created knowledge and skills depends on a broad portfolio of policies and measures which affect the innovation "eco-system". The Panel recommends the Commission to take the opportunity of improving the environment for innovation from ICT research by:

- Reintroducing mechanisms to facilitate new and high-growth companies to meet venture capital investors;
- Promoting stronger interactions between users, researchers and business - notably in regional innovation systems.
- Supporting new initiatives to allow public authorities to procure the development of innovative goods and services.
- Promoting interoperability and development of standards where there is a well-documented need for coherent innovative services and European leadership.
- Facilitating the development of lead markets for innovative ICT products and services

– Strengthening collaboration and mobilising public-private partnerships, as in the Joint Technology Initiatives. Recommendations in detail to be found in the report.

Follow-up

The evaluation issues and findings were extensively discussed by the the DG's management and an operational follow-up plan was established. The evaluation findings fed the evaluation of the overall FP and were also communicated to institutional stakeholders in summer 2008. COM(2008)533). A follow-up communication was planned for the 1st quarter of 2009.

Availability of the evaluation report

http://ec.europa.eu/dgs/information_society/evaluation/index_en.htm

Final evaluation of the MEDIA Plus and MEDIA Training programmes (2001-2006)

ABB activities or Budgetary lines concerned:

09 - 06: i2010 Audiovisual policy and Media programme

Scope:

Retrospective

Timing:

Start date 21/12/2006

End date 20/09/2007

Organisation:

External

Purpose

Required by legal base to measure and examine programme's relevance, efficiency, effectiveness, sustainability and utility.

Summary of findings and conclusions

General conclusions for the period 2001-2006

- (1) The programme has generally remained relevant for the period due to a good initial inventory and renewed methods. The fields in which professionals' satisfaction is not as good as it could be represent a very small part of the budget and needs which were still being defined.
- (2) The incompatibilities observed between administrative (selection, contracts, payment) and economic rhythms in the audiovisual sector reintroduce risk and potential tensions for companies. The cost of access, which is often considerable for Small and Medium Enterprises (SMEs), nevertheless remains bearable for beneficiaries.
- (3) The principle MEDIA measures contribute effectively to increasing competencies (Training), developing the European dimension of works from the pre-production phase (Development), the improved competitiveness of the sector (mainly Distribution, through risk reduction and strengthening the financial capacities of the beneficiaries), and the transnational distribution of works (Distribution and Promotion).
- (4) The non-financial effects of MEDIA (increasing competencies, learning about the market, setting up networks) have a lasting, structured impact on the whole sector.
- (5) The effects of the programme on the financing of works and transnational distribution depend directly on continued European financing.

Summary of recommendations

Main recommendations:

- Maintain efforts to adapt to the market
- Adapt the action plan to the limitations faced by its users
- Better exploit the potential of the network of the MEDIA desks and Antennae
- Re-consider the aims and methods of the market re-balancing measures in order to increase their relevance and effectiveness

Follow-up

Publication on Europa website. A Communication to the European Parliament and Council was planned for April 2008.

Availability of the evaluation report

http://ec.europa.eu/dgs/information_society/evaluation/impact_assessment/index_en.htm

10 - Joint Research Centre

e-mail address for information: JRC-EVALUATION-UNIT@EC.EUROPA.EU

Joint Research Center Ex-post FP6 Evaluation

ABB activities or Budgetary lines concerned:	10 - 03: Directly financed research operating appropriations - Sixth framework programme (2002 to 2006) - Euratom 10 - 02: Directly financed research operating appropriations - Sixth framework programme (2002 to 2006) - EC
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Scope:	Retrospective	
Timing:	Start date 15/01/2008	End date 30/09/2008
Organisation:	External	

Purpose

The 6th Research Framework Programmes (FP6) legal bases did not specifically require an ex-post evaluation of the JRC's direct actions. Nevertheless, it is clear from the FP7 decisions that an ex-post evaluation is necessary as a pre-requisite to the mid-term reviews of those framework programmes. For this reason, the JRC has organised an external ex-post evaluation of its direct research activities in FP6 (2002 - 2006), in conformity with Commission evaluation standards and guidelines. This is the same approach followed by the other research DGs. The evaluation reports on the results in the JRC FP6 Specific Programmes. Particular attention is paid to the follow-up of the conclusions of the 5-Year Assessment carried out mid-term of FP6.

Summary of findings and conclusions

In ten years of working with its new mission the JRC evolved into a reliable source for scientific and technical support to EU policies. It successfully achieved the main goals set for its work under the 6th Framework Programmes through a clear customer-orientation, robust policy support and underpinning research. The standing of the JRC inside the Commission is of crucial

importance for these achievements.

The JRC has accepted and implemented the recommendations of the Five-Year Assessment in 2003. During the review period the JRC has shown the capacity to set priorities by reorienting small parts of its work and discontinuing certain activities that have become less relevant. Nevertheless, within areas like food, health, foresight, environment, public security, the Panel indicated topics during the Institute visits and in the detailed commentary of the final report where the JRC needs to analyse its position seriously and make sure that it can generate the critical mass needed to be effective in those fields. The Panel observed that the JRC has reinforced its networking activities across Europe and internationally, that it has enhanced the training of European researchers, that it has assisted the New Member States with the transfer of the total body of EU legislation, regulations, directives and standards (the *acquis communautaire*) and that it delivers well-respected international services in several areas of competence. A detailed assessment of the work carried out during the 6th Framework Programme convinced the Panel of the good, very good and sometimes excellent quality of the delivered science and policy support. The full report of the evaluation presents a detailed commentary on the various priority areas. An important observation, however, is that it is difficult to make a thorough evaluation of all the different themes and competences in one single exercise. So far the JRC has significantly changed the structure of its Work Programme with every new Framework Programme, whereas the basic elements of its work broadly stayed the same. The Panel was unable to find a convincing explanation for this practice.

Summary of recommendations

- 1) For the benefit of the JRC and notably for its corporate positioning, planning and evaluation activities, it is recommended to develop a Work Programme structure that reflects the core activities of the JRC. Adaptations to changing political priorities have to be accommodated in substructures.
- 2) The Panel recommends that the JRC and its Institutes should establish a rolling five-year strategy, formulate a vision with clear goals, analyse its assets making a proper representation of policy support areas and competencies, and adopt criteria for accepting or not accepting tasks and apply them rigorously.
- 3) The Panel recommends that the JRC should thoroughly re-evaluate the position and management of exploratory research and revisit the functions and the roles of the JRC Scientific Committee and Institute Scientific Committees so as to produce uniform procedures for the Institute Committees.
- 4) The Panel urges the President and the Commission to enable the JRC, with its links to university knowledge generation in the EU and worldwide, to exercise a proactive policy advice function. To function properly this would need, for example, the creation of an Office for the Chief Scientific Adviser to the Commission within the Commission Services, with a high-profile Chief Scientific Adviser responsible directly to the President and the Commission.
- 5) The Panel recommends that the Commission should grant improvements allowing the JRC to adapt hiring procedures and career management schemes in keeping with the skills required.
- 6) The Panel recommends that the JRC should develop a quality assurance system for graduate training with the aim of continually attracting talented students.

7) The Panel recommends that the JRC should continue building up efficient mechanisms for the coordination of the activities within the organisation. The mechanisms should be need and competence driven, and correspond to the trends adopted by the most successful research-based policy-support organisations in the world.

8) The Panel recommends that all information exchange functions in the JRC, including the publications database PUBSY, should be upgraded. Contemporary knowledge management tools and methods to improve awareness should be used. These should include knowledge mapping tools.

9) The Panel recommends that the JRC should start a continuous process for making a detailed short, medium and long-term assessment of the status of its research facilities and infrastructure with the aim to further enhance its efficiency and effectiveness. This should be part of an overall strategy.

10) The Panel recommends that, in addition to the legally obligated high-level FP evaluations, the JRC should organise smaller, competence or sector-oriented external evaluations of its work. This will improve the positioning of the JRC in the relevant field.

Follow-up

The JRC accepts all recommendations and has adopted a detailed follow-up plan. Most follow-up actions are planned to be completed in the course of 2009. For the longer term recommendations strategies and detailed work plans are to be established by the end of 2009. A detailed follow-up table is attached.

Availability of the evaluation report

http://ec.europa.eu/dgs/jrc/downloads/2008_expost_fp6_evaluation_final_report_en.pdf

11 – Fisheries and Maritime Affairs

e-mail address for information: MARE-F2@ec.europa.eu

Intermediate evaluation of the Advisory Committee for Fisheries and Aquaculture (ACFA)

ABB activities or Budgetary lines concerned:	11 - 04: Governance of the Common Fisheries Policy
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Scope:	Prospective and Retrospective	
Timing:	Start date 03/01/2007	End date 05/08/2008
Organisation:	External	

Purpose

The evaluation consists of:

- A description and assessment of the representativeness of the fisheries organisations and other stakeholders concerned by the Common Fisheries Policy (CFP) in the EU (27 Member States), and
- An assessment of the extent to which ACFA meets its objectives (evaluation of the general functioning of the ACFA on the basis of the relevance for the CFP of the Working group discussions and the quality and balance of the opinions issued by the Committee).

Summary of findings and conclusions

I.) Representation

I./1.) ACFA is a forum of European organisations whose members consist of a myriad of national organisations and individual citizens (in the case of Non-Governmental Organisations (NGOs), well represented in the majority of the "old" Member States but with scope to improve the participation levels from the "new" Member States.

I./2.) The Greece and Portugal small scale fisheries are insufficiently organised and

consequently not well represented in ACFA.

I./3.) The study concludes that the potential contribution of some members of ACFA, such as consumers or Banks is limited and diminishing. It also questions the presence of ETF (organisation that represents the workers) in ACFA since this organisation has a seat on the Sectoral Social Dialogue Committee and most of crewmembers are not employees but "self-employed".

I./4.) It is recommended that retailers are included in ACFA as members and that fishmeal and fish-oil industry are included on a more ad-hoc basis.

II.) Performance

II./1.) ACFA is highly appreciated by stakeholders. The networking opportunities that ACFA membership offers are highly welcomed and used. ACFA is an important driver of the European-level dialogue and the dialogue between sectors and interests. Members appreciate the consultation process and the flexibility of the organisation of works.

II./2.) It is difficult to document the impact of ACFA on Commissions proposals. Both, ACFA members and Commission representatives consider this impact limited and less than expected. A fundamental flaw is evident in the different perceptions of ACFA's role and objectives, which are not clearly described. On the one hand, Commission officials tend to focus on the technical aspects (technical advice) and to obtain commitment from the sector to the proposed measures. On the other hand, ACFA members tend to view ACFA mainly as a channel for political influence and secondly as a forum for discussion of technical aspects of the CFP and related legislation.

II./3.) Working Group II "Aquaculture" is considered as very well performing for two reasons: a) it is a group with a relatively narrow and well defined scope and b) aquaculture interests are not represented in RACs. In addition, Working Group III "Markets and trade policy" is also considered as very well performing.

II./4.) The financial assistance provided for preparatory meetings to the European trade organisations has played an important role in facilitating the dialogue and in ensuring a flow of information between ACFA and their national members. The NGOs do not receive any financial contribution to arrange their preparatory meetings.

Summary of recommendations

Recommendations from the consultant:

- 1.) To define clearly the role and objective(s) of ACFA
- 2.) To improve the formulation of consultation questions and to delineate clearly the questions on the respective roles of ACFA and Regional Advisory Councils (RACs) when both bodies are asked to address the same topics. This would avoid the idea of "overlapping".
- 3.) To rationalise and to increase flexibility on the organisation of ACFA working groups. The creation (and further dissolution) of ad-hoc working groups to deal with specific topics is proposed. The ongoing working groups should deal with regularly recurring subjects and should have the responsibility to prepare the statements without further interference of the Plenary

which would assume the role of a round table to deal with higher level political dialogue.

4.) To reconsider the present membership of ACFA in the light of an agreed role and objectives. This would improve ACFA commitment and competence.

5.) To develop clear criteria for membership. The stakeholders should demonstrate the extent of their representativeness.

6.) To improve electronic information exchange and web-site in order to improve the efficiency of meetings. The use of teleconferencing is proposed.

7.) To develop approaches to "exploit industry knowledge". Associated expenditure should be eligible for Commission support.

8.) To arrange sufficient translations of documents and interpretation facilities in the meetings in order to avoid unnecessary barriers for stakeholders involvement.

9.) To continue and broaden financial support for preparatory meetings and participation in RAC meetings. It is proposed that funding of meeting room facilities and translation services are eligible for Community funding. The NGO should be also eligible for financial support.

10.) The Commission should provide regular feedback to ACFA on how its output has been used. ACFA's functioning should be evaluated in order to formulate ways for further improvement.

11.) To encourage involvement of organisations in new Member States. It is suggested that a mutual agreed plan of action is devised to increase the level of stakeholder representation by broadening the membership base.

12.) Depending on the future of ACFA, consider outsourcing of support functions to an external contractor that could also include other services such as rapporteur, arrangements for interpretation and organisation of analytical tasks.

Scenarios - The study outlines four broad scenarios:

1.) Replacing ACFA with a RAC Coordination Committee which would create one comprehensive structure for stakeholder dialogue.

2.) Smaller ACFA which would pursue EU-wide focus on main issues in the CFP and involvement of only the most relevant stakeholders

3.) Larger ACFA with focus on fisheries which would consider fisheries as the focal point but expanding the dialogue to all the stakeholders using the marine space

4.) Maritime Consultative Group which would use maritime space in the broadest sense. In this scenario the fisheries sector would be just one of many users without a privileged position.

Follow-up

- The final report, the technical report and the Summary in French have been delivered to ACFA members, to the European organisations members of ACFA and to RAC.

The report was presented at ACFA Plenary on 2/10/2008 in order to launch the reflection with

the stakeholders on ACFA functioning and on ACFA/RACs links. (It is still to be decided the way to involve RACs in this discussion.) ACFA has submitted their reflections on 30/03/2009.

- The hierarchy was also informed in a note about the results of the evaluation. - Further concrete actions and/or follow-up have been not happened/decided yet, but they are foreseen.

Availability of the evaluation report

http://ec.europa.eu/fisheries/publications/studies/acfa_evaluation_2008_en.pdf

Technical annex:

http://ec.europa.eu/fisheries/publications/studies/acfa_evaluation_technical_annex_2008_en.pdf

††† Review of the functioning of the Regional Advisory Councils (RACs)

ABB activities or Budgetary lines concerned:

11 - 04: Governance of the Common Fisheries Policy

Scope:	Prospective and Retrospective	
Timing:	Start date 03/01/2008	End date 16/06/2008
Organisation:	Internal	

Purpose

The Council Decision establishing RACs (Decision 585/2004 EC) states that: "Three years following the date on which the last Regional Advisory Council becomes operational, or, at the latest by 30 June 2007, the Commission shall report to the European Parliament and the Council on the implementation of this Decision and the functioning of the Regional Advisory Councils." Evaluation results will be used to prepare a proposal on the possible reform of the operational framework of the RACs.

††† In addition to complete evaluations, the Annual Evaluation Review includes also preparatory studies in support of evaluations and reviews of specific aspects of the performance of the activities.

Summary of findings and conclusions

The current legal framework is generally satisfactory, having enabled the creation of the RACs and guided their functioning. There may now be some scope for improvement or clarification of certain provisions of the Decision on the basis of experience gained to date. The RACs have delivered better access to information and better understanding of decisions taken at European level. They have become active players in the Common Fisheries Policy (CFP). The number of recommendations to the Commission is increasing, as is the number of meetings/seminars. Overall, the RACs have helped soften hostility towards the CFP, thus facilitating further direct contacts between stakeholders, EU officials, Member States and scientists. The quality and timeliness of RAC advice have increased over time. Some RACs have submitted particularly well-grounded advice on long-term management plans, and the Commission has taken these recommendations into account.

Summary of recommendations

The Commission has pointed out where legislative changes might be contemplated and would like to discuss these issues with all interested parties before eventually proposing amendments. However, a number of actions can also be implemented in the short term to improve RAC functioning without the need for new legal rules. The Commission will therefore:

- 1) encourage participation by a wider range of stakeholders, by promoting the organisation's image and role;
- 2) improve RAC access to scientific evidence and data, so they can fully benefit from the MoU with ICES and from the provisions of the new data collection regulation;
- 3) involve the RACs in reflection on the long-term development of the CFP, including by means of dedicated study trips;
- 4) improve the consultation process by involving the RACs at an earlier stage, giving them sufficient time to respond and providing them with clearer and more accessible documents;
- 5) propose benchmarks to improve the consistency of RAC advice with CFP objectives. The Commission will also consider organising annual debriefing meetings with the RACs to discuss its follow-up of their advice;
- 6) improve RAC visibility through the Commission's website; and,
- 7) propose guidelines on rules of procedure and financial management of Community co-financing.

Follow-up

Current discussions with Member States, the Parliament, ACFA and RACs.

Availability of the evaluation report

<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2008:0364:FIN:EN:PDF>

12 – Internal Market and Services

e-mail address for information: MARKT-B2@EC.EUROPA.EU

on-line information: http://ec.europa.eu/dgs/internal_market/evaluation/evaluation_en.htm

Evaluation of Conditional Access Directive (CAD)

ABB activities or Budgetary lines concerned:	12 - 03: Internal market for services
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Scope:	Prospective and Retrospective	
Timing:	Start date 01/09/2006	End date 30/09/2008
Organisation:	Internal with External support	

Purpose

This evaluation analyses the implementation process of the Conditional Access Directive (CAD), and assesses whether or not the Directive has met its objective of allowing for smooth functioning of the Internal Market for the TV and radio broadcasters and information society service providers by reducing piracy. Furthermore, on the basis of an economic evaluation of the relevant markets it assesses whether there is a need to provide for additional legal protection. Two main data sources used are:

- external study on the impact of the CAD – its aims are to measure the economic impact on the EU market for remunerated broadcasting and information society services of providing protection against piracy across the Internal Market; to identify relevant markets benefiting from this and potential for extended protection, measurable data on impact indicators based on the model and available statistics;
- public consultation with relevant stakeholders – its aim is to validate the results of the external study and look at the impacts of the Directive and possible modifications/interpretation of its text.

Summary of findings and conclusions

This report has addressed various aspects of the implementation of the Directive which pose problems or raise questions. This examination has been a vital first step before assessing the impact of the Directive in its various fields of application as input for the Commission's conclusions on its effectiveness from adoption to the present day.

The first point to note is that the Directive has been transposed by the Member States in general and this has made it possible to curb piracy in the European Union and, thanks to the entry into the EU of certain countries previously affected by piracy, to change its geographical pattern, pushing the centres of piracy outside the Directive's sphere of influence.

The second point is that the efficiency of its implementation occasionally seems questionable, thus reducing the legal security of audiovisual service providers. In particular, implementation at national level suffers, depending on the circumstances, either from sanctions which are too light or from a lack of command of the technical nature of the field on the part of the national authorities. On this latter point, it should be pointed out that the ongoing technological evolution continually increases the complexity of this subject area, with the emergence of new types of piracy, new distribution platforms or new conditional access systems such as certain digital rights management systems.

Thirdly, with regard to free movement, despite the deployment of a Community framework intended to promote the development of the single market in these services, there has been only limited development of completely legal cross-border services. The grey market is the cross-border mechanism which seems the most developed, but this is only tolerated by the operators, while the availability of audiovisual services of the State of origin is an important factor in the welfare of European citizens exercising their right to free movement within the European Union. Lastly, the Commission notes that certain restrictions upon the implementation of the protection afforded by the Directive require more in-depth analysis.

This may concern, firstly, the possibility of imposing sanctions for the private possession of illicit systems, a proposal from the operators but one which is not easy to implement, and secondly, the situation of the operators who do not benefit from adequate protection, such as holders of rights in respect of sports events.

Summary of recommendations

Four recommendations / concrete actions have been formulated:

1. Establishment, by the end of the year 2008, of a group of experts in order to exchange information and good practice for national administrations and discuss any problems that arise in relation to conditional access. The subjects to be discussed with this group are: new forms of piracy, assessment of the deterrent nature of the sanctions in place, scope for a sanction on private possession within the protection of conditional access systems, links with legislative provisions on copyright protection, the inclusion of DRM (digital rights management) as a conditional access system, and the protection of the use of conditional access systems for purposes other than protecting remuneration. The group should also take account of the potential advantages of the use of innovative conditional access systems and DRM systems, making a particular assessment of their potential to limit the need for sanctions of a more deterrent nature. In this context, the group will also take into account all aspects which can contribute to personal data and privacy protection.

2. Working group on the grey market – with the expert group, the Commission will designate a specific working party to tackle the subject of the grey market. In the first instance, this working party should compile as much information as possible on the intra-Community movements of European citizens and on their audiovisual service consumption habits. It could go on to explore various avenues that might offer solutions enabling interested citizens to access services provided from their Member State of origin.

3. Further gathering information - the Commission proposes to launch a survey at the beginning of 2009 on the exercise by European citizens of the right to free movement and the supply and demand situation for audiovisual services abroad. Such information should help to establish the potential of the cross-border markets and contribute to deliberations on copyright and rights to sports events. In another field, information on the sale of rights to sports events will be gathered as part of the study on sports financing announced by the Commission in its White Paper on sport. This information should constitute the first phase in gathering information on the situation of holders of rights to sports events when faced with piracy involving the retransmission of events.

4. Ratification of the European Convention on the Legal Protection of Services based on, or consisting of, Conditional Access which has considerable potential to extend the protection of conditional access services internationally, beyond the territory of the European Union. The European Community's ratification of the Convention would enable new impetus to be given to international action among the 47 members of the Council of Europe. The Commission will therefore shortly propose to the Council that it ratify the Convention on behalf of the European Community.

Follow-up

Availability of the evaluation report

http://ec.europa.eu/dgs/internal_market/evaluation/evaluation_en.htm

Evaluation of the European Business Test Panel (EBTP)

ABB activities or Budgetary lines concerned:

12 AWBL –01 : Administrative support for the Directorate-General for the Internal Market

Scope:	Prospective and Retrospective	
Timing:	Start date 15/10/2007	End date 14/01/2009
Organisation:	External	

Purpose

In 2008 the EBTP celebrated its first five years of existence. For this reason, the European Commission took stock of the functioning of the EBTP with a view to carrying out improvements where considered necessary. This review was based upon an independent and thorough evaluation.

Summary of findings and conclusions

The EBTP appears to be fulfilling its role in facilitating evidence-based policy making. The EBTP has faced challenges in ensuring adequate levels of awareness within the European Commission about its existence and role as an instrument for consulting directly with individual enterprises. However, over time, the EBTP has become more widely known among policy makers. In the first two years, a low number of consultations took place annually but the frequency of consultations has now increased to about 6 per year. With regard to the direct usefulness of consultation outcomes, the EBTP was perceived as an effective mechanism for obtaining the views of enterprises on the likely impacts of legislative proposals and for informing policy development more widely. The EBTP survey findings are being used actively by EU decision makers - with several references to EBTP for example in published impact assessments. The EBTP is also seen as contributing to the improvement of the quality of policy making, in particular by ensuring that the views of businesses are sounded out as early as possible during the policy making process. It supplements consultation tools of the European Commission such as Your Voice, Green Papers and White Papers.

Summary of recommendations

1. The EBTP's role within the developing Better Regulation agenda should continue to evolve.
2. The size of the EBTP should be increased to between 8,000 and 10,000 enterprises.
3. If the EBTP is increased in size, then there should be scope in future for undertaking consultations on more specialist topics.
4. The human resource allocation should be increased by at least one full time equivalent staff member.
5. The Commission should consider integrating the EBTP with the SME Test.

6. Consideration should be given to setting up a new Unit on Enterprise Consultation within the Commission having operational responsibility for the EBTP and Small and Medium Enterprise (SME) Test Panel.
7. The EBTP Unit should encourage clients to plan consultations as early as possible during the policy making process.
8. The EBTP should ensure the closer involvement of business organisations and sectoral / trade associations in supporting its future development.
9. Business organisations should be encouraged to play a more proactive role in the recruitment of enterprises to the EBTP.
10. EBTP consultations should be planned and timetabled as far in advance as possible.
11. Current panel members should be used as an additional source of recruitment.
12. Forthcoming EBTP consultations should be flagged up in the Roadmap of policy and legislative proposals included in each Directorate General's annual work programme.
13. It is important that EBTP consultations are as (statistically) representative as possible and that they provide information that enterprises are particularly qualified to deliver.
14. Feedback provided to enterprises following EBTP consultations needs to be strengthened.
15. There is a need for the Commission to provide occasional updates regarding the progression of particular policies and legislation that have been subject to an EBTP consultation.
16. Consideration could be given to an expression of appreciation of the contributions of the panel members by high profile figures.
17. The quality of feedback should be improved in particular through the closer involvement in the preparation of feedback of policy units that have used the EBTP consultation mechanism.
18. Two to three case study examples should be developed per year to illustrate to enterprises how EBTP consultations have had a tangible impact on EU policy making processes.
19. Improvements should be made in the marketing of the EBTP both by the Commission and at a national level.
20. Communication channels between the Commission and senior representatives from national authorities sitting on the Internal Market Advisory Committee should be improved.
21. Consideration should be given to developing more detailed questionnaires for larger companies on some consultation topics.
22. The statistical potential of the survey results should be fully utilised by the EBTP Unit.
23. Consideration should be given to making further improvements to the efficiency of the consultation process.
24. Steps should be taken to resolve some of the technical limitations of the IPM software which powers EBTP consultations.
25. The first recommendation to the Commission (that there is a need to embed EBTP more firmly within the Better Regulation agenda) should be followed through at a national level.

26. Consideration should be given to making changes in respect of institutional responsibility for the EBTP at national level in the case of those NC's remaining below the target quota for more than a year.

27. In order to strengthen accountability for EBTP at a Member State, annual targets for the recruitment of new enterprises to the panel should be set.

28. The Member States should consider how best to make use of EBTP at the national level, possibly integrating it with existing consultation tools

29. National Co-ordinators should make further efforts to reach enterprises through national and regional business organisations.

Follow-up

DG Markt (Unit B2) will draft an action plan based on the evaluation recommendations.

Availability of the evaluation report

http://ec.europa.eu/dgs/internal_market/evaluation/evaluation_en.htm

13 – Regional Policy

on-line information: regio-eval@ec.europa.eu
http://ec.europa.eu/regional_policy/sources/docgener/evaluation/rado_en.htm

Study on the European Regional Development Fund (ERDF) co-financed innovative projects and thematic comparative analyses

ABB activities or Budgetary lines concerned:	13 AWBL - 03: Policy strategy, coordination and evaluation for Regional policy Directorate-General
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Scope:	Retrospective	
Timing:	Start date 15/01/2007	End date 14/04/2008
Organisation:	External	

Purpose

The study involved 60 projects selected in co-operation with DG REGIO in several of the 25 EU Member States in order to demonstrate results achieved and identify the mechanisms for innovation in the regions and the factors of success or limitations in each of the given areas of activity. The aim was to further develop analysis methods and tools which can be used by desk officers and to start a process of analysis, comparing projects from the same field of activity but from a diversity of regional contexts, thus demonstrating the variety of approaches to innovation, but also the common lessons which can benefit all regions.

Summary of findings and conclusions

sur le fond:

- L'innovation peut s'appliquer aussi bien à de nouveaux produits ou concepts qu'à de nouvelles organisations et manières de faire. C'est un concept relatif, dépendant des contextes socio-économiques, culturels, institutionnels: ce qui est innovatif dans une région peut être banal dans une autre.
- Un équilibre est à trouver dans les programmes entre de grands projets entrant clairement dans le cadre d'une stratégie régionale ou nationale, et de petits projets suscités par appels d'offre qui

peuvent jouer un rôle important pour éclairer la stratégie d'innovation ou la conduite du programme.

- La bonne gouvernance des projets dépend de la capacité des porteurs de projet à créer des partenariats (compétence, légitimité) et à adapter la structure juridique du projet à son évolution (flexibilité). Peu de projets intègrent une évaluation dans leur gestion (quelques projets importants comme des clusters le font), ce qui en limite l'apport à l'amélioration des pratiques.
- La question de "l'après FEDER" (sustainability) doit être abordée dès la conception du projet. Selon l'objectif et le champ d'intervention du projet, selon le contexte régional, cette question trouvera des solutions différentes (financements privés, maintien d'un financement public)
- Les financements FEDER jouent un rôle d'appel pour des investissements privés (par exemple fonds d'investissement). Cette valeur ajoutée est souvent méconnue car visible au seul niveau des projets. En revanche, les gestionnaires de programme sont encore peu enclins à financer des projets risqués (règle n+2, alourdissement des contraintes réglementaires au niveau national dans certains des nouveaux Etats membres, culture administrative locale....)

Summary of recommendations

L'échantillon de 60 études de cas sur lequel à reposé les analyses comparatives ne peut prétendre à la représentativité en raison de sa taille limitée et l'hétérogénéité des projets analysés. Cependant, l'approche qui part d'un ensemble de projets pour arriver à des conclusions générales utiles pour les programmes et les stratégies est valide et pourrait être utilisée sur un plus grand nombre de projets, de façon plus systématique. Cette approche doit être combinée à d'autres sources d'informations (études réalisées sur l'innovation, évaluation de programmes, expérience des analystes).

Follow-up

- Publication of the report
- Presentation of the findings to the MS authorities in the framework of the REGIO Evaluation Network
- Training sessions were organised for REGIO officials

Availability of the evaluation report

http://ec.europa.eu/regional_policy/sources/docgener/evaluation/evaluation_en.htm

14 - Taxation and Customs Union

e-mail address for information: Taxud-B2@ec.europa.eu

Customs 2007 Final Evaluation

ABB activities or Budgetary lines concerned:

14 - 04: Customs policy

Scope:

Retrospective

Timing:

Start date 01/05/2007

End date 22/05/2008

Organisation:

External

Purpose

To establish the impact achieved by the Customs 2007 programme; particularly to assess what effects (results and impacts) have been obtained; how they have contributed to the achievement of the objectives (effectiveness) and whether these effects were obtained at reasonable costs (efficiency).

Summary of findings and conclusions

The Customs 2007 programme has made a significant contribution to protecting the relevant Community interests (providing a safe and secure environment for citizens, protecting the Community's financial interests).

Customs 2007's role in facilitating trade has been mixed. Economic operators were very appreciative of the Commission's willingness and efforts to involve them and seriously listen to their concerns. They were somewhat less enthusiastic concerning the actual impacts of cooperation on minimising the burdens placed on legitimate trade and on simplifying and modernising customs procedures and formalities. Most new measures and initiatives carried out in Europe have focused primarily on safety and security issues, often resulting in additional burdens for trade. As regards helping national customs administrations to work as though they were one, Customs 2007 has contributed significantly to this objective.

Customs 2007 has been very helpful for the new Member States and the candidate countries in

their integration and preparation for accession to the EU.

As regards IT (Information Technology) systems, great strides have been made to ensure their (inter)operability. All systems appear to be running smoothly, and the high levels of satisfaction from users are a strong indication of their usefulness. However, the evaluation has identified a number of weaknesses of specific IT systems that should be addressed. The IT systems have helped significantly to make progress towards the programme's objectives II (trade facilitation) and III (equivalent results/infrastructure). As regards the former, the New Computerised Transit System (NCTS) seems to have made the largest contribution. Some tariff-related systems have also had an impact on trade facilitation by improving the availability of information and increasing legal certainty for traders. As regards the objective I (protection of Community interests), there was widespread agreement that the IT systems (especially the tariff-related systems) have improved the availability of data contributing to protection of the Community's financial interests. On the other hand, the fight against fraud was not the main focus of the IT systems, because the development and maintenance of the IT systems dedicated to the fight against fraud are covered by other legal instruments. However, the electronic risk information form system (RIF) is expected to become more and more useful for improving customs controls and therefore preventing fraud in the future, as the development of a common risk management framework progresses.

Overall, the evaluation results indicate that the Customs 2007 programme is efficient. At the level of joint actions, the tools that are considered most effective by beneficiaries are the ones that are most widely used, and on which the largest part of the budget is spent. The cost-effectiveness of development and support through Customs 2007 for the various customs IT systems is more difficult to assess; however, feedback from users and beneficiaries suggests widespread satisfaction with the IT systems, and an appreciation that their impacts justify their costs.

Only approximately 60% of the budget earmarked for Customs 2007 had actually been spent by the end of 2007. This is due primarily to the fact that spending on the development and support of IT systems has been substantially lower than expected.

The evaluation found that the impacts achieved by the programme correspond to the needs identified and the problems to be solved. The Customs 2007 programme has produced a number of concrete outputs whose effects will last in the medium and long term.

Summary of recommendations

General Recommendations: The final evaluation reaffirms the need for continuation of the Customs 2007 programme. To ensure the successor programme(s) work(s) as smoothly and effectively as possible, it (they) should:

- Maintain the objective-based management approach.
- Review the list of priorities and sub-priorities.
- Enhance the visibility and usefulness of the Annual Work Programme.
- Continue to make ample use of project/working groups and exchanges.
- Other types of joint actions can also be very useful in specific circumstances.

Specific Recommendations:

- Place increased emphasis on trade facilitation.
- Undertake further work on risk analysis and management.
- Continue to pursue and implement the new common training approach while ensuring that the production of e-learning/blended learning modules does not become an end in itself, and that other areas for action are not neglected.
- Continue to build on the progress made concerning the IT systems, by further exploring and addressing areas for improvement and/or new actions.

Flanking Measures:

- Urge participating countries to ensure that sufficient human resources are allocated to programme coordination, management and administration.
- Develop communication activities targeted at relevant institutional audiences (in particular the respective national ministries responsible for customs) in order to raise the profile of Customs 2007 and the awareness of its role, the opportunities it provides and effects it has had.
- Revisit the indicators and measures of success developed at the start of the Customs 2007 programme, with a view to deciding on a definitive list of relevant and feasible indicators that can be used for programme monitoring and evaluation in the future.

Follow-up

Availability of the evaluation report

<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2008:0612:FIN:EN:PDF>

Fiscalis 2007 Final Evaluation

ABB activities or Budgetary lines concerned:

14 - 05: Taxation policy

Scope:

Retrospective

Timing:	Start date 01/05/2007	End date 09/10/2008
Organisation:	Internal with External support	

Purpose

The main purpose of the evaluation is to examine what have been the effects (impacts) of the Fiscalis 2007 programme, how they have allowed achieving the programme's objectives (effectiveness), and whether this was obtained at a reasonable cost (efficiency). The relevance of the programme can also indirectly be considered, though it was thoroughly assessed by the mid-term evaluation. Consideration should as well be given to the elements of additionality and sustainability of the programme.

Summary of findings and conclusions

The general aim of the programme (boosting cooperation among the participating countries, their civil services and officials) has been achieved. Officials have been able to work together widely and effectively through the introduction and use of information and communications systems. Although these systems can still be improved in terms of speed, accuracy and reliability of the data, the evaluation argues that they appear to be a useful, if not vital, tool for connecting up the various national civil services, particularly the sections working on indirect taxation. Joint actions like seminars, exchanges of officials, multilateral controls and project groups have encouraged "broad cooperation" on various issues, like the creation of networks of tax officials, which encourages the countries involved to increase their cooperation in multilateral controls, for example. The degree, to which they cooperate, however, depends to a large extent on the participants themselves and their job within the national tax offices. Indirect taxation (VAT and Excise) is the main area covered by Fiscalis. There has been less action in connection with direct taxation, a field in which cooperation is growing in importance and is expected to expand in the future.

Summary of recommendations

- Continue to ensure programme flexibility;
- classify Fiscalis activities and link up each type of action with its objectives and make information about details of the programme and its impact more accessible for stakeholders;
- introduce, in addition to existing indicators for IT and communications systems, performance and outcome indicators for the programme as a whole;
- collect information on real outcomes in a structured manner and establish ways of controlling various activities and study the option of using online assessment and reporting tools;
- improve and structure the dissemination of information on the results of Fiscalis;

- raise awareness among high-ranking officials in national tax offices through actions to improve the dissemination of information;
- ensure that the networks set up among officials continue to exist after the end of the Fiscalis activities;
- continue to optimise communications and information exchange systems and encourage national stakeholders to boost transmission speeds and the accuracy of the information supplied;
- create common training modules on taxation-related issues and continue to encourage mixed training;
- encourage the use of multilateral controls by all member states where appropriate. Multilateral controls are a vital tool for effective control of proper application of EU legislation and tackling fraud and tax evasion and act as an effective deterrent to taxpayers tempted to defraud the tax office;
- consider organising activities vis-a-vis taxes on insurance premiums and make greater efforts to encourage the exchange of ideas upstream on existing and future problems;
- increase Fiscalis visibility and ensure that it is a synonym for tax cooperation within the EU, by making greater use of the Fiscalis' logo to flag up Fiscalis' tools, activities and outcomes.

Follow-up

Availability of the evaluation report

<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2008:0623:FIN:EN:PDF>

15 – Education and Culture

e-mail address for information: EAC-EVALUATION@EC.EUROPA.EU

on-line information: http://ec.europa.eu/dgs/education_culture/evalreports/index_en.htm

Cultural Contact Points (CCPs): external evaluation

ABB activities or Budgetary lines concerned:		15 - 04: Developing cultural cooperation in Europe	
Scope:		Prospective and Retrospective	
Timing:	Start date 16/02/2007	End date 30/06/2008	
Organisation:		External	

Purpose

The "summative" nature of the evaluation project consists of assessing to what extent the CCPs have achieved their objectives so far. On the other hand, the evaluation project has a strong "formative" dimension providing well structured recommendations in order to optimize the efficiency and effectiveness of the CCPs within the new Culture programme (2007-2013).

Summary of findings and conclusions

The Culture Contact Points have obtained a high degree of success in the attainment of their objectives. Large private CCPs have been the most successful in relation to the dissemination and the promotion of the Programme, whereas small private CCPs have been the best in networking. The quality of the CCPs' activities has been positively valued by the beneficiaries. In general, activities related to publicity and technical assistance have been of a better quality than those related to networking.

One reason for the poorer performance in some areas seems to be the broad scope of activities required from the CCPs, which leads them to concentrate on those having the most immediate impact on the programme and its target group. Another reason is that the CCPs have some

uncertainty about the scope and nature of the activities they are supposed to carry out, and about the outputs expected from them.

Some room for improvement has been found for the Commission with regards to communication with and support to the CCPs, particularly in terms of training, feedback given on the contents of the CCPs' work, and improving the monitoring systems.

Regarding financial and human resources, there is a large variety in the sizes of the CCPs, and the link between size and performance is not always clear. However, it is concluded that, in the case of many countries, the staff levels are too low to successfully carry out the tasks allocated.

Summary of recommendations

To improve effectiveness, evaluators recommend reviewing the scope and nature of the CCPs' remit, setting up suitable monitoring systems, improving the communication between the Commission and the CCPs, reviewing the need for a database of cultural operators, improving the use the CCPs make of existing national resources and structures, and increasing the CCPs' role as advisor to the Commission.

To improve efficiency, evaluators recommend modifying the current distribution of funds among the different CCPs, as well as the allocation of funds among the different activities undertaken by each CCP. Recommendations are given on establishing procedures to minimise the effects of CCPs' staff turnover, and to improve the formulation of queries to the Executive Agency.

Follow-up

Availability of the evaluation report

http://ec.europa.eu/dgs/education_culture/evalreports/index_en.htm

Single Community framework for the transparency of qualifications and competences (EUROPASS): Interim evaluation

ABB activities or Budgetary lines concerned:

15 - 02: Lifelong Learning, including multilingualism

Scope:	Prospective and Retrospective	
Timing:	Start date 12/03/2007	End date 31/01/2008
Organisation:	External	

Purpose

The evaluation project was launched according to art. 15 of the Decision 2241/2004/EC establishing Europass, which establishes that "By 1 January 2008 and then every four years, the Commission shall submit to the EP and the Council an evaluation report on the implementation of this Decision, based on an evaluation carried out by an independent body".

Summary of findings and conclusions

Stakeholders considered Europass to currently be more relevant to the needs of educational institutions than employers, given the current format and nature of the tools as well as the recruitment practices prevalent in both types of institutions. Europass is also considered more relevant for international than for other types of geographical or occupational mobility. The coherence and complementarity of Europass with related funding programmes –e.g. part of the EU Lifelong-Learning programme-, policy developments and national and European initiatives to record competences has been found to be clear. The evaluation has also clearly shown that there is a high level of satisfaction from users with respect to the Europass documents. Europass documents allow a clearer communication of individuals' skills and competences and facilitate the comparison of candidates for both lifelong learning and occupational vacancies. Statistics show a constant increase in the use of the Europass transparency documents. Over 8 million visits to the Europass portal were reported until September 2007, resulting in over 6 million downloads of examples, templates, instructions and over 2 million CVs having been created online. Take-up is aided by the existence of a dedicated web portal for the initiative, which makes directly available to users part of the transparency documents can be accessed through it. Take-up is also partly stimulated by the activity of the the National Europass Centres set up in 2005, many of which were also implementing other European actions in the area of Education and Culture. A strong structure at national level is regarded as necessary to promote Europass effectively. As for the impact of the initiative, Europass has resulted in clear benefits to a large number of people. Over a fourth of Europass users considered that Europass had helped them to gain access to opportunities for learning and employment across Europe to a very large or to a large extent. When looking specifically about whether Europass had helped respondents to change job or location, we see that around 15% of respondents reported that Europass had helped them to do this. If we consider that at least 2,000,000 people had created a Europass CV in its first two and a half years of existence, Europass could have directly helped over 300,000 individuals in their mobility experience, a remarkable figure.

Europass has so far proved to be achieving its expected results at a low cost, therefore showing good efficiency levels. Under conservative estimates, the overall cost of each Europass document would have been under €5.85. The cost per European CV which aided individuals to materialise mobility experiences would have been in the region of €40. This provides, in the view of the evaluator, high value for money.

The Europass initiative, in spite of its positive results, is starting its development and at this point, the sustainability of the initiative without EU funding would be low. If no further EU support was received by the initiative the implementation structures, according to stakeholders, in particular National Europass Centers (NECs), would be likely to disappear. More time and support is needed so that users and stakeholders get to be more familiar with the framework and Europass becomes more widely used in education and employment, after which the initiative would be more likely to persist even if EU funding ceased. The European added value of the Europass initiative is clear. Without the European approach there would be a serious risk of losing coherence and visibility of the framework. It is estimated that around 600,000 users less (around 30%) would have made use of the European CV and Language Passport if these were not delivered through a European service.

Summary of recommendations

Relevance: Future efforts for dissemination and development of the tools concentrate particularly on occupational mobility (the most frequent type of mobility), including international occupational mobility (a type of mobility that is expected to increase in the future and in relation to which Europass could offer a clear added-value –see also recommendation on European Added Value below).

Coherence and complementarity: An operational objective on the continuous improvement of Europass tools is added to the intervention logic of the initiative and that the list expected results and impact of the initiative is re-assessed, to avoid duplication between the two. A mention to the contribution of Europass towards the improvement of social and economic conditions in the EU is added as part of the global objective of the initiative. The complementarity of Europass with current education and training programmes is enhanced, and that closer cooperation with those entities developing similar transparency initiatives is further developed.

Effectiveness: Future developments pay particular attention to the improvement of the European CV, the most valued and potentially useful tool of the framework according to beneficiaries, including the production of a shorter version of the CV in cooperation with employers and recruitment agencies, whilst the necessity and/ or improvement of the Europass CV sections on 'desired employment', 'personal skills and competences' and 'additional information and annexes' is re-assessed. Links with guidance centres and the business community are strengthened through the activity of NECs - this could include the signature of agreements with guidance centres on the dissemination of Europass tools, as it has already happened in some countries. Further examples of the use of documents, in particular showing how the documents can be adapted and targeted to alternative uses are made available to users through the Europass website and that work continues in the development of support materials – including detailed guidelines on how to formulate skills and competences on the basis of activities, mobility periods and experience. The Commission encourages that other bodies in addition to NECs, such as Chambers of Commerce and educational institutions, issue Europass Mobility more often. The Diploma Supplement is developed to take greater consideration of learning outcomes in its template. Data is collected at national level on the take-up of all the Europass tools and that the monitoring systems for the Europass implementation framework in general are strengthened through the introduction of a structured system of indicators of activity at the same time that greater guidance in relation to the relevance and comprehensiveness of the information to be provided in NEC Annual Activity reports is given to NECs by the Commission. The links between Europass and other initiatives in the area of transparency of competences is more clearly explained to potential beneficiaries. DG EAC encourages the use of the Europass CV

within the different DGs of the Commission and other EU services.

Efficiency: Consideration is given to increasing the communication and information campaigns budget for NECs if these are required to undertake further Europass promotional activities.

Sustainability: Wider take-up of the initiative is stimulated as the best way to ensure sustainability of results in the event of discontinuation of EU funding for the initiative.

European added value: Future developments of the initiative take into consideration the particular value of Europass for international mobility to aim to enhance it even further (in particular international job-mobility), without detriment to enhancing its value for facilitating national or regional mobility whenever possible.

Follow-up

An Action Plan will be established on the basis of the recommendations resulting from the evaluation.

Availability of the evaluation report

http://ec.europa.eu/dgs/education_culture/evalreports/index_en.htm

Traineeship scheme (TS): Interim external evaluation

ABB activities or Budgetary lines concerned:

15 - 06: Fostering European Citizenship

Scope:

Prospective and Retrospective

Timing:

Start date 05/12/2006

End date 30/05/2008

Organisation:

External

Purpose

The evaluation project has been launched according to the provisions of the financial regulation (article 27) and its implementation rules (article 21) which establishes that activities financed on an annual basis shall have their results evaluated at least every six years. In recent years a number of changes have occurred in the operations and operating environment of the

Traineeship Scheme (TS). The number of recruited officials has risen considerably, application procedures and recruitment have been simplified and computerised, pre-selection and selection procedures have been rationalised and made more transparent. In addition, the labour market and national educational systems have undergone profound changes that have not only modified the expectations of applicants, but also those of the Commission services. In this context, the evaluation assessed the relevance, added value, coherence, complementarity, efficiency, effectiveness and impact of the Traineeship Scheme.

Summary of findings and conclusions

The TS at the European Commission is a well planned, managed and implemented programme, which properly fulfils its mandate in terms of providing young graduates with a high quality working experience at the EC; and in terms of providing the EC with inputs and energies of young, competitively-selected graduates. These inputs are of use to accomplish its overall mandate. The TS brings with it noticeable impacts in terms of enhancement of the CVs of former trainees, their preparation for entering into the labour market, and setting up of a pool of young people motivated and prepared to collaborate with the EU institutions in the future and to act as 'goodwill ambassadors' of EU values in civil society. All the three phases of the TS (namely application and selection, traineeship period and impact) demonstrate good results in terms of satisfaction of the users, and in terms of efficiency and effectiveness.

Summary of recommendations

Nine recommendations address the application and selection process, aiming at improving the efficiency of work organisation, the applicants' understanding of the different Commission services and the jobs they can expect to do, the selection of candidates, the transparency of the process and the internal monitoring system. To improve the traineeship period itself, two recommendations are given: to promote the practice of assigning medium-term projects to trainees, and to analyse the possibility to extend the traineeship period. A further recommendation aims at seeking collaboration with the other EU institutions to set up a joint portal for traineeships and reduce the existing differences.

Follow-up

Availability of the evaluation report

http://ec.europa.eu/dgs/education_culture/evalreports/index_en.htm

16 – Communication

e-mail address for information: COMM-D4@ec.europa.eu

Evaluation of the Celebration of the Europe Day 2008 around Finland

ABB activities or Budgetary lines concerned:

16 - 03: 'Going Local' communication

Scope:

Prospective and Retrospective

Timing:

Start date 18/02/2008

End date 27/12/2008

Organisation:

External

Purpose

The results of the evaluation will be the base for decisions on future financing and for developing the activities of the Europe Day.

Summary of findings and conclusions

a) Media coverage of Europe Day took place almost fully during the same day and the day after. Coverage was high in the main news broadcasts of the Finnish Broadcasting Company (YLE) and in most of the provincial newspapers. However, coverage was low in the regional media in eastern Finland and in publications aimed at young people.

b) About half of the stories concerning Europe Day were assessed as positive, two fifths as neutral and the rest as negative.

c) Europe Day had the effect of increasing coverage of European matters in the media, comparing Europe Day and the following day to any random average weekday. However, when comparing the week of Europe Day to any random average week, European matters were not covered any more than usual.

d) The information at the Europe Day website catered to journalists well; however, for teachers and young people the website was neither useful nor attractive. The website was not as up to date as it could have been.

e) The scale of events organised by the European Movement throughout the country was very different. In general, the turnover was lower than expected and in some cases, like the main

citizens event at Verkatehdas in Hämeenlinna, actually disappointing.

f) In terms of organisation, the fact that several parties were involved in organizing Europe Day was both its strength and weakness. For some of the organizers, the responsibilities were unclear, while others failed to deliver all that they had promised when the plans were drawn up.

g) Active monitoring to determine the extent to which the objectives defined for communications were attained during the process was found to be modest.

Summary of recommendations

a) As a long-term objective for Europe Day, it would be advisable to adopt a more civil-society-oriented approach to organizing the events rather than having them directed top-down. The European cause should be promoted more by focusing on personalities and examples that attract widespread interest and by getting people involved.

b) If Europe Day is to have high visibility throughout Finland, interesting civic events should be organized all over the country. More partners should be engaged, particularly in eastern Finland where events turnout was low and the media relatively indifferent. Prospective partners should be screened with a view to the expertise they possess on the themes related to Europe Day.

c) If resources allow, it would be advisable to rely on professional event organizers and event marketing for all major events in order to reach the audience.

d) Additionally, it would be advisable to make use of various test audiences.

e) Given the large number of organizers, it would be important to clarify and document the responsibilities for Europe Day event organization and communications in order to avoid all ambiguities.

f) As well as preparing a schedule for the measures to be taken, a detailed checklist should be created to ensure that each item is addressed on time.

g) More thought should be given to the main target groups of the events, their related content and forums.

h) Each year, steps should be taken to ensure the timely distribution of regional events data to provincial newspaper and radio stations for inclusion in the forthcoming events and what's on sections.

i) Events data should be posted on the Europe Day website early enough. More efforts on marketing the web site are needed.

j) The visibility of European issues could be promoted by having an all-European survey, such as the Eurobarometer, released on Europe Day. If regional visibility is to be increased in the future, the survey should also provide information and comparative data on individual regions.

k) Schools should be encouraged to become more engaged in Europe Day. More advance information could be provided to schools and teachers.

l) As well as increasing the number of schools visits by MEPs, another objective could be to have as many EU officials as possible visit their old school during Europe Week to talk about their personal experiences of the union and the opportunities it offers. Material tailored for

young audiences should be prepared in support of the presentations.

m) To reach young people via the Europe Day website, it should offer more visual and other content appealing to them. At any rate, the website should promote the Europe Day performers more effectively - by means of photographs, for example.

n) Special sections should be provided for the various age groups in connection with the major Europe Day events to offer targeted information on European issues.

Follow-up

Availability of the evaluation report

COMM-D4@ec.europa.eu

Evaluation of the Communication Campaign on the 50th Anniversary of the Treaties of Rome

ABB activities or Budgetary lines concerned:

16 – 05 (2007): Information relays
16 - 03: 'Going Local' communication
16 - 02: Communication and the media
16 - 04: Analysis and communication tools

Scope:

Prospective and Retrospective

Timing:

Start date 24/07/2007

End date 15/02/2008

Organisation:

External

Purpose

The aim of this evaluation was to assess to what extent the communication campaign around the 50th anniversary of the Rome treaty had been effective in reaching the EU citizens. In this sense the evaluation addressed the relevance, effectiveness and efficiency of the Europe-wide events organised by the Headquarters as well as of some of the local actions of field offices (Representations). It should also provide practical conclusions and recommendations to be used

as reference point for future campaigns.

A further goal of the evaluation was also to better understand the needs of the citizens and the type of message to convey to them, to verify the overall relevance, coherence and utility of the communication plan, and to improve the quality of future communication strategies.

Summary of findings and conclusions

Pan-European and local actions

- In terms of overall relevance, it is reasonable to assume the need for having a large communication campaign, since the 50th Anniversary was clearly a self-evident ‘peg’ for attracting attention to the achievements and benefits of the EU.
- Effectiveness overall was affected by the late start to planning of what was an eminently foreseeable event. In part because of this and in part because of inherent lack of attention in many cases to promotion, dissemination, monitoring and follow-up, the indicators to measure effectiveness had essentially to be qualitative. The process tended to be supply-driven with insufficient resources devoted to follow-up, analysis of media coverage, and measurement of impact in order to learn lessons for the future.
- Nevertheless, given the time available, DG COMM was effective in organising and co-ordinating a wide range of pan-European activities. A number of local activities appear also to have been effective.
- More specifically, the logo played a relevant role in making the anniversary known by public opinion and was widely recognised as a universal symbol by all age groups in the Member States visited. The fact that it was widely, indeed seemingly almost universally, used in connection with 50th Anniversary activities is a demonstration that it was relevant and could contribute to effectiveness.
- The local actions did promote discussion on the future of the EU, but it is not certain that these activities reached new audiences to any large extent.
- Representations added value with their inherent knowledge of national affairs, context, regional partners and local contacts. The Representations were aware that going local is the most effective means of reaching the public, and going local played a strategic role in the communication campaign around the 50th Anniversary.

Management efficiency

- The EU50 Project Team and the horizontal working spirit it engendered made a positive contribution to the effectiveness of the activities carried out by the European Commission for the celebrations of the 50th anniversary and its inputs fostered the efficiency of the whole process.
- However, the Project Team encountered some difficulties due to the lack of formal empowerment, the absence of a clear written mandate for the head of the project team and of a clear division of roles should have been set between the EU50 team and the Cabinet of Commissioner Margot Wallström.
- The monitoring and supervision procedures set up for ensuring a follow-up on what was being organised the implementation were generally not adequate, thus undermining the possibility of

gathering data in the aftermath of the campaign.

Summary of recommendations

The evaluators recommend that:

- The communication plan be well prepared in advance and be based on three key elements of the plan, i.e. identification of the needs, well defined objectives and budget constraints;
- the communication plan take into account the whole communication chain and all the links between objectives, target groups, messages, channels and tools, with a specific attention to the dissemination processes by multipliers;
- the communication plan consider the promotional activities in relation to the actions that are going to be organised; this promotional plan should take into account the relevant target groups and the dissemination efforts and effects;
- a monitoring system be established in order to collect appropriate data on the activities conducted (centrally and/or locally), feeding the follow-up system and making possible the evaluation processes afterwards; a series of key indicators should be identified (output-related, i.e. measuring the number of attendees at a conference, and results-related, i.e. measuring the level of understanding or the increased awareness about a specific topic);
- DG COMM coordinate with other Institutions, and especially the Representations and the Europe Direct Relays network (when going local), in order to enhance the overall coherence of the campaign by sharing strategic views on the objectives and target groups, by emphasizing the importance of the dissemination processes, by establishing a simple but precise monitoring system, and by facilitating the sharing of good practices throughout Europe;
- DG COMM allocate the necessary resources in line with the relative importance of any communication plan.

Follow-up

Availability of the evaluation report

COMM-D4@ec.europa.eu

Evaluation of the Europa website

ABB activities or Budgetary lines concerned:	16 - 04: Analysis and communication tools
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Scope:	Prospective and Retrospective	
Timing:	Start date 10/11/2006	End date 25/02/2008
Organisation:	External	

Purpose

The aim of the evaluation was to ascertain if, how and how much the Europa site contributes to European Union efforts to:

- improve communication between the European Union and the European citizens,
- create a European public space for communication and
- increase the public understanding and improve the image of the European Union and its institutions amongst European citizens.

In this sense the evaluation should assess the utility, relevance, effectiveness and efficiency of the services provided by Europa and draw practical, operational conclusions and recommendations on how to provide a better service to the citizens. This work will be used by the Commission in streamlining and improving the Europa website.

Summary of findings and conclusions

1- To what extent does EUROPA satisfy the diverse citizens' needs in terms of information?

The evaluation permitted to identify both the profiles of the users and their specific needs. The strategy of EUROPA remains insufficiently defined regarding these needs. Looking for information is the main reason why users come on EUROPA website Overall, information on EUROPA adequately meets the users' needs However, some needs are uncovered or badly covered, but not concerning content: dissatisfaction is focused on website structure and its ergonomics.

2- To what extent do the transaction services provided through EUROPA cover the needs of the different target publics?

Various services are proposed on the website and all of them are used. There is a high level of satisfaction regarding the transaction services and a direct link between satisfaction and accessibility

3- To what extent does EUROPA allow for dialogue with the citizens on European issues?

The EUROPA website provides good opportunities for interactive communication between

citizens and the Commission, or amongst citizens. The benchmark approach reveals that the EUROPA website is one of the public sites that offer the highest level of interaction services. The level of satisfaction concerning interactive services is more contrasted than for information or services. The accessibility of those services from the Home page is the major concern. The available debate tools are not well known by users. Even experienced users are facing those difficulties. In conclusion, there is a gap between the Commission's will to position EUROPA as a means to dialogue and the users' perception and current use.

4- To what extent does EUROPA provide a coherent, user-friendly set of information and communication tools?

The website is not sufficiently well-structured. The search engine does not provide an efficient means of finding information. The navigation quality and the ergonomics of the website need to be improved. EUROPA website uses good practices to be maintained or strengthened but reasons of dissatisfaction were identified.

Summary of recommendations

The evaluation team formulated several strategic and pragmatic recommendations based on the following main themes. According to them, the Commission should:

1. Identify EUROPA users and their needs: Develop tools dedicated to the knowledge of users and of their needs, e.g., a periodic survey.

2. Define a strategy for EUROPA: EUROPA's communication strategy should be formalized in a single document, based on:

- The effective users' profile
- The effective users' needs
- The potential users targeted
- The means to reach the targeted users

3. Satisfy the users' needs:

3.1. Recommendations on organization and identity of the website: Create different entries for the website: depending on the user profile. Provide a set of information or tools for each target public, on the basis of their principal needs. Enhance the identity of the website, and its objectives Improve the structure of the pages and sections.

3.2. Recommendations on technical modifications: Improve the accessibility of information:

- Providing links between pages for additional information.
- Providing "information files" on frequent subjects.
- Improving or abandoning the internal search engine. Improve the navigability on the website:
- Inform the users when they are entering or leaving the website.
- Provide a return-to-homepage link.

- Provide better access to services such as videos, chat, blogs...
- Highlight the sections already visited.
- Provide an effective site map.
- Use homogenous HTML source code.
- Improve navigation for disabled users.
- Make the EUROPA website accessible and readable from devices such as Blackberry.

3.3. Recommendations on language modifications:

- Increase the language coverage of EUROPA.
- Some services could be accessible in all of the official languages: EUROPE Direct, Job information, etc.
- Take into account the need for updated content in all languages:
 - Make a distinction between temporary and permanent information.
 - Indicate, for each type of information, the languages available.
 - Provide temporary information in English only.
 - Systematically provide permanent and technical information in 5 languages: English, German, French, Italian, Spanish. Provide crucial information in all official languages.

3.4. Recommendations on improved promotion and communication

- Improve communication towards users located in candidate countries by using the most used communication channels (blogs, forums, television, etc.).
- Improve Internet promotion through:
 - Promotion within EUROPA.
 - Promotion outside EUROPA: reach non-users through a promotional campaign on the most visited websites at both national and European level.
- Develop a sense of belonging (citizenship) on the basis of material supports.
- Bring EUROPA closer to the citizens:
 - Provide immediate contact details such as email and telephone numbers on the homepage.
 - Develop the dialogue services.
 - Collect users' points of view before editing some articles on the EU website.

Follow-up

The recommendations of the evaluation will be taken into consideration during the implementation of the New Internet Strategy approved by the Commission in 2007.

Availability of the evaluation report

COMM-D4@ec.europa.eu

Evaluation of the Europe Direct (ED) Relays network

ABB activities or Budgetary lines concerned:

16 – 05 (2007): Information relays

Scope:

Prospective and Retrospective

Timing:

Start date 15/01/2007

End date 01/07/2008

Organisation:

External

Purpose

In accordance with the Action Plan, and with a view to the new programming period for the network, the evaluation addresses the effectiveness, efficiency and implementation of the network.

Summary of findings and conclusions

RELEVANCE AND EFFECTIVENESS

ED Relays have a clear understanding of their mission in terms of Plan D and in overall terms as set out in the Framework Grant Agreement. They are relevant and effective in complying with their mission of acting as an interface between the EU and its citizens, being more so in relation to the proactive and reactive information functions than in relation to the feedback.

The ED Relays' relevance and effectiveness relates to specific target groups, individual activities and each Relay. Effectiveness would be reinforced if the network effect were developed through more centralisation and dissemination of best practice, a better understanding across the EC as a

whole of the role of ED Relays, and if all Representations attached the same importance to working with Relays. Finally, the ED Relays Network cannot be equally relevant and effective to all citizens as long as there are “white spots” and the financial allocation mechanism favours smaller countries.

EFFICIENCY

The type of management system neither adds to nor detracts from the relevance and effectiveness of the network in terms of core communication functions. It is clear to the evaluator that the decision to use Intermediary Bodies in the new Member States was driven by effectiveness and not by efficiency considerations. There is evidence that the indirect centralised management system is less cost effective than working directly through Representations, and is not more efficient, but the data available is too limited for the evidence to be conclusive. There is no one type (or size) of Host Structure, which is naturally suited to hosting a Relay either across the EU as a whole, or in a particular Member State.

Thus, the monitoring and supervision procedures do play a role in enhancing the effectiveness and efficiency of the Relays and their Host Structures and are broadly appropriate, but the role would be greater with some fine tuning. The Model agreement requirements play a useful role as a baseline for applicants and ongoing operation but need to be (and are) applied with discretion in the light of local needs and circumstances. The contribution they make to the effectiveness of the Relays would be greater if they were updated to put more emphasis on the role of websites and to encourage more actively co-operation with other Relays and networks.

Summary of recommendations

The evaluators recommend that DG COMM:

- Reinforce formally the role of the ED Relays as regards their cooperation with other institutions and DGs;
- have and convey to Representations a clearer view of what their responsibilities are vis-à-vis the Relay network;
- phase out the ‘reactive’ role of Relays;
- consider a tiered system of Relays, where the contribution of the Commission is tied more closely to the services which the Host Structure is in a position to provide;
- consider as a matter of urgency how to cut the compliance costs of Relay operations, including linking payments to performance criteria not expenditures, and devising a system which would make it possible to make the payments as a lump sum, but link this to a system of regular external evaluation or performance assessment of the communication activity;
- emphasize the focus on technical and administrative issues, and communication expertise of the Host Structure on topics and issues relevant to the EU;
- draw up a code of good practice and minimum content requirements for Relay websites and more systematically carry out checks of their content;
- emphasize more in future Framework Agreements with appropriate flow-on to the Work

Programme and Activity Reporting systems the role of Relays via/with multipliers;

- redesign the Work Programme so that it is more suited to a structured approach to planning Relay activities on a strategic basis;
- redesign the Activity Reports so that they are more user-friendly for other Relays and for Representations;
- convey more clearly to Relays the importance of the feedback mechanism.

Follow-up

Availability of the evaluation report

COMM-D4@ec.europa.eu

Evaluation of the Information Centre (IC) Activities in Vilnius

ABB activities or Budgetary lines concerned:

16 - 03: 'Going Local' communication
16 - 04: Analysis and communication tools

Scope:

Prospective and Retrospective

Timing:

Start date 25/01/2008

End date 25/11/2008

Organisation:

External

Purpose

The results of the evaluation will be used for decision making in order to:

- find the most effective management solutions in terms of information dissemination, replies to queries, work with clients, visitor's management, etc.
- find and implement the most cost effective and efficient methods of information dissemination through the existing Information relays network, including the

Europe Direct centres, NGO's, EU shelves in the libraries, etc.

Summary of findings and conclusions

Effectiveness:

- Not all activities of the Information Centre are carried out in an equally effective manner. This is due to a lack of human resources, insufficient division of work and varied attention paid to different Information Centre functions.
- Currently the greatest attention is focused on the project activity. The location, infrastructure and technical-material basis of the Information Centre are not completely appropriate to ensure effective functioning of the Information Centre, as well as its attractiveness to users.

Events:

The analysis of feedback from the participants and target groups conducted in the course of this evaluation shows that participants positively assess events of the Information Centre. However, there is room for improvement in this area. The fact that the targets set for the participation levels in events may not be reached in 2008 is a certain indication that either events are not marketed enough or not relevant enough. Moreover, currently only about 10 per cent of the working time is devoted to the organisation of Information Centre events (in comparison with other activity). If more time was devoted to this activity, more and more different and interesting events could be organised. The effectiveness of the event planning and implementation could be increased by ensuring the division of work functions between employees of the Information Centre.

Cooperation between the members of the EU Information Network:

The members of the EU Information Network see their cooperation as helpful, timely and based on good relations. The main value added of this cooperation is a possibility to implement larger-scale projects (in terms of budget as well as territory and partners) and more creative events.

Summary of recommendations

1. It is recommended to set out a vision, mission and objectives of the Information Centre. It is recommended to change the current role and image of the Information Centre in order to inform the Lithuanian public more effectively, reach and involve target groups into dialogue more actively and create a certain value added in the context of the activity of other EU information relays. This is a key conclusion of this evaluation. Rather than being a static library, the Information Centre should become an attractive, dynamic space where interesting events are held, qualified consultations provided and users and partners feedback ensured.
2. The main activity of the Information Centre should be event organisation and project implementation. It is one of the most important means with a potential to actively involve different target groups and partners into dialogue and to increase the Centre attractiveness.

Original events would also contribute to the creation of the value added of the Information Centre in the communication with the public about the EU (in comparison with other EU information relays).

3. The library and reading-room should remain a part of the activity of the Information Centre (especially given that there are no Europe Direct information centres in Vilnius). It is important to revise the library's orientation as well, i.e. whether it provides mostly general or more specialised information on the EU. The information stock should be structured taking into account what is considered to be priority target groups, after assessment of their needs

4. There is room for greater awareness of the Information Centre among target groups. Currently the Information Centre has no self-marketing programme. It is recommended to draw up such a self-marketing plan.

5. Currently the name of the Information Centre is complex and user-unfriendly (The Information Centre of the European Commission and European Parliament Information Bureau") therefore its change should be considered.

6. A better location, bigger spaces and ergonomic interior would allow using more diverse information tools and attracting more visitors. An attractive centre would contribute to the better awareness of the Information Centre.

7. The number of staff employed should be increased, and adapted to the different tasks.

Follow-up

Availability of the evaluation report

COMM-D4@ec.europa.eu

Evaluation of the participation of the Commission in Expo Zaragoza 2008

ABB activities or Budgetary lines concerned:

16 - 03: 'Going Local' communication

Scope:

Prospective and Retrospective

Timing:	Start date 17/01/2008	End date 17/12/2008
Organisation:	External	

Purpose

The evaluation provides elements concerning the assessment of the participation of the EU in ExpoZaragoza 2008. The evaluation was used for management purposes during the duration of the Expo, and its conclusions will allow drawing lessons for future communication activities of similar nature.

Summary of findings and conclusions

Consistency: were the objectives and messages conveyed by the EU consistent with the main message conveyed by Expo and visitor expectations? Without doubt, the message conveyed by the EU has been consistent and in line with that of Expo. Nearly nine out of every ten visitors to the Pavilion have stated this. As far as expectations are concerned, there is overall no doubt that these have been met in view of the ratings given by visitors, although given the difference in terms of types of public, some ended up being more satisfied than others.

Effectiveness: have the messages conveyed by the EU reached visitors to the pavilion? Have they understood them? The type of public attending Expo has had an influence here – a public in search of a more ludic visit with little time to become properly acquainted with messages. They have been understood, although the very structure of this type of event makes it difficult for the message to take deep root within such a short period of time. It should also be recalled that numerous people have pointed out that their participation in activities organised by the EU had changed their attitude and their point of view regarding EU policy in terms of water. Furthermore, the high rate of recommendation among visitors to the Pavilion should also be pointed out –practically 90% (89.1%) – in addition to the fact that 88.5% considered the message conveyed by the Pavilion to be a suitable one and in line with the message that was being conveyed by Expo.

Visibility: has EU participation been visible? This has been the case, both in terms of the presence in the media and the level of speakers and participants at the European Days and Seminars. Moreover, the high percentage of overseas visitors to the EU Pavilion – triple that of the percentage for Expo visitors – has helped to ensure that the message does not simply remain in Spain. **Efficiency:** have the forms of EU participation been the most suitable for the purpose of getting the message across to visitors? An attempt has been made to reach all sectors of the public and this has been achieved. In a comparison with the pavilions from Germany, Spain, France and Sweden, EU investment in its pavilion was 3,227 €m2 as opposed to that of Spain and Germany, which ranked first and second in terms of number of visits but whose investment had been far higher (Spain, 6,047 €m2, and Germany, 5,000 €m2). The EU obtained 0.30 visitors per €invested, whereas France (0.08), Spain (0.08), Germany (0.09) and Sweden (0.28) had less profitability in this aspect. In terms of visitor satisfaction as compared with the countries, the EU Pavilion was the one that gave the highest degree of satisfaction to visitors per euro invested.

Summary of recommendations

It is important for the message conveyed through the Expo to be continued via other means that are able to reach the ordinary citizen.

Follow-up**Availability of the evaluation report**

COMM-D4@ec.europa.eu

17 – Health and Consumer Protection

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Evaluation of DG SANCO's Impact Assessments (IAs)

ABB activities or Budgetary lines concerned:

17 AWBL-01: Administrative support for "Health and Consumer Protection" Directorate-General

Scope:

Prospective and Retrospective

Timing:

Start date 01/10/2007

End date 12/11/2008

Organisation:

External

Purpose

Purpose of this evaluation is to analyse and evaluate DG SANCO's experience of Impact Assessment since the establishment of the Impact Assessment Board. The scope of the evaluation is the 12 Impact Assessments that have been submitted to the Impact Assessment Board (IAB) since its establishment until the end of 2007.

Evaluation looked at the internal processes more broadly taking into account the earlier stages of the development of a given initiative and considering different types of initiatives subject to Impact Assessment (strategy/communication, legislative review, completely new initiatives, comitology etc.). On the basis of the evaluation findings, evaluators were expected to make recommendations with the objective of improving DG SANCO's Impact Assessment capacity.

Summary of findings and conclusions

SANCO's IA process

The way DG SANCO organises its IA process had been analysed to uncover drivers of performance in DG SANCO's IAs. The research produced the following key observations:

1. The support provided by the horizontal Impact Assessment Unit (Unit 02) is perceived as good by the specialist units, however recommendations could be made more actionable.
2. The perceptions of DG SANCO staff on the involvement of senior management in IAs are mostly positive.
3. The Inter-Service Steering Groups (ISSG) are currently not effectively used to improve IAs. The quality of inputs strongly varies between individual ISSG members and in general ISSGs' comments focus on the political rather than the technical elements of IAs.
4. Overall, the respondents were very positive about the role and inputs of the IAB.
5. Specialist units reported problems in interpreting and applying the principle of proportionate analysis and input.
6. Many interview respondents registered concerns over how useful the IA Guidelines were for desk officers writing IAs. While generally satisfied with the quality, there were concerns that the guidelines were too high-level and abstract, without useful examples. In addition, it was felt by some that the guidelines were too long, difficult to read, and unclear.
7. Timing the various stages of doing IAs is seen as a problem in the interviews and the survey. The timeframes are often too short and different stages such as data analysis and problem definition are regularly conducted too late in the IA.
8. Sharing knowledge about IA and learning from previous experiences with IA is insufficient. It currently happens mostly on an informal, ad-hoc basis. The analysis of documents revealed that there is still potential for more learning both between different IAs as well during a single IA process.
9. Finally, respondents pointed to the political nature of the IA process which potentially influences the conduct of the analytical steps of an IA. SANCO's capacity to conduct IAs Drawing upon our interviews and the survey, RAND Europe identified perceived shortcomings in capacity (i.e. the resources and skills available) that could have a negative impact on DG SANCO's ability to conduct IAs.

The following key observations summarise our analysis:

1. IAs create an increasing burden on the lead unit, which has to be accommodated for within the existing resources.
2. Most of the desk officers stated that Unit 02's skills had substantially developed since the beginning of the IA process, allowing them to give good advice.
3. Both interviews and survey confirmed that there is a clear lack of economic skills among desk officers when it comes to drafting IAs. Furthermore, Unit 02 saw an even wider lack of general impact related skills.
4. While training was considered useful by some participants, it did not substantially prepare the desk officers for the task of conducting IAs and so far did not contribute to substantially extend and develop the skills for conducting IAs.
5. There is no unambiguous verdict on the use of external consultants to support the IA process. Experiences by desk officers showed that they can provide substantial and high quality contributions, but at the same time, the use of consultants might increase the risks to the project and substantial time is required to manage consultants.

6. The central limitation to producing high quality IAs is the availability of data, in particular cost data from business, which would allow for an assessment of administrative burden and wider cost impacts.

7. Finally, the current organisational culture does not yet support the IA process. A majority of DG SANCO staff still considers IA as a burden and is in “compliance mode” rather than seeing the value of IAs.

Summary of recommendations

1. Recommendation 1: Strengthen centralised support functions.

DG SANCO should leave responsibilities and ownership for Impact Assessments to the specialist unit, but strengthen the centralised support functions in Unit 02. Unit 02 should communicate its new role and functions clearly inside the organisation to manage units' expectations. Furthermore, RAND Europe recommends following actions to address the key quality problems in the IAs it produces;

2. Recommendation 2: Conduct systematic issue analysis to define the problem.

Unit 02 should organise and participate in a kick-off workshop with the lead unit. This workshop should follow an issue analysis approach to exhaustively define the policy problem to be addressed by the Impact Assessment. In addition, a second part of this meeting shall be devoted to jointly develop a base line or ‘no action’ policy option and identify data needs.

3. Recommendation 3: Establish intermediate, external quality thresholds.

Unit 02 should introduce mandatory quality thresholds that expose DG SANCO's work to a quality assurance by experts outside DG SANCO at a limited number of key points in the preparation of IAs:

1. Presentation to ISSG early in the process (after one third of time)

2. Discussion of summary draft with IAB (after half of time)

4. Recommendation 4: Expand economic analysis skills in Unit 02.

DG SANCO should recruit additional staff to Unit 02 with economic analysis skills and extend the remit of Unit 02 to substantially contribute to the specialist units' economic and quantitative analyses.

5. Recommendation 5: Create a central knowledgebase for quantitative information.

Unit 02 should create and maintain a centralised knowledgebase for quantitative information, in which lead units deposit information sources.

6. Recommendation 6: Centralise responsibility for the Standard Cost Model (SCM).

Unit 02 should establish centralised responsibility for the application of the SCM at DG SANCO and set up a data base of cost information.

7. Recommendation 7: Introduce a workshop on subsidiarity using an agency test.

In order to structure initiate a structured dialogue about the subsidiarity elements of a proposal we recommend Unit 02 conducts a workshop to explain and train senior management and policy staff in the application of the “agency test”. Internal SANCO guidelines should be developed on how to apply the agency test.

8. Recommendation 8: Devise an agreed way of communicating effectively between 02 and the specialist unit.

A small working party including representatives from Unit 02 and the specialist units should agree a simple and clear way to ensure good communication between the two units (and with other stakeholders) during the preparation for the IAB.

9. Recommendation 9: Strengthen organisational learning through after action reviews and buddying.

Following each completed IA, Unit 02 should convene an 'after action review' and the lessons from this should be used in a ‘buddying’ system linking experienced staff with IA ‘novices’.

10. Recommendation 10: Encourage an IA culture through senior management engagement.

Senior management should visibly participate in the proposed new events such as Issues Analysis, quality thresholds and after action reviews in order to support and shape the IA culture at DG SANCO.

Follow-up

Availability of the evaluation report

For internal use of the Commission.

Phytosanitary: Harmful Organisms

ABB activities or Budgetary lines concerned:

17 - 04: Food safety, animal health, animal welfare and plant health

Scope:

Prospective and Retrospective

Timing:

Start date 09/01/2006

End date 30/04/2008

Organisation:	External
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Purpose

Evaluation of the Community's financial support in the context of "Phytosanitary solidarity"

Summary of findings and conclusions

- The solidarity regime targets two needs:

1) the need to provide a financial support to Member States in case of an outbreak of a harmful organism previously not present on their territory, and

2) the need to protect and raise the health status of plants in the Community.

- The solidarity regime has been primarily used as a financial tool to reimburse Member States a posteriori, for some of the costs associated with combating an outbreak. It currently represents the only Community financial contribution available for this purpose; in this sense, it is seen to fulfil the important concept of solidarity.

- The solidarity regime is characterized by a rather narrow scope of action due to a limited budget and restrictive eligibility criteria. Only a small proportion of outbreaks have received solidarity funding. Many outbreaks are considered ineligible on the basis that the original source of contamination cannot easily be identified. Additionally, in case of small outbreaks, it can be difficult to achieve the minimum threshold and/or to justify the relatively high transaction costs associated with dossiers preparation.

- The solidarity regime is managed at micro level (dossiers are introduced by individual MS on a voluntary basis). It does not use any prioritisation mechanism to target resources towards the outbreaks that pose the greatest risks for the Community.

- The extraordinary financing for the eradication of pinewood nematode in Portugal in 2006-2007 has been a turning point in the perception of the concept of the solidarity regime:

1) an extraordinary budget was established to finance extraordinary measures,

2) for the first time, a national problem became an EU-wide issue.

Summary of recommendations

- A choice needs to be made in the future regarding the main objective of the solidarity regime: i.e. the provision of solidarity funding (defined as option 2 in the final report) or the contribution to improve the health status of plants in the Community (option 3 of the final report).

Option 1 of the final report, abolition of the current solidarity regime, is not retained.

- If the focus in the future is on the provision of solidarity funding, i.e. option 2, then the solidarity regime is an appropriate tool that needs to be improved in terms of accessibility and operation. The main recommendations refer to simplified and more practicable eligibility criteria, more clear and complete guidelines for the submission of dossiers, more harmonised presentation of dossiers for easier examination, simpler rules for small dossiers, ensuring adequate budget to avoid the use of a general reduction factor.

- If the focus in the future is on the improvement of the Community plant health status, i.e. option 3, then the current solidarity regime is not an appropriate tool. From a funding point of view, it would need to be revised to consider all types of outbreaks as well as the funding of containment in specific conditions, to include the cost of destroyed healthy materials, to allocate funds according to priorities and to make the funding more dependent on the achievement of eradication results. From an action point of view, it should not be limited to a financial mechanism but should include accompanying measures for better preparedness to emergency situations: i.e. the funding of targeted research, the development of a Community emergency team, the creation of a European database which capitalises on the expertise and knowledge acquired, the promotion and dissemination of such knowledge and expertise, the development of a platform for exchanging information on initiatives for sharing costs and responsibilities.

- Evaluators recommend option 2 for the short-medium term. They conclude that option 3 probably represents the best option for the longer term: the increasing global trade and travel, changes in farming practices and climate change mean that the Community will face increasing problems with outbreaks of harmful organisms that pose a threat to plant health, environment and biodiversity.

Follow-up

Availability of the evaluation report

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18 – Area of Freedom, Security and Justice

on-line information:

http://ec.europa.eu/dgs/justice_home/evaluation/dg_coordination_evaluation_en.htm

E-mail address for information: *Mauro.Gagliardi@ec.europa.eu*

Analyse de l'avenir de la reconnaissance mutuelle en matière pénale dans l'Union Européenne

ABB activities or Budgetary lines concerned:	18 - 06: Justice in criminal and civil matters
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Scope:	Prospective and Retrospective	
Timing:	Start date 01/06/2007	End date 20/11/2008
Organisation:	External	

Purpose

L'étude vise à fournir une analyse descriptive et globale des problèmes horizontaux existants dans la mise en œuvre du principe de reconnaissance mutuelle en matière pénale, sur la base des perceptions de ce principe de la part des praticiens et des représentants des États Membres. L'analyse des difficultés existantes a été réalisée à trois niveaux différents :

- 1) négociation des textes législatifs au sein du Conseil de l'UE;
- 2) transposition de l'instrument dans la loi nationale;
- 3) mise en œuvre pratique par les autorités judiciaires et administratives compétentes.

L'étude a suivi deux approches complémentaires: d'une part, une approche Etat par Etat, réalisé par les correspondants du réseau ECLAN, qui ont rédigé un rapport national; d'autre part, une approche analytique transversale et horizontale de la problématique, menée par l'équipe de coordination.

Les pistes de réflexion dégagées, ainsi que les recommandations envisagées pour faire face aux problèmes et difficultés détectés, sont présentées comme un outil pour la préparation du nouveau programme qui devrait succéder en 2009 à celui de La Haye, pour renforcer l'espace de liberté, de sécurité et de justice de l'UE.

Summary of findings and conclusions

L'étude identifie quatre lacunes principales du système de reconnaissance mutuelle (exercice des droits de la défense, mandat d'obtention des preuves, coordination des poursuites et future de la politique pénale de l'UE) et des problématiques méthodologiques à caractère horizontal dans le cadre de la négociation, de la transposition et de l'application des mesures de reconnaissance mutuelle.

Summary of recommendations

L'étude propose des mesures pratiques d'accompagnement concernant l'échange d'information, la formation des praticiens y inclus des avocats, le renforcement du retour d'information, la mise en réseaux des professionnels. De plus, l'étude présente dix fiches thématiques qui proposent des recommandations et options concrètes dans les domaines suivants: garanties procédurales, exercice des droits, recueil de la preuve, conflits de juridiction, consolidation et révision, politique pénale de l'UE et rapprochement du droit pénal substantiel, méthode de négociation, méthode de transposition, application pratique d'instruments spécifiques, renforcement de la confiance et mesures pratiques d'accompagnement.

Follow-up

Availability of the evaluation report

http://ec.europa.eu/justice_home/doc_centre/criminal/recognition/docs/mutual_recognition_en.pdf

Evaluation of the INTI Program (Integration of Third-Country Nationals)

ABB activities or Budgetary lines concerned:

18 - 03: Migration flows: Common immigration and asylum policies

Scope:

Retrospective

Timing:

Start date 01/09/2007

End date 19/12/2008

Organisation:	External
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Purpose

The aims of this evaluation were to:

- Assess the relevance and usefulness of the INTI Programme;
- Assess the efficiency of the INTI Programme;
- Examine the effectiveness of the INTI Programme (years 2003, 2004, 2005 and 2006) in terms of the achievements and results with a view to learning lessons for the implementation of the European Integration Fund (EIF).

In terms of scope, the evaluation covered the six years when INTI projects were implemented (2003 - 2008) and, in geographical terms, all those countries that participated in the INTI Programme (EU Member States, candidate countries and third countries).

Summary of findings and conclusions

The INTI Programme represented a new approach to dealing with questions of the integration of third-country nationals at a European level, and as such a learning process for the European Commission and the EU Member States involved. As the programme went on, the cooperation with other Directorates general became more established.

At the level of individual project, challenges were encountered due to the different national contexts and experiences in the field of integration, as well as the new nature of the programme requiring certain project features. These notwithstanding, a lot of outcomes have been triggered, or are well underway.

At programme level, most of the envisaged short- and medium-term outcomes have been achieved, yet to a varying degree. The evaluation of the different types of projects implemented shows that especially the design of projects aiming at the increase of knowledge as well as on the identification and exchange of good/ best practice examples could be improved.

Overall the implementation of the Preparatory Actions INTI represented a useful approach to respond to the challenges of integration of third-country nationals and laid a valuable basis for the Community Actions of the EIF.

Summary of recommendations

Future actions should put more emphasis on projects promoting awareness raising and dialogue between third-country nationals and local communities. Moreover synergies with other EU programmes must be enhanced, firstly by a better dissemination of information.

At the project level, the design of precise monitoring and evaluation tools should be encouraged, which would in turn help raising project efficiency. Sustainability of established networks should be improved by supporting follow-up projects; collection, sharing, transfer and dissemination of good/best practices should be improved by providing participants with clear guidelines and improving monitoring and evaluation of the projects.

At the programme level, the development of common integration criteria would be useful as a first step towards common European indicators; the efficiency of the programme could be enhanced thanks to a stricter cooperation between INTI projects operating in the same field.

To improve sustainability and dissemination of results, EIF National Contact Points should be more informed about all the projects implemented in their countries, and European research networks dealing with integration should be also better informed on the EIF and specific projects. At the individual project level, sufficient resources should be foreseen for dissemination and a dissemination plan should be developed. In the future, awareness-raising of migrant and non-migrant population, actions enhancing the cooperation of immigrant organisations and administrations and capacity building in the field of diversity management should be prioritised. In this context, special attention should be paid to education, labour market and women.

Follow-up

Availability of the evaluation report

http://ec.europa.eu/dgs/justice_home/evaluation/dg_coordination_evaluation_en.htm

Evaluation of Preparatory Action Research and Evaluation Programme on Respect of Fundamental Rights (part 1 - Network of Independent Experts)

ABB activities or Budgetary lines concerned:

18 - 04: Fundamental rights and citizenship

Scope:

Prospective and Retrospective

Timing: Start date 01/04/2007

End date 30/06/2008

Organisation:	External
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Purpose

To analyse the five years of implementation of the network as a preparatory action and to provide guidance as to a possible successor action in monitoring respect of fundamental rights in the EU.

- The first objective of the evaluation is to assess the network as an instrument delivering reliable and up-to-date assessment of the implementation by the European Union institutions and by the Member States of each of the fundamental rights laid down in the Charter.
- The second objective is to assess the effectiveness, efficiency, utility and consistency of the work of the network in performing its tasks.
- The third objective of this evaluation is to set the basis for future measures in this area by identifying in its operational conclusions possible future actions and recommend the best options, drawing on the lessons learnt from the present experiment.

Summary of findings and conclusions

- Design: The network chose to interpret its mission in a broad and ambitious manner, underlining that the Charter of Fundamental Rights (FR) was meant to inspire all the policies of the Union, of its institutions and MS. The Charter should be considered as the embodiment of the common values of the Member States (MS) and that the network could be instrumental not only in monitoring compliance with the FRs but in promoting the use of these FR as a lever in the elaboration of EU policies.

While the emphasis was initially on the assistance that the network would bring to the elaboration of the report prepared annually by the European Parliament (EP), the Commission was to become a main user of the outputs of the network. This has benefited both institutions and has reinforced opportunities of close cooperation between their services on FR issues. However the design of the action did not allow the production of the outputs at a proper time in the process of elaboration of the EP's annual report.

- Effectiveness and Efficiency: The management of the team of experts and the internal organisation confirmed to be the strong points of the network's activity, and played a major role in the delivery of quality outputs. Guidelines provided by the Coordinator to unify the work of the experts and to promote comparability between the analyses of the situations in the MS were appreciated. The high level of qualification of the experts was a major asset of the network, and was reflected in the quality of its outputs. The methodology adopted by the network, based on the preparation of comprehensive national annual reports for each MS, and, since 2003, of an annual report on the activities of the Union institutions in the field of FR, was demanding but adhered to with success. The process of circulation of the draft reports by the Commission services was efficient, even if the consultation of the various DGs took time; this was however a fruitful opportunity to exchange views on the work of the network and on the opinions it had expressed on specific topics. The organisation of an inter-services meeting to discuss the report of the network was innovative and would have probably deserved to be repeated on a regular

basis.

The requests for opinions expressed by the Commission (and by the EP, through the Commission) were usually answered within very short periods. Issues of concern related to the availability of outputs in different Community languages. Some network outputs are not available in both English and French.

Overall, financial and human means put at the disposal of the network have been utilised in an efficient manner. The outputs of the network more than comply with the contract requirements and expectations.

- Utility and remarks on the standards set out for the future by the work of the network: At procedural level, the network, despite its informal nature and the limited resources/competencies, managed to operate efficiently and in a timely manner. The independence of the members ensured the independence of the monitoring function. At substantive level, outputs' quality is high. The methodology used for the annual reports is solid and allows for the comparability of data, the identification of best practices and an accurate identification of the trends that develop within the Member States. The above observations seem equally valid concerning the thematic comments and the opinions elaborated by the network. In the perspective of the establishment of the FR, the network can be assessed as having played a role in contributing to the definition of the principles that should guide the operation of the Agency and the functions that it should perform. The network has demonstrated the need for an independent expertise in the area of the FR.

Summary of recommendations

The third objective established in the task specifications (to set the basis for future measures by identifying possible future actions and recommend the best options, drawing on the lessons learnt from the present experiment) has become obsolete since major developments have taken place in the meantime. No specific recommendations have been proposed then.

Follow-up

Availability of the evaluation report

http://ec.europa.eu/dgs/justice_home/evaluation/dg_coordination_evaluation_en.htm

Ex-post evaluation of the European Monitoring Centre on Racism, Xenophobia and Anti-Semitism (EUMC) (2002-2007)

ABB activities or Budgetary lines concerned:	18 - 04: Fundamental rights and citizenship
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Scope:	Retrospective
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Timing:	Start date 01/12/2007	End date 22/05/2008
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Organisation:	External
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Purpose

The first objective of the evaluation was to assess the EUMC implementation of its mandate as laid down in its founding Regulation. The EUMC was established by Council Regulation (EC) No 1035/97 of 2 June 1997, which was amended by Council Regulation (EC) No 1652/2003 of 18 June 2003.

The second objective was to assess the effectiveness, efficiency, utility and sustainability of the work of the EUMC in performing its tasks listed in Article 2(2) of its founding Regulation. The evaluation aimed also at assessing the same aspects as regards the EUMC working methods.

Summary of findings and conclusions

The evaluation concludes that the EUMC has complied with the terms of its mandate. The activities deployed were in line with both the objectives of the founding Regulation and the tasks described in the Regulation. The activities, including the thematic choices, were also implemented in line with the general objectives.

The added value of the EUMC's EU level approach as opposed to separate actions at a national level came through the studies and the Annual Report from the EUMC as these enabled national stakeholders to place their own national situation in a European context. The work of the EUMC was complementary to separate actions at a national level.

As for effectiveness, the improved quality in the work of the EUMC resulted in the EUMC being seen as a credible source of information regarding racism, xenophobia and anti-Semitism. This improvement contributed to the EUMC meeting its general objectives of helping the European Community and its Member States to take measures or formulate courses of action and of contributing to the development of policies and practices. However, the contribution of the EUMC was hampered by a lack of effectiveness of some of the dissemination tools used. In addition, the work of the EUMC would also have been more useful for the EU Community and

its Member States, had it been more focused on key topics.

The main obstacles to efficiency were initial problems in public procurement and in hiring staff with adequate profile. This situation improved over time, though the fact that the Agency was reliant on staff on fixed-term contracts and a high number of secondments from outside creates problems of continuity in institutional memory. Considering its limited human resources, the evaluation indicates that the EUMC did not target its resources mainly on core activities relating to the monitoring of the racism, xenophobia and anti-Semitism in the EU. This approach limited the overall efficiency of the EUMC. Nevertheless, the evaluation considers that the positive effects of the Centre had been achieved at a reasonable cost.

Summary of recommendations

N/A

Follow-up

Availability of the evaluation report

http://ec.europa.eu/dgs/justice_home/evaluation/dg_coordination_evaluation_en.htm

Final Evaluation of the EU Drugs Action Plan (2005-2008)

ABB activities or Budgetary lines concerned:		18 - 07: Drugs prevention and information	
Scope:		Prospective and Retrospective	
Timing:	Start date 01/01/2008		End date 01/07/2008
Organisation:		Internal with External support	

Purpose

This final evaluation of the EU Drugs Action Plan (2005-2008) is the most extensive assessment of the implementation of EU drug policy, as well as the most extensive drug policy evaluation conducted in the global drug field (involving 27 Member States).

The evaluation builds on the experiences gained through the evaluation of the EU Drugs Strategy and Action Plan on Drugs for (2000-2004), the first one at the EU level.

This evaluation aims to go a step further in assessing the implementation of the activities set out in the Action Plan and the achievement of the Action Plan's objectives, which in turn are related to the priorities of the EU Drugs Strategy (2005-2012). Because the Action Plan objectives and actions have all been assigned indicators/assessment tools, responsible parties and deadlines, more data and information on the drug situation and the responses to it are available today, although this mainly concerns the field of drug demand reduction. At the same time, the complexity of evaluating the Action Plan has increased since 2004 because of the EU enlargement from 15 to 27 Member States.

Summary of findings and conclusions

The EU Drugs Action Plan (2005-2008) is generally regarded as an important coordination instrument for drug policy at EU level, enhancing cooperation and coordination between Member States, and resulting in a broad variety of activities carried out at all levels of drug policy.

The EU Drug Strategy (2005-2012) and the EU Action Plan on Drugs (2005-2008) pay a great deal of attention to the important role of coordination at EU level as a precondition for the implementation of the drug policy objectives and priorities. Overall, the evaluation suggests that the current EU Action Plan on Drugs (2005-2008) has initiated a broad range of activities and cooperation. The Action Plan has been more than a plan on paper: progress has been made on nearly all specific objectives and actions, with varying degrees of success.

Summary of recommendations

The implementation of the EU Action Plan will continue to face significant difficulties due to the non-binding nature of the plan. The Action Plan can only have an indirect effect on the implementation of drug policies in Member States.

The next EU Drugs Action Plan (2009-2012) may benefit from a reduced number of objectives and actions and the formulation of a limited number of priorities. It is also important to identify responsibilities for implementing the specific activities more closely and following up on them. On the other hand, it is also important to note that the next Action Plan will continue to be based on the Strategy and on the EU model of an integrated and balanced approach. An Action Plan that aims to function as a coordinating and guiding document in all key areas of drug policy, that requires the participation and involvement of 27 Member States with different drug problems

and different responses to them, will by its very nature not have to be too detailed nor too concise and limited in scope and size if it is to appeal to all stakeholders.

Follow-up

Availability of the evaluation report

<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=SEC:2008:2456:FIN:EN:PDF>

Evaluation of the pilot project Exchange Programme for judicial authorities

ABB activities or Budgetary lines concerned:

18 - 06: Justice in criminal and civil matters

Scope:

Prospective and Retrospective

Timing:

Start date 19/03/2007

End date 31/08/2007

Organisation:

External

Purpose

To assess the experience of the pilot projects funded over the pilot programme and to draw relevant conclusions and recommendations which regard this experience as well as current and possible future needs.

Summary of findings and conclusions

- Overall all of the projects score highly in terms of relevance to the objectives of the wider Pilot Programme and in terms of relevance to the Call for Proposals

- Delays in contract finalisation by the Commission seriously impaired efficiency of

implementation

- The project dealt with all the three sections of the Pilot Programme and it underlined practically how much the various sections of the Programme are interlinked and intertwined.
- There have been tangible benefits at the project level for both individual participants and the partner organisations resulting from the initiatives undertaken. These have included the acquisition of new knowledge of legal systems and court procedures, and understanding of how judicial processes operate in different Member States; genuine networks and partnerships have been built that are instigating new areas of collaboration in their own right and the introduction of new and more innovative methods for learning and disseminating information through e-tools. Projects and their achievements would not have taken place had not funding been provided through the JLS Pilot Exchange Programme.
- important improvements can be made to the design and structuring of a follow up programme, based on the evaluation of the performance of the 7 pilot projects.
- implicit boundary conditions/ expectations (on a more strategic level) to satisfy seemed not be clear to all stakeholders
- On quite a number of fronts the Pilot Programme has provided a valuable learning experience; project co-ordinators and other project stakeholders have delivered consistently and near-target results
- The existing exchange programme scale is falling short of demand, but there is no solid assessment of what global needs might be, as well for the quantity of participants as well for the diversification of the offer
- while much has been accomplished in the partnership between the EC and the pilot program stakeholders, the end of the pilot programme is a good point to take stock of the learning and to reflect on current and future learning.

Summary of recommendations

- Ensure that during the design of the project target groups are vetted to ensure that the project work is highly relevant vis-à-vis their needs
- Scheduling of activities should be planned well in advance and timings adhered to, to prevent participants losing interest.
- Preparatory arrangements (briefings, lexicons) are important in order to gain maximum benefit. Decisions on which language(s) to adopt are crucial for participant selection for seminars
- The language issue remains a key issue and further action by the EC in this area is required
- A central structure needs to be put in place in order to ensure that the utility and sustainable impacts of the 7 pilot projects are maximised.
- The design of a future follow-up programme and the development of a long frame for such programme need to take account of changing needs and changed circumstances. Specific examples of such changed circumstances include changed implementation landscape.

- the Commission may want to consider if a more detailed articulation of the type of expected results at the programme level would have strengthened the bottom-up selection of the pilot projects by placing the selection of proposals in a greater strategic framework.

- For future programme follow-up, the Commission should ensure greater cross-project contact, information sharing and group learning and experience sharing, setting key learning goals at the programme level and putting in place parallel learning and support tools and structures, such as focus groups.

- Constant improvement and refinement of the exchange tool and the exchange programme should include inter alia an array of support tools, language training, on-line support, alternate exchange forms, disseminating results.

Follow-up

- In close cooperation with European Judicial Training Network (EJTN) and the other stakeholders, improvements in the exchange programme and the structures will be introduced.

- Many professionals in the judiciary are now strong and enthusiastic supports of the need and value of judicial co-operation.

- A future programme should consider how it can leverage the goodwill and enthusiasm of the professionals.

Availability of the evaluation report

http://ec.europa.eu/dgs/justice_home/evaluation/dg_coordination_evaluation_en.htm

19 – External Relations

on-line information: http://ec.europa.eu/europeaid/how/evaluation/index_en.htm

EC support to partner countries in the area of energy

ABB activities or Budgetary lines concerned:	19 - 11: Policy strategy and coordination for External relations policy area
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Scope:	Prospective and Retrospective	
Timing:	Start date 16/01/2006	End date 30/04/2008
Organisation:	External	

Purpose

The scope of the evaluation is to provide the relevant external cooperation services of the European Commission as well as the wider public, with an overall assessment, and to identify key lessons from these experiences to the benefit of goal achievements through future interventions.

Summary of findings and conclusions

(1) Interventions are often relevant, but do not result from a systematic approach aimed at maximising their contribution to EU goals

- The Commission has only recently taken into consideration access to energy for poverty reduction. Energy is not yet considered a focal sector in 10th European Development Fund (EDF10), which limits the possibility to develop shared strategic approaches thus relying on resource allocation through demand-led instruments (e.g. call for proposals). Large EIB-financed supply and transport infrastructures are highly relevant for improving access to energy.

- Resources dedicated to improving Europe's security of energy supply are far below what one might expect for such an important issue. Moreover, they have been distributed between investments which were not sufficiently prioritized.

- Interventions in nuclear safety were launched in a context of emergency. They correctly

addressed needs at the start of the programme; but now that the context has evolved, resource allocation in that field is less focussed.

- So far, the Commission paid little attention to energy tariffs, market regulation and subsidies in the power sector which impact on all dimensions of the energy sector.

(2) Effectiveness and sustainability: mixed results, often hard to assess:

- The EIB's and the Commission's effective support to rehabilitation or development of power generation and transport infrastructure contributed to improving reliability and outreach of energy supply. In contrast only a very limited number of interventions contributed effectively to facilitating access for the poor.

- A large part of the limited resources dedicated to activities aimed at supporting security of EU energy supplies was spent on investments, the effects and impact of which have yet to be demonstrated.

- Bearing in mind the historical context in which the nuclear safety programme was launched and implemented, the effectiveness of many of its on-site assistance interventions was highly appreciated by the partners. The support to nuclear regulators and their Technical Support Organisations also delivered important outputs. But the impact of these contributions on overall safety is hard to assess owing to the limited transparency of partners about overall risk assessment. The sustainability of many interventions aimed at enhancing the safety culture remains unknown.

- Only a few Commission interventions have directly contributed to reducing carbon emissions. They were mainly pilot projects, with limited dissemination effect. No support was provided for tariff policy reforms, which are critical for stimulating energy efficiency

(3) The Commission is a leading player in nuclear safety, but a minor one in other areas of the energy sector.

- The European Commission was among the first international donors to invest in nuclear safety. Its experience of collaboration with international bodies and networks in that field allowed the Commission to access and accumulate information and know-how which vested it with credibility when co-operating with other donors. The European Commission's position in the debate with the partners in this sector is however weakened by diverging views on nuclear power between EU Member States.

- European energy market integration is still far from complete and Member States are in competition with each other for ensuring their supplies of fossil fuel energy. Many of them do not rely on the European Commission to defend a common EU position. This affects co-ordination and dialogue in the energy sector as a whole.

- In African, Caribbean and Pacific (ACP) countries, improved access to energy has not been central to successive EDFs, which has not encouraged EC Delegations to participate in sector dialogue. Demand-led interventions were mainly selected in Brussels without much co-ordination either with the partners or with other donors.

Summary of recommendations

The main challenges to be addressed in the energy sector are

- 1) energy is vital for Europe but also for its partners;
- 2) there is competition for fossil energy and conflicting views on nuclear power, while the EU institutions have no EU-wide mandate in those fields;
- 3) the sector is complex and volatile;
- 4) Commission resources for its external policy in this field are very limited.

The Commission is therefore facing the complicated double task of maximizing the relevance of its interventions for all parties (optimisation of resource allocation), and at the same time enhancing its credibility so as to influence progressively this fields. In this perspective, the major areas recommended for progress are:

- (1) First, for all three intervention sectors (access to energy for poverty reduction; security of supply, and nuclear safety) the Commission should adopt more formal and explicit steps in its cooperation with partner countries with the aim of optimising resource allocation for all parties, taking into account their respective policies.
- (2) Within these steps, the Commission should pay more attention to sound policies in the energy sector. Energy tariffs, market regulations and subsidisation of the power sector have an impact on all dimensions of the sector. Sound policies at these levels are central to improving access to energy, energy efficiency, market liberalisation and integration and, therefore, on security of supply for Europe.
- (3) Second, for each of the three intervention sectors, the Commission should develop up-to-date knowledge management systems, in order to better understand the specificities of the sector in each of its partner countries and to boost its leadership with the aim of progressively gaining the right to guide Europe's external policies in each of these energy fields.
- (4) As a part of knowledge management, much more should be done to draw lessons from experience, including monitoring the outputs and outcomes.

Follow-up

Availability of the evaluation report

http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2008/1192_docs_en.htm

Evaluation of EC aid delivery through development banks and European Investment Bank (EIB)

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ABB activities or Budgetary lines concerned:	19 - 11: Policy strategy and coordination for External relations policy area
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Scope:	Prospective and Retrospective	
Timing:	Start date 02/06/2006	End date 30/11/2008
Organisation:	External	

Purpose
<p>The main objectives of the evaluation are:</p> <ul style="list-style-type: none"> - to provide the relevant external co-operation services of the EC and the wider public with an overall independent and accountable assessment of the Commission's past and current co-operation with partner countries implemented through the development banks and EIB; - to identify key lessons from the Commission's past overall co-operation, and thus provide the Commission's policy-makers with a valuable aid to evidence-based decision-making, and for planning, designing and implementing EU policies.

Summary of findings and conclusions
<p>Channelling aid through the WB and EIB has increased from Euro72m in 1999 to Euro 650m in 2006, representing 10% of total RELEX-AIDCO-DEV aid. Contributions to the WB in 2006 were Euro 500m (8% of RELEX-DEV-AIDCO aid) and the EIB Euro 150m (2% of total RELEX-AIDCIO-DEV funding). Channelling aid through the WB and the EIB has not been used in an interchangeable way. Aid was channelled through the EIB mainly in the framework of strategic EU cooperation agreements for a range of grant-based financial instruments, while it was channelled through the WB on a case-by-case basis covering a broad range of development issues and global initiatives.</p> <p>Channelling of Commission funds through the World Bank (WB) and EIB did add value. The channelling of aid through the WB allowed the Commission to be involved in global initiatives, to support "pooled funding" and rely on specific expertise. While aid provided through the EIB helped preserve the European approach. Tangible results were achieved for the majority of Commission funding through each institution. However, there were mixed results for small and medium contributions to the WB, notably for single-donor trust funds. Commission visibility was high at the country level, but was lower at headquarters level (in particular in Brussels, Luxembourg, Washington) and among the general public. Commission internal organisation has not matched the substantial increases in the channelling of aid through the WB and EIB. There is lack of readily-available knowledge on how to deliver aid through the WB and the EIB within the Commission.</p>

Summary of recommendations

1. Explicitly define the Commission's strategy for channelling funds through other organisations. Explain the main objectives, their specific characteristics and expected added value. Clarify the extent to which the channelling of funds through a specific organisation should be based on a case-by-case approach or on long-term cooperation. Facilitate conclusion of specific Administration Agreements for Commission contributions to WB TFs.
2. Adapt the Commission's organisational set-up to ensure that sound knowledge on the channelling funds through the WB and EIB is centralised and readily available to its staff.
3. Develop a simple written guide to aid decision-making for Commission task managers planning to channel funds through the WB and EIB. Avoid the use of single-donor trust funds within the WB, given the past difficulties encountered.
4. Focus efforts on the visibility of Commission cooperation with the EIB and the WB, at the intervention level and at a general level. Develop a comprehensive communication strategy and actively participate in trust fund coordination mechanisms.

Follow-up

Availability of the evaluation report

http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2008/1255_docs_en.htm

External cooperation with partner countries through the organisations of the United Nations (UN) family

ABB activities or Budgetary lines concerned:

19 - 11: Policy strategy and coordination for External relations policy area

Scope:

Prospective and Retrospective

Timing:

Start date 01/09/2006

End date 30/05/2008

Organisation:	External
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Purpose

- a) to provide the relevant external co-operation services of the EC and the wider public with an overall independent and accountable assessment of the Commission's past and current co-operation with partner countries implemented through the United Nation agencies, funds and programmes ;
- b) to identify key lessons from the Commission's past overall co-operation, and thus provide the Commission's policy-makers and managers with a valuable aid to evidence-based decision-making, and for planning, designing and implementing EU policies.

Summary of findings and conclusions

1. The Commission's political decision to become an effective partner for the UN as articulated in the 2001 and 2003 Communications has materialised in a wide range of interventions and reached a high volume of funds channelled (€1bn or 13% of total aid in 2005 and 2006). Even if some of the conditions enumerated in the 2001 and 2003 Communications have not been met, the Commission has in fact taken a pragmatic rather than a structured strategic approach to channelling, treating UN bodies as partners "on an ad hoc basis".
2. The Commission through its channelling benefited from a number of specific UN characteristics such as
 - (i) the existence of UN-managed multi-donor interventions;
 - (ii) privileged policy dialogue with government;
 - (iii) the neutrality and legitimacy of the UN system;
 - (iv) experience in the field obtained through a continued and extended presence for instance of peace-keeping forces;
 - (v) historical thematic expertise in a number of areas); and
 - (vi) its role as a platform for tackling global problems.
3. UN bodies have mainly benefited from the substantial amounts of funds channelled by the Commission. The availability of Commission funds proved decisive in the set-up of a number of multi-donor interventions. It also consolidated the UN bodies' position in delivering their mandate and reinforcing their role at country level.
4. There has been positive impact from most of the Commission's funding through the UN. First, it has made delivery of aid possible in cases where this would otherwise have been difficult. Without the opportunities offered by UN bodies, the final beneficiaries of those interventions would have received less aid. Second, channelling through the UN also had impact in terms of policy dialogue with partner countries. It also allowed a more harmonised approach

between donors in certain multi-donor interventions.

5. Cooperation was facilitated through the FAFA (Financial and Administrative Framework Agreement), which proved a sound administrative framework for channelling funds. By facilitating Commission-UN co-operation it has been an important contributory factor in the very large increase in funds channelled. On the other hand interpretation and application of certain provisions has proved contentious, creating some difficulties at operational level.

6. The Commission did not lose visibility of its funding at partner country level vis-à-vis national authorities, EU Member States, other donors and local organisations because of EC's access to government through channelling, and EC's presence in highly-visible multi-donor interventions. Even so, the Commission's visibility provisions created difficulties at operational level and challenged key principles such as pooling of donor funding and the neutrality of the UN system. At a more general level, initiatives taken by the Commission remained modest.

7. There is no centralised structure or mechanism within the Commission for gathering information at intervention or country level in such a way as to allow a comprehensive view of the UN interventions financed by the Commission. There is also little evidence that there exist within the Commission appropriate mechanisms for capitalising on joint cooperation across the range of UN interventions. The complexity and compatibility aspects of Commission information systems are further issues in the context of appropriate decision-making and pose real questions relating to institutional memory.

Summary of recommendations

1. Redefine the Commission's general framework for channelling through the UN family. Clarify the Commission's current overall as well as operational objectives for channelling funds through the UN. Base these objectives on factors of added value and encourage capitalisation. Issue a new Communication updating COM (2001) 231 and COM (2003) 526; or develop general guidelines.

2. For well-defined specific areas in which the Commission and the UN already have successful joint experience, build specific agreements based on cooperation in practice, such as has been done in the field of electoral assistance

3. Conduct regular institutional capacity assessments of partner UN bodies with a view to have a better appraisal of their characteristics, avoiding bringing UN bodies into interventions which go beyond their *modi operandi*. Join existing assessment initiatives such as Multilateral Organisations Performance Assessment Network (MOPAN), in order to limit duplication or capitalise on them.

4. Clarify further concrete mutual obligations necessary to comply with respective accountability requirements, in particular on reporting and management of operations.

5. Provide common training at operational level to ensure a shared understanding of the legal and regulatory framework of the partnership, and ensure that all staff involved in channelling is trained.

6. Focus on the visibility of the partnership, rather than on elements of 'static visibility' such as stickers, banners, etc... at intervention level. Consider visibility as part of a comprehensive communication strategy at general and country levels.

7. Ensure that there exists within the Commission an adequate organisational structure for providing a comprehensive view of the funds channelled through UN interventions and for centralising information

Follow-up

Availability of the evaluation report

http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2008/1252_docs_en.htm

***Methodology for evaluations of Budget Support operations at country level

ABB activities or Budgetary lines concerned:

19 - 11: Policy strategy and coordination for External relations policy area

Scope:

Prospective and Retrospective

Timing:

Start date 01/06/2006

End date 30/05/2008

Organisation:

External

Purpose

Preparation of an Issue Paper and a methodology for future country-based evaluations of budget support should anticipate the focus on both the process (of providing budget support) and its effects. Evaluations will deal with the effects of budget support on the national budget and public finance management, on policies of the partner government and on results/outcomes of these policies.

The country-level budget support evaluations should provide information regarding budget

*** In addition to complete evaluations, the Annual Evaluation Review includes also preparatory studies in support of evaluations and reviews of specific aspects of the performance of the activities.

support effects along the different levels - output, outcome and impact, which may include various elements (referring to the impacts on budget, policies and the development process). The examples of these elements are: improved co-ordination and harmonisation among donors; alignments with partner country systems and policies; lower transaction costs; greater predictability of funding; increased effectiveness of state and public administration; and improved domestic accountability through increased focus on the government's own accountability channels. Paris Declaration on Aid Harmonisation served as an important reference for these assessments.

Availability of the evaluation report

http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2008/budget_support_en.htm

20 – Trade

e-mail address for information: GASPAR.FRONTINI@EC.EUROPA.EU

Evaluation of Communication Policy, Strategy and Activities

ABB activities or Budgetary lines concerned:

20 - 02: Trade policy

Scope:

Retrospective

Timing:

Start date 01/03/2007

End date 31/12/2008

Organisation:

External

Purpose

- 1) To assess the effectiveness and impact of the Commission's messages on external trade;
 - (2) To examine the effectiveness of DG Trade's web-based approach, and to evaluate the balance between the different communication tools currently used and see what lessons can be learnt from best practices elsewhere;
 - (3) To evaluate whether the DG is targeting the right audience, and whether there are others that it should be trying to reach;
- In the light of (1), (2), and (3) to make recommendations for the evolution of the DG's communication strategy and future development of its communication actions and to consider the feasibility of adapting or importing best practices identified elsewhere, taking into account the different level of resources such changes might need.

Summary of findings and conclusions

DG Trade's current communication strategy uses a variety of channels to get its message across: from the web, to support for journalists, to off-line publications, promotional events and an extensive programme of structured dialogue with civil society.

The objectives of the evaluation were:

- 1) to assess the effectiveness and impact of the Commission's messages on external trade;
- 2) to examine the effectiveness of DG Trade's web-based approach, to evaluate the balance

between the different communication tools that are used and to explore the possibilities to learn from best practices in similar organisations;

3) to evaluate whether DG Trade is targeting the right audiences and whether attempts should be made to target other audiences that are currently not being addressed.

KEY FINDINGS

A) ABOUT THE DG's CORE MESSAGES

1) Evidence across the evaluation research suggests that although some of the DG's core and more general messages are clearly identified by stakeholders, other more specific messages are lost.

2) A number of consultations with internal stakeholders highlighted that not all members of staff are comfortable when expected to communicate with external stakeholders / audiences.

B) ABOUT COMMUNICATION TOOLS

3) A majority of stakeholders considers that the current communication tools are useful and of good quality; nonetheless, a number of suggestions for improvements were raised.

4) Analysis of best practice in other similar organisations highlighted a range of innovative communication practice emerging elsewhere.

C) ABOUT TARGET AUDIENCES

5) Case studies highlighted the role and importance of multipliers as a key means for engaging and enhancing dissemination of the DG's key messages to target audiences.

Summary of recommendations

KEY RECOMMENDATIONS

A) ABOUT THE DG's CORE MESSAGES

Brand identification of the DG could be improved by reinforcing the DG Trade brand through developing 1 key message or slogan which should be repeated consistently (in the same format and colouring etc.) in all of the DG's information and communication tools and products for a period of 3-5 years; and by designing sub-messages with a local/audience focus and grounded in factual information.

2) DG Trade should intensify its current efforts to provide internal staff with the capabilities to communicate externally, by developing a communication toolkit for internal use. DG Trade should also consider increasing staff opportunities for accessing professional communication advice when relevant.

B) ABOUT COMMUNICATION TOOLS

3) Special editions of EUTN (EU Trade News) should be better targeted to specific audiences, and links to sites where other points of view may be available should be included. EUTN should also provide statistical information when available. DG Trade should avoid the use of acronyms and jargon in any new publications, in the re-design of its website and in EUTN. The communication unit should develop a promotional label for their communication tools, ie, a short text box which details all the other portals to information provided by DG Trade.

4) Based upon the changing ways in which both specialist and general audiences are accessing information, DG Trade should give further consideration to incorporating webcasts and/or video streaming, and interactive forums, among its communication tools.

C) ABOUT TARGET AUDIENCES

5) DG Trade should look at ways of working more closely with other DGs in the development of strategies and activities, when focusing on the general public as a target audience. It should also further develop and build upon relationships with Delegations, Representations, Europe Direct relays, as well as developing services to provide training for non-specialist journalists.

CROSS-CUTTING RECOMMENDATIONS included the development of an evaluation

framework, and of indicators by which to measure the on-going effectiveness and impact of the communication strategy; and that an on-going review of the structure of the communication team should be undertaken, to ensure that it remains aligned to the communication work plan.

Follow-up

Availability of the evaluation report

http://trade.ec.europa.eu/doclib/docs/2009/january/tradoc_142009.pdf

21 - Development and Relations with African, Caribbean and Pacific (ACP) States

on-line information: http://ec.europa.eu/europeaid/how/evaluation/index_en.htm

Evaluation de la Stratégie Régionale de la CE en Afrique de l'Ouest

ABB activities or Budgetary lines concerned:	21 - 08: Policy strategy and coordination for Development and relations with ACP States policy area
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Scope:	Prospective and Retrospective	
Timing:	Start date 01/06/2006	End date 31/05/2008
Organisation:	External	

Purpose

L'objectif principal de cette évaluation est de fournir à la Commission les résultats de l'aide et de tirer les leçons-clés de l'expérience passée (1996-2001) et en cours (2002-2007) de sa politique de coopération avec la Région de l'Afrique de l'Ouest. En tenant compte du cadre politique, économique, social et environnemental de la région, elle présentera ses résultats et leçons, avec un ensemble de recommandations détaillées et opérationnelles, dans un rapport conçu principalement pour fournir aux responsables politiques et aux responsables de la Commission une aide à la définition de la stratégie de coopération future et à sa mise en œuvre. L'évaluation doit également fournir un cadre d'analyse pour la définition de la stratégie régionale 2008/2014. Il importe de voir dans quelle mesure les choix politiques majeurs de l'Accord de Cotonou ont bien été pris en compte dans la dernière programmation.

L'évaluation devra également présenter un jugement global sur la manière dont la stratégie, les programmes et les projets de la Commission ont pu ou non contribuer aux objectifs de la région.

Summary of findings and conclusions

1. Même s'il y a des interrogations sur la volonté politique des pays membres de mener à bien

l'intégration économique, la CE appuie de façon importante le processus d'intégration de la région, surtout en se concentrant sur les aspects institutionnels de cette intégration, spécifiquement sur le développement de l'UEMOA (West-African Economic and Monetary Union) et de la Communauté Economique Des Etats de l'Afrique de l'Ouest (CEDEAO), dont les capacités demeurent toujours insuffisantes, surtout pour cette dernière.

2. Les « stratégies » définies dans les PIR du 8ème et du 9ème FED (Fonds européen de développement) sont largement insuffisantes pour bien définir les résultats et les effets escomptés des programmes régionaux. Par contre, la CE a mis en place des mesures qui devraient améliorer la clarté et la performance de la stratégie générale pour la région, y compris des composantes importantes de gestion de la prévention des crises et l'appui à la région pour les négociations APE (Accords de Partenariat Economique).

3. La stratégie d'appuyer le secteur des transports pour favoriser l'intégration régionale s'est révélée pertinente et correcte. Ce secteur a le potentiel de fonctionner comme moteur de développement pour l'intégration régionale même si, pour l'instant, les bénéfices ne sont pas repartis sur toute la population, les coûts du transport ne baissent pas, les postes de contrôle illicites ont éliminé les bénéfices potentiels de l'investissement dans le secteur, et que le progrès est trop lent sur les importants postes transfrontaliers.

4. Hormis pour le transport, la cohérence interne et externe a été faible entre la stratégie régionale (PIR) et les stratégies nationales (PIN), et la CE n'avait pas de stratégie de levier pour faire avancer ses objectifs (même au niveau de la coordination avec les autres bailleurs et les Etats Membres de l'UE).

Summary of recommendations

1. La CE doit augmenter la cohérence et la complémentarité entre ses programmes régionaux et nationaux. De plus, la CE doit faire un examen complet des stratégies opérationnelles et des plans existants concernant son appui à la région (pays et organismes d'intégration régionale) afin de s'assurer que les stratégies et activités prévues (y inclus le développement institutionnel) vont produire les effets nécessaires à la réalisation des objectifs d'intégration, et ce à tous les niveaux.

2. La CE doit chercher à augmenter de façon considérable son efficacité quand au temps requis et à la qualité obtenue dans sa gestion des programmes en améliorant, par exemple, ses pratiques de définition de besoins, d'intégration des effets des interventions et en améliorant les effets de levier de la coordination entre Délégations ainsi qu'avec les autres bailleurs de fonds.

3. En entamant un dialogue politique performant, la CE devrait appuyer plus pro activement les États membres à mettre en place des stratégies et mécanismes qui serviront à rendre le secteur des transports plus performant comme moteur de développement, notamment en termes de l'inter-modalité, de l'élimination des entraves au libre mouvement routier, le développement de stratégies économiques basées sur la capacité de transport et la réduction des coûts.

Follow-up

Availability of the evaluation report

http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2008/1253_docs_en.htm

Evaluation of EC aid delivery through Civil society organisations (CSOs)**ABB activities or Budgetary lines concerned:**

19 - 11: Policy strategy and coordination for External relations policy area
21 - 08: Policy strategy and coordination for Development and relations with ACP States policy area

Scope:

Prospective and Retrospective

Timing:

Start date 09/06/2006

End date 31/12/2008

Organisation:

External

Purpose

The purpose of the evaluation is to have a comprehensive picture of aid delivery through CSOs, to define where lays the added value of aid delivery through CSOs, with relation to different geographical and political contexts in terms of relevance, effectiveness, efficiency, effects (outputs, outcomes and impact), sustainability, EU visibility and to identify evidence, best practices, lessons and recommendations.

The evaluation is forward looking, providing lessons and recommendations for the continued support of CSOs within the present context and relevant political commitments such as the European consensus and the Paris Declaration.

The evaluation covers aid implementation over the period 1996-2006. If proved difficult to retrieve data, the scope time frame will be reduced in agreement with the Evaluation Unit. The evaluation leads to conclusions based on objective, credible, reliable and valid findings and provide the EC with a set of operational recommendations. It came to a general overall judgement on the EC co-operation through CSOs as implementing actors. This judgement built upon well-founded conclusions regarding the fundamental aspects of the EC approach.

Summary of findings and conclusions

While the participatory development agenda adopted by the EC in 2000 is gradually changing the operation of the CSO channel, the EC has not yet developed a clear and consistent strategy on how to use the CSO channel in line with its stated policy objectives. Moreover, the prevailing culture within the EC is not conducive to such strategic management of the CSO channel because of disincentives such as:

- limited political backing from the highest part of the institution (from College to middle management);
- the administrative priority towards disbursing funding, the financial control of aid and short term results;
- the lack of space to establish strategic partnerships with CSO; and institutional fragmentation at both the headquarter and delegation level. The CSO channel has had positive effects at project level but questions remain about the sustainable impact of these activities. The added value of the CSO channel is not sufficiently used by the EC, while good practices are not underpinned by a coherent and consistently applied strategy throughout all EC external services.

Summary of recommendations

- 1) A consistent chain of political support from top political players to middle management is required for an effective implementation of policy commitments.
- 2) The EC should making more effective use of its political position and leverage to stand up in the political dialogue with partner governments for respect of laws and agreements concerning civil society;
- 3) The EC should enhance the quality of the partnership through improving dialogue with CSOs and through more adapted CSO support modalities.
- 4) the EC should improve knowledge of Civil Society within its own institution and develop country-specific strategies to involve them better in order to improve the strategic programming of how to use Civil Society in cooperation. More realistic and effective implementation should be reached through management better adapted to the use of this channel and the focus should be on more systemic long-term impacts.

Follow-up

Availability of the evaluation report

http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2008/1259_docs_en.htm

Evaluation of the Commission's support to the Region of Eastern and Southern Africa and the Indian Ocean

ABB activities or Budgetary lines concerned:	21 - 08: Policy strategy and coordination for Development and relations with ACP States policy area
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Scope:	Prospective and Retrospective	
Timing:	Start date 01/06/2006	End date 31/12/2008
Organisation:	External	

Purpose

The main objectives of the evaluation are:

- to provide the relevant external co-operation services of the EC and the wider public with an overall independent assessment of the Commission's past and current cooperation relations with the region .
- to identify key lessons in order to improve the current and future strategies and programmes of the Commission.

Summary of findings and conclusions

The 8th and 9th European Development Fund (EDF) regional strategies are relevant, especially for trade and represent the most important external programme in support of regional integration. EC added value is evident in promoting regional integration. However, there are no explicit linkages between the national and regional strategies and there is a lack of coordination in their implementation.

There are significant impacts in sectors such as: trade, regional integration, transport and natural resources management. The EC, despite its huge added value and its strategic potential to support conflict prevention, resolution and management, is ill-equipped presently to do so. EC interventions are becoming more visible, strategic and effective, despite the persistence of significant efficiency and management problems.

Summary of recommendations

Strategy and Global Architecture

Future programming should be based on strengthening the specific capacity of each Regional Integration Organisation (RIO) involved and on enhancing dialogue and harmonisation within RIOs. In this framework, programmes should fit the individual RIOs' priorities, and at the same time, mechanisms should ensure coordinated and joint action in various priority areas.

Transport and Communications

The EC should support the preparation of a strategy and programme that includes a credible match between objectives, prioritisation and funding of support programmes.

Conflict Prevention, Resolution and Management (CPRM)

EC/EU approaches and priorities on CPRM at regional and sub-regional level should be clarified and better integrated, and capacity within the EC, at HQ, country and regional levels, to plan and implement CPRM activities should be strengthened to ensure that conflict sensitivity is successfully integrated into strategy, and programme formulation and implementation

Follow-up

Availability of the evaluation report

http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2008/1257_docs_en.htm

Evaluation of the ECs cooperation strategy with the Republic of Guyana

ABB activities or Budgetary lines concerned:

21 - 08: Policy strategy and coordination for Development and relations with ACP States policy area

Scope:

Prospective and Retrospective

Timing: Start date 07/06/2006

End date 30/09/2008

Organisation:

External

Purpose

Systematic and timely evaluation of its expenditure programmes is a priority of the European Commission (EC), as a means of accounting for the management of the allocated funds and of promoting a lesson-learning culture throughout the organisation. Of great importance also, particularly in the context of the programmes of the so-called Relex Family of Directorates-General, is the increased focus on impact against a background of greater concentration of external co-operation and increasing emphasis on result-oriented approaches.

The evaluation of the Commission's co-operation with the Republic of Guyana is part of the 2006 evaluation programme as approved by External Relations and Development Commissioners. The main objectives of the evaluation are:

- to provide the relevant external co-operation services of the EC and the wider public with an overall independent assessment of the Commission's past and current cooperation relations with the Republic of Guyana;
- to identify key lessons and formulate recommendations that help improve EC's current and future cooperation with Guyana and assist the EC in the implementation of its cooperation programme .

Summary of findings and conclusions

1. The Commission co-operation strategy is largely in line with the development priorities of the Government of Guyana (GoG). However, some GoG priorities have either not been funded by the Commission to the extent expected (private sector development and vocational and technical training) or have not been addressed in their wider context (sea defences as part of water management).

2. Commission interventions are not sufficiently inscribed in an encompassing, clear and explicit strategy, notably in the sense that their contribution to precise global impacts lacks clarity. In particular, the central role of sea defences is not sufficiently reflected in the Commission strategy.

3. Most of Commission interventions have quite satisfactorily met their targets, but the global impact of the interventions on the overall objectives of the Commission strategy in Guyana is rather limited. Nevertheless, the sustainability of Commission interventions is weak. The interventions have for most of the time neither included an exit strategy at the design stage nor developed one during implementation and before closure.

4. The low human resources capacity, recognised as a major constraint in the implementation of the strategy, has been partially addressed by the capacity-building component of Commission interventions. But support in this field has been hampered by the brain drain issue.

5. In a very difficult context relating to Guyana's specificities, the efficiency of programme implementation has been constrained by two main factors: weaknesses of the institutional set-up and delays to most examined programmes and projects. Even if the situation has improved, the political dialogue between the Government of Guyana (GoG) and donors focuses more on implementation of interventions than on strategic issues. Budget support programmes have had

limited leverage on policy dialogue at either global or sector level, or on public finance management issues.

Summary of recommendations

1. Promote synergies between Commission interventions and the Government of Guyana (GoG) development action plans. The Commission should incorporate its sea defences support within the National Water Strategy and place it at the centre of its strategy, given that it is the main donor in this field and has the necessary experience.
2. Build in exit strategies in coordination with the GoG at the design stage and updating it during implementation process.
3. Support interventions that foster human resources development and help minimise the brain drain, notably through vocational and technical training and capacity-building interventions targeted on labour market needs and the job-creation opportunities emerging from the restructuring of the sugar and rice sectors and the non-traditional agricultural sub-sectors.
4. The Commission should foster efficiency through a rational institutional set-up for programme implementation and should focus on improvement of the criteria it stipulates for the undertaking of Budget Support. Meanwhile, until these conditions are realised, it should favour interventions through other instruments such as the basket funding modality.

Follow-up

Availability of the evaluation report

http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2008/1254_docs_en.htm

Evaluation of the European Commission's Support to the Republic of Mozambique

ABB activities or Budgetary lines concerned:

21 - 08: Policy strategy and coordination for Development and relations with ACP States policy area

Scope:

Prospective and Retrospective

Timing:	Start date 26/10/2006	End date 10/01/2008
Organisation:	External	

Purpose

The main objectives of the evaluation are:

- to provide the relevant external co-operation services of the EC and the wider public with an overall independent and accountable assessment of the Commission's past and current co-operation relations with Mozambique;
- to identify key lessons from the Commission's past overall co-operation, and thus provide the Commission's policy-makers and managers with a valuable aid for the implementation of the current Strategy and Indicative Programmes and indication for the revision of future strategy and implementation.

Summary of findings and conclusions

1. General Budget Support (GBS) has a positive effect in increasing the proportion of public expenditures subject to the national budget. GBS has furthermore contributed positively to macroeconomic management and has increased the volume of resources available (and made them more predictable) in the national budget; all this contributing to more transparency of public expenditure.
2. EC contributed substantially to major national road network which is near to completion. So emphasis for the Commission is passing to lower category roads (with little traffic) and to maintenance (which continues to be deficient with major periodic maintenance backlog). Unless appropriate maintenance is carried out soon, significant sections of major routes will seriously deteriorate to the point of jeopardizing serviceability and thus require more extensive and expensive treatments of premature periodic maintenance and/or rehabilitation.
3. There is strong EC support for human rights in Mozambique, but in practice enforcement is weak or absent especially regarding performance of justice, courts and prisons.
4. The absence of an explicit decentralization policy by the government is a major obstacle to strengthening the participatory planning process at local or district level and to make public sector decisions more transparent and accountable. EC support to the establishment of decentralized democratic structures is not sufficient.
5. The rate of disbursement during the last NIP has been impressive. A large proportion of the sums are disbursed through Budget Support (BS) and major infrastructure interventions. European Development Fund (EDF) cumbersome procedures do not facilitate programming and implementation of project interventions and are most unwieldy for smaller contract values.

Summary of recommendations

Some are considered to be of especial significance for continuing EC support to Mozambique.

1. EC, as a major donor in the justice sector, should play a strategic coordination role in involving other donors and stimulating policy dialogue on justice reform

2. The Commission should increase the support to an 'envisaged model' of democratic decentralization since it is crucial for the development process. And decentralization should be considered as a cross cutting issue in future EC portfolios.

3. Continue moves towards increasing proportions of General Budget Support and Sector Budget Support (SBS) and consider increased co-financing and use of common funds for future EC support portfolio

4. The EC should support the Government of Mozambique in the preparation of national capacity development policy covering, inter alia, institutional structures, Human Resources development, training needs analysis, conditions of service, pensions and health.

Sectors Macroeconomics

5. Support Government of Mozambique (GoM) in a process of how to achieve growth with equity. GBS in Mozambique is aimed to support the government poverty reduction programme and the improvement of the living conditions. This has been partly achieved; however, efforts are mainly targeted to increase service delivery to poor (health, education, water etc) without having a real strategy for promoting economic growth for the poorer and especially for the rural population. Whilst the overall economic growth is satisfactory, especially in telecommunication, tourism and industrial sectors, the agriculture growth especially small-holder agriculture (which is occupying 85% of the working force) remains low.

Food Security and rural development

6. Continue to support institutional reforms of the agricultural and food-security sector, but give specific attention to training and capacity development at provincial and district level. Advocate more dialogue with the private sector, especially in rural development and income generation.

Transport

7. In dialogue with other road sector partners and GoM advocate greater attention to real delegation of powers and responsibility to provincial levels for maintenance programming and works.

8. Complete current and planned capital works support. For further investment consider prioritization of support to backlog maintenance before further capital investment.

9. In dialogue with road sector partners and GoM EC should advocate urgent preparation of policies and strategies for management and resource allocation for unclassified roads. Continue (through SWAP and SBS) support to rural-based small scale 'spot improvement' works with emphasis on drainage structures and small bridges in rural areas of all provinces.

Health

10. Health should be maintained as a non-focal sector with a similar amount of funding as in previous EDFs. The decision to join the CNCS (National Council for the Fight against HIV/AIDS) common fund is endorsed under the condition that it is used as a means to actively

assist in the enhancement of the absorption capacity. EC should continue its active participation in the health SWAP and common fund. The decision to abandon project-based support to is fully endorsed.

Non-state actors

11. In support to an envisaged model of democratic decentralization EC should consider interventions for strengthening NSA involvement at local level (e.g. Conselhos Locais) - the new Support Programme to Non-State Actors in Mozambique could be an adequate mechanism to support these interventions.

Follow-up

Availability of the evaluation report

http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2007/1096_docs_en.htm

Synthesis of the geographical evaluations managed by the Evaluation Unit during the period 1998-2006

ABB activities or Budgetary lines concerned:

21 - 08: Policy strategy and coordination for Development and relations with ACP States policy area

Scope:

Prospective and Retrospective

Timing:

Start date 01/06/2006

End date 31/10/2008

Organisation:

External

Purpose

The study is part of the 2006 evaluation programme as approved by External Relations and Development Commissioners. Its main objectives are:

- to analyse the evolution of the methodology used in evaluations since 1998 and

propose paths for improvements;

- to identify key lessons learnt from the various geographical evaluations carried out so far.

Summary of findings and conclusions

The evaluation report assesses the evolution of evaluation methodology used for complex evaluations and summarises the main conclusions and recommendations from previous evaluation reports. The EC approach to evaluation was modified from 2001, and only stabilised in 2006. Evaluation reports completed during this period respond well to 6 of the quality criteria, with 3 quality criteria areas requiring improvement (clarity of the report, design of the evaluation and analysis of data). The quality of evaluation reports was much lower when they were not managed by the Evaluation Unit.

The evaluation reports contain some common trends: the Commission's strategy is considered uneven depending on the geographical context; coherence between Commission instruments needs to be improved; thematic coverage is generally relevant, demonstrating impact but with poor sustainability; cross-cutting issues (gender, environment and human rights) need to be better mainstreamed; implementation of EC support is a concern in all the evaluation reports (cumbersome procedures, long delays and weak management) and is made worse by poor institutional memory.

Availability of the evaluation report

http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2008/1256_docs_en.htm

22 - Enlargement

on-line information: http://ec.europa.eu/enlargement/how-does-it-work/financial-assistance/phare/evaluation/ex_post/index_en.htm

e-mail address for information: ELARG-E4@ec.europa.eu

Ad-hoc evaluation of CARDS programmes in Albania

ABB activities or Budgetary lines concerned:	22 AWBL-03: Enlargement pre-accession negotiations
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Scope:	Retrospective	
Timing:	Start date 29/04/2008	End date 22/12/2008
Organisation:	External	

Purpose

The purpose of this ad hoc evaluation of CARDS in Albania 2001-2006 is to provide lessons learned and accountability for decision making on improvement of pre-accession aid and financial assistance to Albania. This report encompasses seven sector clusters: Justice, Border Management, Public Administration Reform (horizontal and vertical), Economic development/internal market, Education (VET), Environment, and Civil Society Development. The sectors are drawn from the five macro sectors and based on a sample of 40 projects which have been subject to interviews and desk research and 22 projects which were included in a self-assessment carried out as an electronic survey. The evaluation covers CARDS 2001-2006 and the sample is drawn from all six years on a representative basis.

Summary of findings and conclusions

- The relevance of CARDS in the sectors evaluated has in general been satisfactory. Where it was less than satisfactory this was due to deficiencies in project design rather than poor targeting.
- Weak project design, including timing and planning of assistance, has impacted

efficiency.

- Overall, the projects have delivered the planned outputs or are on the way to doing so, but beneficiaries lack capacity.
- Impacts or likely impacts are detected in many projects at least in the short term, and the prospects for medium or longer term impacts depend on the further implementation of the results achieved as well as on Government and other donors providing the budget as substantial funding will be needed to ensure impacts in the longer term.
- The limited support to public administrative and civil service reform may have impacted sustainability in acquis sectors.
- Both direct and indirect support to civil society development has had limited effect.

Summary of recommendations

Strategic Recommendations

1. Further integration of support to public administration reform and European Integration should be ensured in future programmes.
2. Technical assistance should be continued to the strategic planning level of the Albanian Government and strengthened at sector level.
3. IPA assistance to approximation of legislation should cover the entire cycle of the legislative process.
4. Institutional assessment (needs assessment) as part of the programming and projects design should be increased and strengthened in order to improve potential for sustainability.

Operational Recommendations

5. Capacity for programme implementation should be supported with funding and capacity building both at central and local government levels.
6. Ownership of the reform process and the future assistance should be increased especially in the implementation phase.
7. Civil society development should be supported through different mechanisms.
8. More resources and conditionality should be invested in establishing and sustaining institutional and staff capacities.

Follow-up

Follow up table produced.

Availability of the evaluation report

http://ec.europa.eu/enlargement/how-does-it-work/financial-assistance/phare/evaluation/interim_en.htm

Ad-hoc evaluation of CARDS programmes in Bosnia and Herzegovina**ABB activities or Budgetary lines concerned:**

22 AWBL-03: Enlargement pre-accession negotiations

Scope:

Retrospective

Timing:

Start date 29/04/2008

End date 19/12/2008

Organisation:

External

Purpose

This ad hoc evaluation reviews a random sample of approximately one third of CARDS from the years 2001-2006. Performance is reviewed against the five Development Assessment Criteria of the Organisation of Economic Co-operation and Development. The objective of the evaluation is to provide accountability for the use of CARDS funds and identify lessons learned for future programmes.

Summary of findings and conclusions

CARDS was underpinned by the Stabilisation and Association Process, which ensured that it was well focused on the prevailing national political agenda of both post conflict reconstruction as well as preparing for European integration. Given the lack of national administrative capacity, programming was led by the European Commission but project fiches, especially from earlier parts of the programme, are brief and contain insufficient detail. This vagueness in project design has however provided important flexibility in an environment of rapid change, limited information and difficult co-ordination.

Minimal national participation in procurement and broad programme objectives has enabled projects to be revised as political support for constitutional reform weakened after 2005, which contributed to both rapid contracting and most outputs being delivered. Direct financing of beneficiary institutions and the use of specialised international agencies has improved efficiency.

Insufficient counterpart administrative capacity during the assistance has led to lower than expected absorption in many areas of institution building.

Sectors receiving entity political support, such as refugee return, or under the mandate of the Office of the High Representative have been most effective. Some objectives for institution building at state level were over-optimistic in the face of reduced political support for national reforms and were mostly not fully achieved as originally expected. However, at least some progress has been made towards overall goals and this is further supported by the multi-annual nature of financing. Sustained return has been compromised by the lack of income generating opportunities caused by the transition to a market economy as well as war related damage. The creation of durable institutions, especially at state level, remains challenging due to the lack of political support and limited financial resources.

CARDS has built the foundations for fundamental reforms in many sectors and has handed over the refugee programme to the national authorities for completion, but both will require additional donor funding at a time when resources are being substantially reduced. Sustainability is further threatened by a lack of political support for most state level institutions, staff turnover and low administrative capacity.

Summary of recommendations

The lack of endorsement by the national authorities of the outputs of the sectoral reviews has undermined impact in these areas. The NIPAC should ensure that all sectors to be financed under the Instrument for Pre-Accession Assistance (IPA) have a sector strategy endorsed by state, entity and cantonal levels as appropriate; Efficiency has been reduced by counterparts not being established by the time assistance arrives, being under resourced or having insufficient legal and political authority. The European Commission and the Directorate for European Integration should ensure that both programme and project designs include elements of programme/project readiness targeted at ensuring counterparts are able to effectively absorb planned assistance. These should be realistic enough to be achievable by beneficiaries and rigorously enforced. Additionally, the European Commission should undertake absorption capacity assessments of beneficiaries prior to the start of assistance.

The National IPA-Coordinator (NIPAC), supported by the Commission Services as necessary, should initiate discussions with entity authorities to define a regional development structure that is acceptable to both so that preparations can be made in adequate time for introduction of IPA component 3 in 2010.

Follow-up

Follow up table produced.

Availability of the evaluation report

<http://ec.europa.eu/enlargement/how-does-it-work/financial->

Ad-hoc evaluation of the CARDS regional programmes in the Western Balkans

ABB activities or Budgetary lines concerned:	22 AWBL-03: Enlargement pre-accession negotiations
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Scope:	Retrospective	
Timing:	Start date 07/05/2008	End date 22/12/2008
Organisation:	External	

Purpose

The purpose of this evaluation is to strengthen the relevance, efficiency, effectiveness, impact and sustainability of the CARDS regional programmes in Western Balkans in the context of the Stabilisation and Association process. This evaluation provides the Commission with an independent assessment of the assistance strategy under CARDS regional programmes and its evolution within its wider political setting, both in the context of the Stabilisation and Association process and the changing situation in the partner countries themselves.

Summary of findings and conclusions

The relevance of the CARDS regional programmes and their added value stemming from the regional approach is undisputed by the stakeholders and in line with the European Commission strategy for stability in the region. The report shows also that DG ELARG has adopted a more participative and coordinated approach to designing the programmes, following the recommendations from a previous evaluation by DG Aidco (2004).

As regards cost-efficiency, the programmes entail, because of their specific nature, a higher degree of complexity which is reflected in the field by higher coordination costs. The effectiveness of the programmes and projects has in general met expectations. The programmes have contributed to creating a regional perspective towards cooperation. Impacts are in line with the objectives of programmes, but the countries are not yet ready to fully cooperate regionally without assistance. Sustainability is still regarded as a weak aspect of the programmes.

Summary of recommendations

The key recommendations for future action are:

- Improve visibility of the EU as an actor in the region
- Continue the efforts to involve the beneficiary countries in the identification of their development needs and to strengthen their participation in the projects
- Expand monitoring capacity
- Provide more feedback towards contractors, beneficiaries, stakeholders on monitoring and evaluation
- Involve more the task managers from the EC Delegations in the regional programmes
- Define a clear exit strategy in line with the accession aspirations of the beneficiary countries
- Include neighbouring countries in the projects, when relevant.

Follow-up

Follow up table produced.

Availability of the evaluation report

http://ec.europa.eu/enlargement/how-does-it-work/financial-assistance/phare/evaluation/interim_en.htm

Review of Twinning in Croatia

ABB activities or Budgetary lines concerned:

22 AWBL-03: Enlargement pre-accession negotiations

Scope:

Retrospective

Timing: Start date 07/07/2008

End date 22/12/2008

Organisation:	External
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Purpose

The purpose of this thematic interim evaluation is to review the current Phare pre-accession twinning assistance dedicated to Croatia and to make recommendations for improvements of the current Phare twinning programmes, as well as provide an input to the debate on future programming and implementation arrangements for twinning under the new Instrument for Pre-Accession in the Croatian context.

Summary of findings and conclusions

Overall, twinning in Croatia has performed well. The acceptance of twinning has increased significantly and the instrument is well received by the beneficiaries. Where there is adequate absorption capacity and beneficiaries are motivated, twinning in Croatia is mostly being implemented well, notably in the home affairs, customs and taxation, internal market and competitiveness and free movement of goods sectors. However, key institutions and procedures are weak and institutional responsibilities and procedures are not sufficiently coherent and complementary. There is a tendency to allocate insufficient resources for the implementation of twinning projects, and to underestimate the needs for counterpart resources. This sometimes results in delays in preparing twinning fiches or at the implementation stage. Whilst the performance of the twinning projects is regularly assessed by the Commission there is no systematic follow-up by the beneficiaries of the effects after project completion.

Summary of recommendations

Regarding organisation and performance of beneficiary institutions: A single institution should be the focal point and driving force for twinning with a primary role for the Twinning NCP.

The Twinning NCP should:

- prepare a multi-annual action plan with priorities, targets and benchmarks;
- develop and implement a training strategy for twinning; and launch awareness raising campaigns and information events.

Regarding follow-up of twinning interventions: The Commission should develop a new assessment tool of follow-up through peer reviews.

Follow-up

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Availability of the evaluation report

http://ec.europa.eu/enlargement/how-does-it-work/financial-assistance/phare/evaluation/interim_en.htm

23 - Humanitarian Aid

e-mail address for information: ECHO-EVAL@EC.EUROPA.EU

on-line information: http://ec.europa.eu/echo/policies/evaluation/introduction_en.htm

Evaluation and review of Communication, Information and Visibility Activities in Humanitarian Aid

ABB activities or Budgetary lines concerned:	23 - 02: Humanitarian aid including aid to uprooted people, food aid and disaster preparedness
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Scope:	Prospective and Retrospective	
Timing:	Start date 24/04/2007	End date 30/06/2008
Organisation:	External	

Purpose

The main objective of this evaluation and review is to improve the effectiveness of DG ECHO's partners in the communication, information and visibility elements of humanitarian assistance. In doing so, DG ECHO also wishes to stimulate capacity building in the wider humanitarian community as well. This evaluation and review were intended to be a capacity building exercise. In addition to the review report the consultants were to present tools to assist DG ECHO's partners to create an integrated communication strategy, by aiding them:

- to identify their desired audience, to target multipliers;
- to determine the response sought; -to determine the message;
- to choose the media form/mix that is most appropriate;
- to collect and analyse feedback; and -to determine the necessary budget.

Summary of findings and conclusions

The work was divided into two sections: the first focused on the evaluation of current practice, which is reported in this document; the second will take the form of a toolkit which will be

proposed to DG ECHO's Non-Governmental Organisation (NGO) partners.

The main conclusions of the review are:

- Although the concept of basic visibility cannot be avoided/discarded by ECHO, for various reasons, it should be clear what it can realistically achieve (or not). Basic visibility cannot be used to target the EU media, achieves limited value in a multi-donor context and carries little meaning where beneficiaries' level of formal education is low or non-existent and in remote areas.
- There is a limit to the communication goals that partners are able to achieve.
- The content and formulation of the guidelines limit the extent that NGOs are able to understand what is required of them and how they should go about complying with this.
- NGO headquarters would like increased dialogue with DG ECHO communicators to agree the best approach to achieve communication goals that can benefit all sides (win/win situation).

Summary of recommendations

- DG ECHO should continue to work with its partners to "communicate" about humanitarian aid but should review the approach to organising the visibility and communication activities that are carried out so that they are more able to achieve the desired results.
- The Guidelines need to be rewritten from a much more practical perspective.
- In the field, DG ECHO should require its partners only to provide basic visibility and limited information.
- At EU level, DG ECHO should explore other ways of collaborating with its partners to communicate about the support that it provides across the globe to audiences located within the Member States.

Follow-up

The evaluation report will be taking into account when defining the strategy.

Availability of the evaluation report

http://ec.europa.eu/echo/policies/evaluation/introduction_en.htm

Evaluation and review of the Use of Cash and Vouchers in Humanitarian Crises

ABB activities or Budgetary lines concerned:

23 - 02: Humanitarian aid including aid to uprooted people, food aid and disaster preparedness

Scope:

Prospective and Retrospective

Timing:

Start date 26/05/2007

End date 14/03/2008

Organisation:

External

Purpose

The main objective of this evaluation and review is strengthen DG ECHO's consistency and coherence in policy matters under its humanitarian mandate, with specific reference to the use of cash/vouchers in humanitarian assistance. In doing so, DG ECHO also wishes to further stimulate reflection and capacity building in the wider humanitarian community as well.

Summary of findings and conclusions

The work has provided two reports. The evaluation report's focus is two-fold: to draw on DG ECHO's past experience; and to articulate the potential future challenges of an expanded use of cash and vouchers in the specific context of DG ECHO's mandate, policy, procedures and instruments. The main conclusion of this report is that for DG ECHO, the use of cash and vouchers as a mechanism to address the needs of vulnerable populations represents a departure from "traditional" forms of humanitarian assistance. While the use of cash and vouchers by DG ECHO and its partners has increased over the last few years (around 180 since 2000), such projects remain relatively limited in both scope and scale.

The second report reviews cash and voucher initiatives funded by other donors, as well as meta-analyses and academic research. The main finding is that the evaluation noted a steady increase in the use of cash and voucher projects within DG ECHO funded programmes since 2000 as well as a relatively limited scale and scope, and high variation within DG ECHO's global portfolio of programmes. This review has found similar trends from other donors: cash and vouchers generally remain a very small component of overall humanitarian assistance, and there is also a considerable geographical variation in use of these approaches. A number of factors also suggest that cash and vouchers might become more important in the future.

Summary of recommendations

The findings of the evaluation report have been further studied and validated in the second report: through the review of the best practices emerging from the key donors and organisations with experience in the use of cash and vouchers. It is based on the findings and understanding of these two reports together that the consultants have drawn up conclusions and recommendations for consideration by DG ECHO in its ongoing policy development. The review has confirmed that cash and vouchers present DG ECHO and its concerned partners with the potential to achieve greater positive impact among beneficiary populations with enhanced cost-efficiency in a context-specific manner. A number of factors may prompt an increase in the number of proposals submitted to DG ECHO in the future. At the same time, capacity constraints may limit the scale, pace and scope of any increase.

Follow-up

Following this preliminary understanding of the key issues that may require consideration in order to develop a workable policy for the use of cash and vouchers by DG ECHO, the policy Unit of DG ECHO is currently developing guidelines on this subject.

Availability of the evaluation report

http://ec.europa.eu/echo/policies/evaluation/introduction_en.htm

Evaluation of DIPECHO Action Plans in Central America

ABB activities or Budgetary lines concerned:

23 - 02: Humanitarian aid including aid to uprooted people, food aid and disaster preparedness

Scope:

Retrospective

Timing:

Start date 25/05/2007

End date 28/02/2008

Organisation:

External

Purpose

The main purpose of this evaluation is to review and assess the progress made in enhancing resilience and reducing vulnerability to natural disaster of the most at-risk populations of Central

America and the public institutions that seek to protect them. The evaluation includes the measurement of the impact of DIPECHO projects in terms of how well preparedness helped the population when they were afterwards affected by a natural disaster.

Summary of findings and conclusions

From 1998 to 2007, DIPECHO has enabled organisations to become involved in Disaster Preparedness and has provided a stable programme that has filled a gap in disaster prone Central America, creating a platform for community focused disaster preparedness and a means for reaching more isolated and vulnerable communities. The relevance, efficiency, and impact of the last two DIPECHO plans have increased with the use of innovative techniques and approaches.

Summary of recommendations

The assessment of the DIPECHO programme in Central America highlights critical aspects which should be at the core of a renewed strategy. The following strategic priorities should be examined for the future:

- Designing a strategic framework and establishing the basis for future planning, continuity, increased synergy and impact through a defined intervention strategy over a six-year, three Action Plan, period;
- Increasing the use of a risk-zone typology in project selection and balancing the extension of simple risk analysis based on hazard, vulnerability, and capacities analysis with risk and contextual analysis (social, political, cultural, economic) within the Latin American context;
- Going from national to regional approaches in order to establish the importance of regional and define national projects with local and community impact and organising regional meetings first to provide opportunities for all actors to engage, and facilitate further synergy with the Andean and Caribbean regions and greater momentum to project replicability;
- Selecting partners based on considerations of disaster risk reduction policy mainstreaming, best practice in proposals, and reference to other disaster risk reduction efforts undertaken in the area targeted by the project;
- Creating continuous opportunities for training and strengthening partner capacities, increasing innovation and follow up on completed projects and including a role for future partners to visit past projects, monitor their sustainability and refresh training;
- Increasing exchange and interchange between partners and with outside agencies, disseminating the efforts of the ProVention Consortium and the United Kingdom Department for International Development (DFID);
- In line with the Hyogo Framework, broadening the awareness of development-based risk reduction, linking and promoting in-project and inter-project support for disaster risk reduction more widely.

Follow-up

The evaluation report will be taken into account when defining the strategy.

Availability of the evaluation report

http://ec.europa.eu/echo/policies/evaluation/thematic_en.htm#dipecho

Evaluation of ECHO's action in The Democratic Peoples's Republic of Korea (DPRK) (2004-2007)**ABB activities or Budgetary lines concerned:**

23 - 02: Humanitarian aid including aid to uprooted people, food aid and disaster preparedness

Scope:

Retrospective

Timing:

Start date 22/10/2007

End date 31/07/2008

Organisation:

External

Purpose

The objective of the evaluation is to assess the appropriateness of DG ECHO's interventions since 2004 in accordance with DG ECHO's mandate, in order to establish whether they have achieved their objectives. The primary purpose is reviewing DG ECHO's strategy and its evolution in DPRK, drawing up lesson learned. This evaluation assesses the evolution of the humanitarian situation in DPRK, the impact of the last three years interventions and their effect on the current strategy, and the phase-out strategy, (with a special attention to the possibility of Linking Relief, Rehabilitation and Development (LRRD). This evaluation focuses on the following specific sectors: health, water and sanitation and food aid and nutrition.

Summary of findings and conclusions

The main conclusions of the report are:

- The overall situation is fragile and may remain unchanged in the medium term, potentially on the brink of further crises due to natural disasters, food security or epidemics.
- In that framework and within the limits of what could be accessed and observed by the evaluation, there are currently no conclusive signs of large humanitarian emergency needs.
- The transition from countryside drug distribution to a Primary Health Care (PHC) programme is far from complete.
- All health-related projects are therefore unsustainable to some extent and medicine distribution in particular.
- The multiplication of water supplies without proper corresponding wastewater management has de facto created potential additional health hazards for the future (a solution could definitely not be contemplated within DG ECHO's mandate, nor is the current situation favourable for such a task).
- The issue should not be overlooked in the medium term in the 3Cs framework. Lessons learnt should be disseminated in a seminar scheduled to take place in September or October 2008.

Summary of recommendations

The main recommendations include that:

- DG ECHO should leave the "communication channel open". DG ECHO should not cut ties when phasing out and perform regular visit by EC officials of appropriate rank.
- DG ECHO should be prepared to respond to emergency appeals for e.g. medical kits and food aid. The situation may rapidly deteriorate, and may be combined with a damaging attitude of denial until it is too late.
- DG ECHO should be prepared to respond to emergency appeals for natural disasters.
- DG ECHO should advocate with DG AIDCO to consider relevant types of support to help mitigating the negative consequences of the lack of wastewater management in past projects.
- Humanitarian agencies should implement risk management methodologies including specific Logical Framework Analysis HQ ethical committee, adapted field staff training and communication policy and exit strategies if core values are broken.

Follow-up

The evaluation report will be taken into account when defining the strategy.

Availability of the evaluation report

Evaluation of Mainstreaming of Disaster Risk Reduction (DRR) in DG ECHO's Humanitarian Actions

ABB activities or Budgetary lines concerned:	23 - 02: Humanitarian aid including aid to uprooted people, food aid and disaster preparedness
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Scope:	Retrospective		
Timing:	Start date 14/12/2007	End date 30/06/2008	
Organisation:	External		

Purpose

The purpose of this evaluation is to analyse and assess how DG ECHO has mainstreamed Disaster Risk Reduction/Disaster Preparedness (DRR/DP) in its relief operations and coordination as well as advocacy opportunities in these situations. The evaluation includes assessments of the added value of these components in different sectors and at different stages in the relief, rehabilitation and reconstruction phases. It should be taken into consideration how the mainstreamed components were formulated and integrated in DG ECHO decisions, how well partners responded and included DRR/DP aspects in their proposals, the extent to which this was encouraged by DG ECHO staff in consultations with partners and the success of implementation of these components. DG ECHO also expected that the evaluation produced a draft inventory of what type of mainstreamed components would be relevant in responses to particular hazards and the size of DRR/DP components in relation to relief components.

Summary of findings and conclusions

Despite constraints posed by the current budgetary frameworks and legal mandate considerable progress on mainstreaming DRR activities has been made by a range of project partners (including INGOs, the Red Cross Movement and UN agencies). In many, if not the overwhelming majority of cases these interventions are not explicitly linked to, or labelled as, 'risk reduction' activities by practitioners, but are more often understood as 'good humanitarian practice'.

-The integration of DRR into humanitarian response is most evident in activities related to

rehabilitation and recovery. Although there is some evidence of risk reduction in the immediate response phase (particularly relating to environmental health and control of epidemic diseases in displaced populations), many DG ECHO staff and partners find this the most challenging aspect of integrating DRR.

-Integration of DRR by DG ECHO-funded projects is primarily manifested at community level, through capacity building, training and response actions. There is also evidence of significant intervention at the level of local and regional government and in a minority of cases even at national level.

-The evidence for integration of risk reduction in humanitarian response actions varies considerably between sectors; shelter and water and sanitation show the greatest progress. There is a growing consensus that increased focus on early inclusion of livelihood support may be an effective way of mainstreaming DRR in response.

-The key determinant appears to be the attitude and familiarity with DRR concepts of both DG ECHO staff and partners.

-The type of funding decision, together with the scale of the disaster, appeared to be bigger determinants in levels of DRR integration than either speed of onset, or type of hazard. Evidence suggests that the larger the scale of an event the less likely the integration of DRR into the humanitarian response; conversely, there appears to be more success in integrating DRR in response to smaller-scale, localised events that are cyclical.

-Most of the interventions studied by this evaluation were found to be appropriate to the on-going response and in general took into account the local cultural conditions and profile of the population, including accounting for the different needs of men and women and targeting the most vulnerable groups.

-Measurement of impact of DRR in terms of reduced vulnerability to risks both in the immediate response phase as well as to future hazards remains weak and is constrained by lack of adequate indicators and effective monitoring procedures.

-Considerable efforts have been made by DG ECHO staff at all levels to work in a more integrated and complementary manner with the developmental programmes of the EC and other donors. But because of the lack of adequate funding mechanisms and policy frameworks, concrete successes to ensure the transition of DRR into longer-term programming have been rare.

Summary of recommendations

- DG ECHO should finalise its policy on DRR; this policy should be in alignment with the Hyogo Framework for Action priorities, as well as being consistent with International Strategy for Disaster Resolution (ISDR) definitions. The new policy should have high level senior management endorsement. This policy should be in close harmony with the Communication currently being developed by DG DEV.

- The DRR policy should be accompanied by an implementation strategy for the dissemination of the policy.

- DG ECHO should clarify and simplify terminology by immediately and singularly adopting the

term 'Disaster Risk Reduction',

- Further research and dialogue should take place between DG ENV and DG ECHO to discuss the likely impact of climate change in terms of increased disaster risk and vulnerability.

- DG ECHO should explore possibilities with other EC services for making funding instruments more cohesive across the Commission. This may include modification of existing instruments (e.g. the Stability instrument), or establishing a new funding instrument for risk reduction in order to bridge the transition of DRR along the LRRD continuum although this will need support from other EC services, notably DG DEV, RELEX and AIDCO.

- DG ECHO should develop and deliver a DRR training package for staff.

- DG ECHO should consider the establishment of new Regional DRR Advisor positions who may be required in some regions, with a phase out over time.

- DG ECHO should continue to promote the integration of DRR into all humanitarian actions. - The evaluation team recommends that DG ECHO should consider the following elements of DRR in humanitarian actions by:

- Incorporating risk analysis into needs assessment frameworks and implementation;
- By making existing humanitarian interventions more risk-informed during planning, design and execution;
- Promoting relevant, adequate and consistent standards for humanitarian response;
- Promoting support for livelihood recovery early on in the relief phase cycle;
- Ensuring that any response action does not undermine local coping capacities;
- Considering recipients of aid as active stakeholders in the process of risk reduction;
- Supporting capacity building of local partners and local government authorities;
- Ensuring the inclusion of risk analysis from the relief phase into the post-disaster needs assessment process

- DG ECHO should build in criteria to the FPA stating that partners must show a demonstrated capacity for integrating DRR into their response operations.

- Where appropriate and feasible, DG ECHO should encourage partners to strengthen capacity building of local and district level authorities. This will also ensure that impact is scaled-up.

- DG ECHO should ensure that support to a diverse range of appropriate livelihood options is given greater consideration from the onset of the disaster response operations.

- DG ECHO should ensure better coordination of DRR action among partners around funding Decisions.

- DG ECHO should improve documentation and dissemination of DRR action and of good practice. Decision outcome reports could provide the global mechanism for this.

- DG ECHO should consider supporting partners to conduct field-based research studies on the impact of DRR interventions, as well as the additional costs (and cost savings), i.e. cost - benefit analysis.

- Once developed, DG ECHO should use its new DRR policy and the DRR Communication from DG DEV to develop advocacy messages promoting the effective integration of DRR into all programmes.

- DG ECHO should play a more formal role in advocacy towards the rest of the EC.

- Given the scale of humanitarian funding, there is a strong role for DG ECHO in championing DRR amongst other donors, especially Member States, and selectively with national governments.

Follow-up

The evaluation report will be taken into account when defining the strategy.

Availability of the evaluation report

http://ec.europa.eu/echo/policies/evaluation/introduction_en.htm

Evaluation of Thematic Funding (and the Grant Facility approach)

ABB activities or Budgetary lines concerned:

23 - 02: Humanitarian aid including aid to uprooted people, food aid and disaster preparedness

Scope:

Prospective and Retrospective

Timing:

Start date 12/12/2007

End date 31/07/2008

Organisation:

External

Purpose

The purpose of the evaluation is to produce an evaluation report that will feed into DG ECHO's review and internal reflection as to how further develop – in close coordination with donors, partners and other stakeholders – its possible future capacity building approach.

The overall objectives of the evaluation concern three levels, namely:

- The global level: the contribution of thematic funding and grant facility to the overall humanitarian response capacity.
- The institutional level: the way organisations can demonstrate improved capacity to respond and to what extent this is attributable to the funding.
- The project level: the degree to which specific results have been achieved by each of the projects. The evaluation yields lessons learned that may guide the future of thematic funding/grant facility resulting in a coordinated approach to capacity building. It will also contribute to a better definition of DG ECHO's capacity building funding role within the international community.

Summary of findings and conclusions

- Thematic Funding is a unique mechanism in that it is dedicated to capacity building and it establishes coherence between the global, institutional and operational level. This represents a comparative advantage over those donors whose capacity building strategy is rooted in the notion of un-earmarked funding.
- Reserving TF for DG ECHO's main UN/Red Cross operational partners excludes others who play an essential role in disaster/emergency preparedness and response. A common capacity building tool for all categories of DG ECHO partners would provide a more coherent approach and a more secure institutional bed for Non-Governmental Organisations (NGO) capacity building, but NGOs fear that a common mechanism would put them at a disadvantage as they may not be able to 'compete' with UN agencies.
- A principal challenge in relation to Thematic Funding (TF) is how to address the long-term nature of institutional capacity building through a short-term funding mechanism.
- Opting to focus on a single theme or gap might reduce the global relevance of TF or lost opportunities to reinforce key capacities.
- The comparative advantage and added value of TF has been reduced due to its inability to attract the full engagement of relevant DG ECHO structures.
- It is unclear whether DG ECHO has appropriate human resources to exploit its positioning in respect to the policy and operational challenges of TF across levels.
- Coordination with other donors needs strengthening at the policy and programmatic level in order to develop a complementary approach.
- Consultation with partners regarding the objectives and operationalisation of TF has not been systematic.
- Some evidence of impact of TF can be detected, but monitoring the effect and impact of projects at all levels has presented a major challenge due to inappropriate indicators for each level.
- The current TF Decision focuses on contingency planning all of which are relevant. While future priorities will be identified on the basis of an assessment of gaps and weaknesses, the Evaluation Team identified during the field visits in Asia and Africa a need to step up support to

disaster preparedness and information collection and management.

- The sustainability of the actions supported by TF depends on the ability of the partner to mainstream its costs into the regular budget or find alternative donor support.
- Where longer term sustainability will depend on the continuation of external support, the demonstration of impact will be critical.
- The Single Form does not seem adequate for managing the TF project cycle due to the more complex nature of TF projects as compared to operational ones.
- The visibility of TF is a challenge due to the global and multi-donor nature of the projects.
- Research and innovation should be supported but focussing on innovations can result in sustainability challenges and raises questions of ownership, commitment and relevance.
- Three of the four NGOs that have received GF grants in 2006 are not DG ECHO partners as they are non-operational organisations.

Summary of recommendations

- DG ECHO should continue providing capacity building support to its partners, but Thematic Funding should be renamed 'DG ECHO Capacity Building Programme' so as to reflect its purpose.
- DG ECHO should open access to Thematic Funding to all of its partners and integrate TF and GF through a phased approach, which would enable DG ECHO to prepare the management of the consolidated mechanism and for a consultation with NGOs to take place. This means continuing with the GF until 2009. A minimum financial envelope should be reserved for NGOs, which should take into account the proportion of operational funding DG ECHO is giving to its NGO partners. An internal review should at a later stage look into the validity of the consolidated mechanism.
- DG ECHO should develop a five-year strategy whilst respecting the current 18-24 months implementation period and offer its partners the possibility of receiving follow-up funding within the five-year period.
- In order to consolidate this progression, DG ECHO should aim to strengthen specific capacities within partner organisations to deliver specific outcomes across a range of sectors.
- DG ECHO should consider selecting a broad objective such as 'Improving emergency preparedness and response' and focusing on a number of themes, gaps or weaknesses that cut across clusters and sectors so as to retain the flexibility to support relevant initiatives.
- DG ECHO should establish / re-activate a working group and then establish a Capacity Building Steering Committee to develop and mainstream capacity building throughout DG ECHO and monitor its operationalisation.
- An internal capacity analysis should be undertaken to determine if there is a sufficient understanding and expertise of capacity building amongst the respective staff of both DG ECHO 01 and geographical Units, and if required, how to better develop this.

- DG ECHO should take advantage of the proposed EU Council's Working Party on Humanitarian Aid and Food Aid to facilitate a discussion on how DG ECHO's capacity building instrument can add value to the other EU donors' funding modalities, discuss capacity building priorities, and identify Member States interested in supporting multi-donor projects.
- Consultation should become standard practice for Disaster Reduction (ISDR) Secretariat. . A mid-term review of the next generation of TF should take place and involve partners.
- SMART (specific, measurable, appropriate, realistic and timely) capacity building result and impact indicators need to be identified, integrated into the project during the design phase, and reported against.
- DG ECHO should enhance support to Disaster Risk Reduction/Disaster Preparedness – in particular Priority 2 and 5 of the Hyogo Framework of Action in view of DG ECHO's mandate.
- A longer term sustainability strategy should be included in the projects at the design phase. In parallel, an 'exit strategy' for TF/capacity building support should be thought out and discussed.
- The future capacity building instrument will need to secure a critical mass of funding, equal or greater than the 4% of the budget reached in 2003, to enable projects/programmes to achieve impact across global, institutional and operational levels.
- DG ECHO should consider creating a different format for capacity building projects.
- A shift of emphasis from 'standard' visibility to communication directed at the global humanitarian actors and European audiences would be more effective and appropriate.
- DG ECHO should ensure that it retains the capacity to both support innovation and consolidate, mainstream and widen impact at local level.
- A solution needs to be found to support NGOs or research institutes whose work has an added value for the humanitarian community.

Follow-up

The evaluation report will be taken into account when defining the strategy.

Availability of the evaluation report

http://ec.europa.eu/echo/policies/evaluation/introduction_en.htm

Real Time Evaluation of DG ECHO financed Action of CARE International Deutschland in Zimbabwe

ABB activities or Budgetary lines concerned:	23 - 02: Humanitarian aid including aid to uprooted people, food aid and disaster preparedness
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Scope:	Prospective and Retrospective	
Timing:	Start date 18/10/2007	End date 30/04/2008
Organisation:	External	

Purpose

The objective is to evaluate in real time the effectiveness of a particular action to be implemented under the 2007 Food Aid decisions, as well as to advise on the appropriateness of DG ECHO's strategy. The evaluators reviewed baseline and other information in order to evaluate the impact of the DG ECHO financed activities. Recommendations for fine-tuning both DG ECHO's strategy and the effectiveness of partner's actions are also required. This evaluation should have also assisted DG ECHO to define a coherent and viable strategy regarding HIV/AIDS related food aid interventions. It assessed if DG ECHO's HIV/AIDS guidelines are pertinent with regard to food aid interventions and/or identify areas where adaptation may be required and provide inputs to consider for eventual adaptations.

Summary of findings and conclusions

The 2004 DG ECHO Model Guidelines provide a clear though not officially endorsed overall framework for decision-making including the position that HIV/AIDS will not serve as entry point per se and a prioritization of DG ECHO financing of HIV responses but a revision is needed (a) to work towards formulation of an official EC policy statement on DG ECHO funding of HIV responses within humanitarian assistance and (b) to work on further elaboration of practical guidelines for eligible types of interventions endorsing the hierarchy of priorities of the 2004 Model Guidelines.

DG ECHO could play an influential and important role in the area of financing of pilot programmes of food assistance in relation to HIV responses in any emergency context where the organization is already present with other humanitarian interventions and where HIV a public health problem. It is particularly recommended to DG ECHO to finance pilot projects to test new programming approaches.

Food support to vulnerable households affected by HIV/AIDS through a general (targeted) food distribution programme and targeted nutrition support interventions for malnourished HIV+ individuals both fall within the Priority 2 in the 2004 / new draft Guidelines which are strongly recommended wherever appropriate and feasible.

Summary of recommendations

- To continue with the elaboration of DG ECHO's role and potential approaches as to HIV/AIDS and to aim at formalisation in an official EC policy statement. The new Guidelines should be based on endorsement of the overall outlines of the 2003 IASC framework including updates as they become available, should maintain the position that HIV/AIDS per se will not serve as an entry point, and should elaborate on the interventions eligible for DG ECHO funding incorporating the feedback that was given at the round table conference.
 - DG ECHO should continue to respond to the food and nutrition needs of HIV infected and affected people in emergency situations, with a secondary objective to contribute to the piloting of new approaches and documentation of lessons learned.
 - DG ECHO should support the development of practical guidelines and to more capacity building among DG ECHO partners for programming of food/nutrition support alongside Home Based Care from a humanitarian assistance perspective. These activities will support DG ECHO partners for elaboration of funding proposals which are cognizant of the minimum requirements for appropriate programme designs.
 - DG ECHO should mainstream operational research as a core activity within future nutrition interventions in support of Community Home Based Care (CHBC) as a means for ensuring accountability for resource use by measuring results as well as generating the evidence that informs programme improvement.
 - On the basis of cost effectiveness, DG ECHO should consider using Corn Soya Blend (CSB) instead of Ready-to-Use Therapeutic Foods (RUTF), savings from RUTF could be invested in other complementary support (Hygiene and medical supplies including ARVs (Anti-Retroviral Therapies) and Cotrimoxazole) that increase development outcomes of the package.
- IEC and provision of hygiene materials can both be achieved at little additional cost and should always be components of DG ECHO funded food and nutrition programs in support of CHBC.
- As a general principle, DG ECHO funding should be considered only when there is a guarantee that its short term response will have demonstrable and sustainable results and, where activities need to continue beyond the horizon of the DG ECHO funding, there is a clear exit strategy linked to continued and predictable funding (including Global Funds) by other donors or by local government. Partners should also demonstrate innovative strategies for cutting costs.

Follow-up

Availability of the evaluation report

http://ec.europa.eu/echo/policies/evaluation/introduction_en.htm

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§§§ A Methodology for the Monitoring of Humanitarian Aid

ABB activities or Budgetary lines concerned:	23 - 02: Humanitarian aid including aid to uprooted people, food aid and disaster preparedness
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Scope:	Prospective		
Timing:	Start date 30/04/2007	End date 30/06/2008	
Organisation:	External		

Purpose

Constructing a methodology for the monitoring of humanitarian aid is to complement the methodology for the evaluation of humanitarian aid that is currently being developed by DG ECHO. Both exercises are intended to build capacity in the humanitarian aid sector by equipping DG ECHO's NGO partners with tools for their use. The objectives of this work are to increase the quality and timeliness of information available to humanitarian aid decision makers, by increasing monitoring capacity in the sector; to promote accountability and lessons learning by reviewing experiences and evidence of the use of indicators and benchmarks and their impact on activities; to promote the monitoring process for greater transparency; and to allow more intra-sector comparisons of operations by clarifying issues and promoting the use of a standardised methodology and thus to construct a body of knowledge.

Summary of findings and conclusions

This work has lead to the development of a Methodology for the Monitoring of Humanitarian Aid. The independent consultants hired to carry out this work have comprehensively examined the key issues. The results of their work are in documents and CD-ROM that present a monitoring overview, guidance monitoring tools and templates to help humanitarian organisations with monitoring the different aspects of their operations.

§§§ In addition to complete evaluations, the Annual Evaluation Review includes also preparatory studies in support of evaluations and reviews of specific aspects of the performance of the activities.

Summary of recommendations

The consultants have produced a tool that humanitarian organisations may wish to consider when monitoring their own operations. The tool can be download at the following link http://ec.europa.eu/echo/policies/evaluation/thematic_en.htm#monitoring_methodo

Follow-up

The tool has been distributed to DG ECHO staff at headquarters and in the field and to all DG ECHO partners.

Availability of the evaluation report

http://ec.europa.eu/echo/policies/evaluation/thematic_en.htm#monitoring_methodo

26 – Commission's Administration

e-mail address for information: ADMIN-EVALUATION@EC.EUROPA.EU

on-line information: http://ec.europa.eu/dgs/personnel_administration/index_en.htm

2007 Staff Opinion Survey

ABB activities or Budgetary lines concerned:	26 - 01: Administrative expenditure of Commission's administration policy area
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Scope:	Prospective and Retrospective	
Timing:	Start date 16/11/2007	End date 28/03/2008
Organisation:	Internal with External support	

Purpose

Annual staff opinion survey related to the services of PMO (Office for Administration and Payment of Individual Entitlements), OIB (Office for Infrastructures and Logistics in Brussels) and OIL (Office for Infrastructures and Logistics in Luxembourg), and the some core questions on the working environment for Commission staff.

Summary of findings and conclusions

The 2007 survey contained 2 questions regarding the general working environment in the Commission, which were also included in the 2005 and in the 2006 survey. When asking the staff “How satisfied are you, all in all, with being employed in the Commission”, the staff responds steadily more positive (over the period 2004 – 2007) with today 73% of the respondents stating to be satisfied or very satisfied (coming from 67% in 2004). In 2004 an internal benchmarking figure was set to 70% (satisfied and very satisfied), here the analyses of the responses by DG shows, that in 2007 already 32 DGs/Services reached this benchmark coming from 21 out of 43 in 2006. All together, the results show a positive trend in general satisfaction among staff. Staff are steadily more positive (over the period 2004 – 2007) with the Commission as a workplace (73% - coming from 67% in 2004). Satisfaction with OIB services significantly improved in 2007. Satisfaction with OIL services increased compared to 2005 and is now comparable to the 2004 level. Satisfaction with PMO services increased overall in 2007

(compared to 2005).

Summary of recommendations

The results show a positive trend in the general satisfaction, both concerning the Commission as a workplace as well as concerning the services of the Offices in general. It was advised to secure an appropriate communication and marketing of this survey.

Follow-up

- In the 2006 survey, staff called for a review of the Career Development Review (CDR) system, particularly in responses to open questions. A new staff appraisal system has been designed and will be put in place as of 1 January 2009. It retains the elements which were appreciated by staff (self-assessment, annual dialogue, objective-based appraisal and the principle of collecting points in a rucksack). The changes were made to the points system that was criticised through the introduction of performance levels.
- Mobility policy, and in particular issues related to sensitive posts, was raised by staff as a point for improvement in the 2006 Survey. This point was accepted and new guidance on sensitive posts now provides for uniform application throughout the Commission. This is also likely to significantly reduce the number of posts which are declared as sensitive.
- An "Administrative Service Centre" has been established to provide staff with a user-friendly service in their dealings with administrative matters. It incorporates all of the frequently-used services of DG ADMIN, in particular ADMINFO, ADMIN.B.3-PPI (special identity cards, VAT-free purchases and licence plates), PMO.1 (determination of individual rights), access to PMO-Contact, DS.4 (service cards, access authorisations) and potentially other services in the future. This "one-stop shop" was specifically requested by participants in the 2006 and 2007 Survey.
- The modernisation of the Commission's Medical Service addresses some points made by staff in the 2006 Staff Opinion Survey. In particular, the Medical Service has continuously expanded its sector for psychosocial interventions since 2006. It has a multi-lingual team of social workers, psychologists, a psychiatrist, a social nurse and a budget counsellor, who offer to staff social and psychological advice, support and counselling in difficult life situations. Ergonomics was also frequently cited as an issue by staff. Regular information sessions on ergonomics are now held in DGs and information is also available on the Medical Service's website.

Availability of the evaluation report

For internal use of the Commission.

2008 Staff Opinion Survey

ABB activities or Budgetary lines concerned:

26 - 01: Administrative expenditure of Commission's administration policy area

Scope:

Prospective and Retrospective

Timing:

Start date 01/09/2008

End date 27/03/2009

Organisation:

Internal with External support

Purpose

The 2008 general survey dealt with key issues with which staff in the Commission are all familiar. The survey asked staff of all grades in the Commission for their ratings and feedback on the following issues: job satisfaction; the Commission as a workplace; commitment to the Commission as an organisation; motivations to work for the Commission; the style of management; learning and development (training); internal communication; and services provided by DG ADMIN.

The aim of the Staff Opinion Survey, as in previous years, was to use staff feedback to improve the way in which DG ADMIN delivers services and to take account of the feedback on the working environment in future policy design.

Summary of findings and conclusions

73% of the respondents stated to be satisfied or very satisfied with the Commission as a workplace. This appreciation remained stable as compared to 2007. All categories of staff and function groups are quite similar in their appreciation of the Commission as a workplace.

The results of the 2008 Staff Opinion Survey clearly suggest that the European Commission is perceived by the large majority of its staff as a very attractive workplace, which provides both high job satisfaction and positive interpersonal relationships.

Large numbers of staff find the Commission close to ideal as a workplace. The comparison of the Commission with the imagined ideal work place shows significantly better results than in the 2006 survey (very favourably / favourably 8% up and poorly / very poorly 6% down).

Most Commission staff are moderately satisfied with their job.

An analysis of a four-item job satisfaction scale showed a mean score of 3, 72 on a scale from 1 to 5. In comparison, studies in five European countries reported mean job satisfaction scores for

various types of public servants ranging from 3.52 to 4.20 on a five-point scale.

In large numbers, staff knows what is expected from them in their work, they find their job interesting and they feel a sense of pride in doing their job. Regarding factors that are mainly related to what can be called well-being-at-work, i.e. questions about working atmosphere, social relations at work or the material and equipment available, results are generally positive. Working atmosphere in particular received a satisfaction rate of 79%, after 65% and 72% respectively in previous years. There is also a very positive trend in the balance between private and professional life.

On a six-item scale, the mean (average) score for public service motivation of all Commission staff responding is 3,91 out of a possible 5. This is considered rather high and is comparable to, or even slightly higher than, responses from national governments.

In general, staff of the Commission score moderately high on autonomous motivation. A majority of staff find their motivation from within themselves (because they think the job is important to them or because they enjoy what they are doing).

Based upon a multi-dimensional scale, Commission staff as a whole show a rather high commitment to their organisation, with the mean score for affective commitment especially high at 4,35 on a scale of 1 to 5. Scores for men and women are similar when it comes to organisational commitment. In other organisations that have been studied by academics, those with high affective or normative commitment did not necessarily have a high continuous commitment. However, in the European Commission, the three dimensions are all positively correlated.

Summary of recommendations

It is suggested to design and adopt a coherent Human Resource policy document to provide the overarching framework for the different personnel policies in the Commission. This intention is already included in the Annual Management Plan for 2009 of DG ADMIN.

The design, implementation and monitoring of the mobility policy, the transparency of promotion procedures and the handling of recruitment procedures received a considerable level of dissatisfaction of staff. An analysis, building on the results of the ongoing evaluation on HR procedures in the Commission, of options for further improvements in these areas is suggested to raise the level of staff satisfaction.

It is suggested to look into reasons for the differences in staff satisfaction between DGs and to go into more detail for instance by using a tool, such as the Q12 method of Gallup (purely indicative).

High variations were reported in the responses to the open questions on the application of flexible working arrangements, such as flexitime and teleworking. It is suggested to look into these issues in detail in the ongoing in-depth review of flexible working arrangements, flexitime and teleworking.

Follow-up

To be decided during 2009.

Availability of the evaluation report

For internal use of the Commission.

Evaluation of the VIP programme

ABB activities or Budgetary lines concerned:

26 AWBL-25: Administrative expenditure of Commission's administration policy area

Scope:

Prospective and Retrospective

Timing:

Start date 21/01/2008

End date 05/12/2008

Organisation:

External

Purpose

The overall objective of this evaluation was to evaluate the management induction and the VIP programme for senior and middle management. It examined how specific needs for new managers need to be catered for in terms of induction and integration in the future. Particular emphasis needed to be paid to learning/training needs. This was the most important output of this exercise.

Summary of findings and conclusions

- Both middle and senior managers were satisfied with the Commission welcome they received through the VIP programme, with 66% of senior managers and 66% of middle managers reporting that the VIP programme overall met their needs at the time. However, as to be expected there are differences in terms of the levels of satisfaction with the different components of each of the two VIP programmes, and differences in the benefits or outcomes attributed by participants to the VIP programme.
- All middle managers that attended the VIP-Culture component were satisfied or very satisfied with the experience and similarly the majority of middle managers expressed satisfaction with

the VIP-Induction course, with it being valued in terms of relevance, quality of lecturers, quality of information provided and the coverage of topics. VIP-Ariane and the mentoring element of the middle managers VIP programme were rated slightly less highly in terms of satisfaction. Middle managers reported most benefit from the VIP programme in terms of enabling them to take into account cultural differences that may be of significance for integration into the Commission, helping them to integrate into the Commission more quickly, and familiarising them with the ways of working and culture of the EC. Middle managers found the VIP programme to be less helpful to them in terms of providing training and professional development support, and in providing them with documents that are essential for their job.

- Senior managers highly valued the seminar programme, for the quality of speakers, the variety of topics covered, and the opportunities the seminars provided for networking. Similarly those senior managers that took up the opportunity to work with a mentor or coach also expressed high levels of satisfaction with the experience. Like the middle managers, senior managers see the main benefits of the VIP programme as enabling them to take into account cultural differences that may be of significance for integration into the Commission, feeling valued and helping them to integrate into the Commission more quickly. Senior managers found the VIP programme to be less helpful in terms of supporting them with respect to individualised training, providing basic training, and supporting personal development.

- The opportunity for senior managers to network (through the Seminars) was greatly appreciated by new managers and emerged as one of the strongest elements of the VIP programme in terms of supporting individuals settling in to the Commission.

Summary of recommendations

- The middle managers VIP programme was discontinued in November 2007, before this evaluation in fact commenced. As such one of the primary recommendations of this study is that following this review of effectiveness and relevance of the VIP programme for middle and senior managers, the learning achieved needs to be applied to developing a new programme of induction for middle and senior managers taking into account the generic suggestions that follow.
- On-boarding to ensure the effective welcome and induction of new managers should be proactively undertaken pre-arrival, in the post. As observed, first impressions do count, and to make new managers feel valued from the outset, their personal needs with respect to relocating to a new place of residence, should be addressed. It is suggested that this is achieved through a welcome guide and information pack that is available either through an induction portal that is linked to the Commission website or through a welcome email with an electronic copy attached that is sent to the newcomer by central HR, when they are congratulated on accepting their new job.
- Any future management induction programme should be coherent in appearance, branded to be recognisable, and promoted to new staff and management in DGs.
- Induction training should be aligned to the rigorous recruitment and selection process that new managers go through in order first, to support the development of appropriate induction course content according to the cohorts' requirements (macro needs of the population profile of new managers); and second, to inform personal development and training plans for newcomers (individual micro needs).
- Overall it is highly recommended that in the future management induction at the

Commission is organised according to clear agreement and delineation with respect to the roles and responsibilities of the centre and the local DG. It is suggested that DG ADMIN could improve welcome and induction experiences of new managers overall simply by providing appropriate training, resources and guidance to individual DGs (standardised details on what should be basic induction should include, how it should be done and by whom within DGs).

- Good practice (to be found both within the Commission and externally) shows that preparatory induction (i.e. not performing to requirements of the new role) and integration time is beneficial to supporting new managers settle into their new organisation.
- Another good practice approach strongly recommended is the introduction of Induction Follow-Up by the HR function one month post joining, and then at the three month stage and six months stage, this would allow for effective assessment of how a new manager is settling into their role, team, the Commission as a whole, and their new living environment.

Follow-up

- Analysis to ensure enhanced coherence in recruitment, information pre-arrival, the welcome or assistance during the first few weeks (the "boarding") and the induction of new managers;
- Induction and targeted information before managers take up their posts would be a good investment.
- The induction process in DGs and the follow-up to the guidelines of DG ADMIN should be looked at in some detail;
- For an induction programme, there should be tailored individual programmes to face immediate challenges related to their job. To ensure coherence, there should be a Commission-wide induction programme for all new managers that will emphasise the needs and requirements of the organisation.

Availability of the evaluation report

For internal use of the Commission.

Involvement and motivation of older Commission staff

ABB activities or Budgetary lines concerned:

26 - 01: Administrative expenditure of 'Commission's administration' policy area

Scope:	Prospective and Retrospective	
Timing:	Start date 11/09/2007	End date 28/11/2008
Organisation:	External	

Purpose

Staff above 50 years of age is a key resource for the exchange of knowledge, skills and management of business continuity. In the light of the above, the Commission prefers to be fully aware of the any specific issues for older staff regarding career, motivation and commitment. The evaluation, and any actions resulting from it, was set within the overall framework of the European Commission's human resource management policies. One of the main principles is that staff are the main asset to the organisation. As such, it emphasises the fair use of potential and talent of staff to the benefit of both the Commission as an organisation as well as for the individual staff member. The overall objective of this evaluation was to analyse the Commission's workforce above 50 years of age and to identify if there are any specific issues for this category of staff in terms of keeping them fully involved in the organisation.

Summary of findings and conclusions

Both the staff and management survey results indicated that the prevalent view among both older staff (45%) and management (53%) is that, compared with their younger colleagues, older staff are not treated equally in the Commission. Just over half of staff (51%) and over two thirds (70%) of management stated that there were barriers to mobility, of which age was the most important. Older male staff thought themselves especially disadvantaged in this respect. Half of both staff and management respondents reported that older staff did not have the same mobility and career progression opportunities as younger staff, the latter being preferred by managers because of their perceived greater flexibility. Both staff (over 50%) and management (65%) singled out older staff's technical expertise, knowledge and experience as being very important but almost half (48%) of staff over 50 and 38.7% of managers felt that the Commission failed to recognise/appreciate such qualities. However, 43.5% of staff felt that their knowledge and skills were used well or very well by the Commission and 27% thought they were sufficiently used. Staff most likely to think that their skills were not well used were men, ADs and employees in External Services and Policy DGs. Notwithstanding areas of dissatisfaction, the overwhelming majority (80.6%) of staff felt either involved or very involved in the organisation. Two-thirds of staff (and roughly equal proportions of men and women) felt the same level of commitment as earlier in their career. Given the desire of older staff to pass on their knowledge and skills to younger colleagues, increased opportunities for mentoring and coaching would be a way forward. The Commission already has mentoring guidelines, but, given the high degree of decentralisation of operations that currently characterises the Commission, the implementation of practice is not uniform across DGs and Units. Support from the local HR services assigned to each DG might be helpful in moving this forward.

Summary of recommendations

The overwhelming majority of older Commission staff expressed a strong wish to be integrated in the workforce on equal terms with younger staff, rather than being singled out for special treatment. In view of this, it would seem that the best way forward is for the Commission to adopt a life-course approach whereby policies such as those relating to caring responsibilities for children or parents, preventative healthcare, career management, and appropriate training are sufficiently flexible to accommodate the changing needs and aspirations of its staff. The Commission might also consider further strengthening the multiple aspects of diversity, including age, while at the same time continuing to implement a rigorous equal opportunities policy. The Commission is in the process of preparing a Communication on Diversity, as part of which age-related issues can be addressed. A greater focus on all aspects of diversity would mean recognising and valuing people's differences, while at the same time creating a respectful and inclusive environment which can maximise the use of all employees' skills and qualities. Nevertheless, given the current views of older Commission staff and the expectations raised by the commissioning of this report, we believe that some immediate action would be beneficial. Below a number of measures are listed that can be implemented in the near future, especially since a number of relevant policies are already in place. Other, longer-term measures are included in the full report.

- Actively market the existence of alternative career paths to line managers as a useful career management tool and ensure that both management and staff are fully aware of these
- Raise awareness of SCOP/ReLOP services among staff, including those over 50, in relation to career guidance and advice
- Provide training that would allow older staff to manage their career progression, better, for example, career planning and management
- Ensure that the short-listing process for mobility and/or career progression purposes is devoid of age-related bias by having a proper HR overview at local level
- Put in place systematic mentoring and/or coaching arrangements where they do not exist and promote the greater and more frequent use of mentoring of younger staff by older staff
- Promote other forms of knowledge transfer, such as job shadowing, job sharing between younger and older staff, and including older staff in the training cycle of new staff
- Raise awareness of and train managers in managing an age-diverse workforce, including making them aware of the importance of recognition for older staff
- Increase awareness of all the services aimed at promoting well-being at work that are at the disposal of staff and can be of particular relevance to those over 50, such as socio-psychological services and access to ergonomic advice
- Promote a positive image of those over 50, for example, by increasing their visibility and profile in the Commission's publications
- Provide more personalised pension and retirement related support, for example, by PMO.

Follow-up

To be decided upon in 2009.

Availability of the evaluation report

For internal use of the Commission.

Comparative evaluation of the remuneration of officials

ABB activities or Budgetary lines concerned:	26 - 01: Administrative expenditure of 'Commission's administration' policy area
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Scope:	Prospective and Retrospective	
Timing:	Start date 23/01/2008	End date 12/12/2008
Organisation:	External	

Purpose

The Commission wished to compare the level of net salaries offered in the European Commission after the entering into force of the new Staff Regulations on 1st May 2004 with the net salaries offered in three sectors (private, public and international organisations).

The Commission also needed a comparison between entry level posts in order to evaluate the recruitment conditions, in terms of remuneration, in the Commission. In addition, the Commission required a proposal of a methodology to determine in the future, on an ad-hoc basis, the appropriate and competitive entry remuneration level (or grade) for certain job profiles.

Summary of findings and conclusions

The relative sizes of European Commission allowances, taxes, and deductions are broadly in line with other organisations.

- Commission allowances constitute a similar proportion of salary as those of International Organisations, while the relative sizes of taxes and deductions are close to that of Permanent Representations and National Civil Service organisations.
- Allowances constitute a significantly larger proportion of Permanent Representation employees' salaries than it is the case for other types of organisations. This is most likely due to generous expatriation allowances, which are sometimes exempt from income tax.
- Tax regimes tend to be more favourable to employees working in International Organisations than for EU employees. This can be attributed to low tax rates that are often associated with internal tax systems of many International Organisations. The relatively low level of taxes and contributions in International Organisations could explain to some extent higher-than-average net remunerations.
- Bonuses are an important part of the remuneration of employees working for Private sector organisations, Permanent Representations, and International Organisations.
- Private sector employees in the reference organisations tend to pay proportionally more

tax than employees of other organisations.

- The analysis has shown that most Commission jobs span a wide range of grades. This is an inevitable feature of a career-based system, where grade remuneration and promotion depends on the level of responsibility, merit and length of service. As a consequence, the gross salary of the highest paid employee in a job is therefore a multiple of the lowest (from two to three times in some cases). This makes comparing the average remuneration across jobs and/or organisations challenging.
- Another finding is the shape of the distribution of grades occupied by staff within a job. Many statistical distributions, including the normal distribution, are unimodal, or single-peaked. However, the distribution of staff across grades for each Commission job is often bimodal, with two peaks. This bimodal distribution could be attributed to some extent to the timing of recruitment of staff (including the impact of enlargement of the EU and of new regulation versus old staff regulation).
- For all job groups, the range of Commission remuneration is within that of the reference organisations as a whole. That is, the lowest paid Commission employee receives higher net remuneration than the lowest paid in the reference organisations but, on the other hand, the highest paid Commission employee in each group is paid less than the highest paid in the reference organisations.

Summary of recommendations

Overall, the remuneration levels of the European Commission are comparable to those of the private and public sector institutions that formed part of the study. Where the Commission may encounter difficulties is in attracting staff at the most senior level. A number of reference organisations do offer considerably higher salaries for their senior management. The Commission offers significantly lower entry-level salaries than some reference organisations for some analyst and programme management jobs. This implies that the Commission can experience difficulties in these areas in order to attract the best employees. By offering lower entry-level remuneration to single employees in certain jobs, compared to the majority of reference organisations, the EC may encounter problems in attracting highly qualified staff to fill these vacancies. The remuneration offered to married employees with children, compared to that of single employees, is in line with other reference organisations. Some reference organisations make widespread use of bonuses as an additional remuneration incentive to their employees. For statutory reasons, this is not an incentive available to the Commission.

Follow-up

To be decided upon in 2009.

Availability of the evaluation report

For internal use of the Commission.

Survey about the Eco-Management and Audit Scheme (EMAS) in the Commission

ABB activities or Budgetary lines concerned:	26 AWBL-25: Administrative expenditure of 'Commission's administration' policy area
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Scope:	Prospective and Retrospective	
Timing:	Start date 20/11/2007	End date 11/04/2008
Organisation:	Internal	

Purpose

The objective of the survey was to verify to what point the personnel is informed and involved in the implementation of the EMAS action plans. It also gave staff the possibility to express their expectations and suggestions for improving environmental management. In 2005, four Services (the SG, DG ADMIN, DG ENV and OIB) were EMAS certified and the objective for 2007 was to add DG DIGIT to this certification list. The quality of the environmental management and audit scheme is evaluated annually by external verifiers, who refer to this end to the international standard ISO14001 and to the EMAS Regulation of the EU (EC 761/2001).

Summary of findings and conclusions

The awareness about EMAS is significantly high, 96.2% of staff in the pilot Services in Brussels have heard about EMAS. The differences in the awareness ratings between the pilot Services are small. On average 69 to 87% of staff in the pilot services know which specific EMAS-actions are implemented in their DG/Service or office building. On average about 90% of staff in the pilot Services see a positive change in behaviour of their colleagues in regard to environmental management or issues.

EMAS is considered to be very important according to the feedback of staff: 96 % the respondents consider EMAS to be "Very important" (41%) or "Important" (55%).

As for the EMAS awareness, 38% of the respondents consider themselves to be fully aware and 58% consider themselves to be slightly aware.

56% of staff in the pilot services state to have visited the EMAS website on IntraComm. The

highest response rate for "Yes" is found within OIB and the SG.

For the ECO-scan, which can be done on this site, quite a similar response across the pilot Services can be noticed: 31% have done it, the majority of staff did not do so.

84% of staff have seen the EMAS awareness posters. There are only very small differences between different office buildings.

Staff within the SG is the best informed (72%) when it comes to knowing their EMAS officer.

Summary of recommendations

The following six issues seem to be most important for the respondents when it comes to further improving EMAS. These priorities are quite clear, both from the single choice questions and from the open questions:

- o improved management support and commitment;

- improved flow of clear and regular information on EMAS and its achievements;
- improvement of EMAS training; o promoting more environmental ways of commuting to work or sustainable transport;
- include EMAS in building policy and install in new office buildings the most modern technology to reduce their environmental impact;
- ensure that the Commission becomes a best practice organisation when it comes to internal eco-management and respecting environmental legislation.

Follow-up

Internal follow-up note of 30 September 2008 with proposed actions to undertake.

Availability of the evaluation report

For internal use of the Commission.

Survey to collect feedback on the newsletter Management Matters

ABB activities or Budgetary lines concerned:

26 AWBL-25: Administrative expenditure of 'Commission's administration' policy area

Scope:

Retrospective

Timing:	Start date 14/01/2008	End date 28/02/2008
Organisation:	External	

Purpose

DG ADMIN launched between 14 and 29 January 2008 a survey among the addressees of the newsletter "Management Matters". The aim of the 2008 survey about Management Matters in the Commission was to collect feedback on the newsletter among its readers. In addition, it collected opinions on the Commission newspaper, Commission en Direct, among those who subscribed to Management Matters.

Summary of findings and conclusions

In terms of the level of appreciation of information and communication tools, the following list details the overall score of the respondents in terms of a good to very good appreciation:

- Management Matters (83%)
- IntraComm (78%)
- Local Intranet of the DG or Service (75%)
- Commission en Direct (58%)
- External media (57%)
- E-mails (55%)
- Newsletters (40%).

The use of the newsletter Management Matters:

o 84% of the readers of Management Matters think that it mostly or more or less corresponds to their needs;

- The far majority (76%) reads several or one to two articles of Management Matters;
- The articles are read in both English and French by 93% of the readers, but 6.7% of the respondents indicate that they only read the articles in English;
- In terms of usefulness of the articles in the newsletter Management Matters, 62% of the readers find them "very useful" or "useful";
- The great majority of the readers find the level of detail about right (86%). A small group of readers though, find the articles too superficial (12%);
- As for the proportion of articles that the readers find useful, about the majority find 50 to 75% of the content useful;
- 30% of the readers share the newsletter with their colleagues;
- Readers of Management Matters mostly read the newsletter on their PC at work (65%) or a printed version at home (13%) or in the office (15%).

Summary of recommendations

Many readers think that there is too much marketing in the newsletter and that it is too

"politically correct". There is a general call to be more frank and open in providing information. Readers call for practical advice via articles in the newsletter, such as more information on: best practice examples; management and leadership in general; guidance for managers on the implementation of rules or good practices on HR issues. As for the design, some respondents call for an improved on-line version of Management Matters. Some suggestions are to make it more interactive (with a forum, video, etc), to include news about what is in the pipeline, include recommendations for further background reading on key topics, and to provide short and concise articles but providing links for more details.

Follow-up

Internal follow-up meeting and document in March 2008

Availability of the evaluation report

For internal use of the Commission.

Survey about the Ceremony for the award of medals for 20 years European public service

ABB activities or Budgetary lines concerned:

26 AWBL-25: Administrative expenditure of 'Commission's administration' policy area

Scope:

Retrospective

Timing:

Start date 07/01/2008

End date 14/04/2008

Organisation:

External

Purpose

By presenting colleagues with the 20-year medal for European Public Service, the Commission expresses its recognition for their services rendered to European integration. The medal is allocated to officials and other servants who have been working for the Commission and have provided 20 years of service within the European Institutions and assimilated bodies, applying the European officials Staff Regulations and the Conditions of employment of other servants. The aim of this survey was to collect feedback on the medal award ceremony, the reception and

the medal itself.

Summary of findings and conclusions

The survey was launched on Wednesday 6 of February 2008 and was closed on Friday evening 9 of March 2008. The on-line questionnaire was sent to 743 staff members who served the Commission and/or other EU institutions for 20 years and who were invited for the ceremony to celebrate this fact. Overall the participants were satisfied to very satisfied about the organisation of the ceremony. More than 90% of them gave a positive opinion on the date, location and organisation of the event; well organised, importance of the President's or Commissioner's presence and a splendid location in Brussels. Respondents also provided some negative feedback concerning for instance, the date having been changed few times before the event, there were no photos from the event distributed to the participants and in some cases there was no Commissioner to hand over the medal. About 10% of respondents were not happy with the medal but they would have preferred something else, such as additional holidays for example.

Summary of recommendations

DG ADMIN.C1 will consider preparing - where desirable, appropriate and feasible - the necessary actions to address the concerns and the suggestions for improvement that were made by staff.

Follow-up

Internal follow-up by unit ADMIN.C.1

Availability of the evaluation report

For internal use of the Commission.

Evaluation and revision of framework contract CORDIS AO 10191

ABB activities or Budgetary lines concerned:	26 -: General publications
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Scope:	Prospective and Retrospective	
Timing:	Start date 01/02/2008	End date 11/12/2008
Organisation:	External	

Purpose

The aim of this project is to evaluate the current Office's sourcing design and practices for CORDIS - Community Research and Development Information Service in order to propose the future sourcing scenarios. The recommendations will be used to design the sourcing scenario, draft the technical specifications of the future contracts, including process controls and management tools.

Summary of findings and conclusions

Strong points on technical and organisational plans:

1. Contract allotment was a good idea.
2. The level of control makes it possible to face external audits.
3. An evaluation process for supplier selection is defined in the invitation to tender and used.
4. The contracts define many useful tools to manage the customer-supplier relationship.
5. Strong experience and knowledge of the research policies and related framework programmes.
6. Efficient multilingual team for editorial and publishing activities related to R&D and innovation.
7. Good knowledge of CORDIS IT architecture and high level of responsiveness to new

requests.

8. Availability and responsiveness of the hosting facilities.
9. Efficient multilingual user support (CORDIS Support Service).
10. Advanced process, quality management and monitoring.
11. Sophisticated external monitoring and statistics,
12. Advanced facilities and methodology for conducting user satisfaction surveys.
13. High responsiveness to Information Providers demands (ticket tracking).
14. Leading edge information and communication technologies (ICT) used in CORDIS.
15. High service availability (more than 99%). Weak points on technical and organisational plans:
16. Lack of comprehensive editorial guidelines information leading to too many heterogeneous information and applications.
17. Lack of editorial and patrimonial policy for the Europe portal (<http://europa.eu>) and side-effect to the CORDIS web site.
18. Counterintuitive information search
19. Heterogeneous architecture (Integrated CORDIS architecture is currently being implemented and migration of existing applications is more complex than anticipated).
20. Pre-production environment introduced very late under the current contracts.
21. Management of several lots is time-consuming and generates overhead costs.
22. Reporting system is heavy and complex to validate (Monthly Control Reports and Financial Reports).
23. Intensive use of time and means for conducting activities leads to complex cost analysis.

Summary of recommendations

1. Editorial governance - Research DGs, Publications Office, DG Communication and General Secretariat should develop an editorial policy at a political level, which will be reviewed by the strategic committee.
2. Strategic marketing - a strategic marketing cell within CORDIS or within the Publications Office, reporting to the strategic committee, should promote the editorial policies and priorities and be also in charge of monitoring end-users and stakeholders needs. This activity could be carried out in collaboration with all the communication units of the Research DGs and with DG Communication.
3. Roadmap governance - the strategic IT governance should be put in place to design the global roadmap, the service map and to define technical evolutions for the service provision by taking

into account an accurate and prospective analysis of best practices in web publishing market and communication tools like Web Content Management System (WCMS).

4. Architecture design supervision - CORDIS should rely on its functional and technical architects to ensure the coherence of its IT systems.

5. Project Office - an operational project management committee gathering CORDIS project officers with an objective to oversee the project office and ensures the quality monitoring of all the contractors.

6. Quality and SLA Office - CORDIS should use proven quality and monitoring methodologies such as ISO-9001, EFQM or Balanced Scorecard.

7. Technical support coordination - CORDIS should utilise the personnel with technical competencies and a ticket tracking tool in order to monitor its Helpdesk activities.

8. Content validation according to the defined editorial policy - CORDIS should control content validation by using the state-of-the-art WCMS that offers validation workflow functionality and if stipulated by the editorial policy, information providers could be allowed to publish content by themselves on CORDIS website. CORDIS, Information Providers and the contractors should agree on ad-hoc validation and publication workflows for each service.

9. Editorial activities - operational editorial activities such as authoring, translating, rewriting, proofreading and archiving that aim at populating the CORDIS website with content are operated by the CORDIS unit since CORDIS publications require specific knowledge and skills in the field of research.

10. Focus on templating - CORDIS should utilise templating more and more in order to improve the management of the content and ensuring the dissociation between content and lay-out of the web pages, which would improve the user-friendliness of the service.

11. The Promotion and Communication Unit of the OPOCE is currently in charge of promotional activities and manages the Help Desk Level 1 for all the OPOCE publications (including the participation in marketing events, distributing promotional materials). All promotional activities should be aligned with the editorial policy and expanded to include the tasks as gathering all the information about end-users and stakeholders based on the received e-mails, blogs, on-line ratings performed by readers and regular qualitative surveys.

12. One of 3 alternatives scenario for sourcing IT activities should be chosen:

a) scenario 1 based on the reuse of the existing WCMS as well as the current Cold-Fusion-based applications. Some applications could be removed if required according to the CORDIS editorial policy,

b) scenario 2 utilising the solution based on two third-party application management services where one is handling the WCMS while the other handles the applications (a third lot is dedicated to the new publishing facilities development).

c) Scenario 3 centred on a third-party application management service maintaining the WCMS and the existing applications.

Follow-up

The evaluator made references to the very relevant market trends for the management of such large information services such as moving toward "Service Provision", "Application Management Service" (AMS), "Software as a Service", "hosting as a facility", editorial policy and master metadata management. Findings and recommendations are used for the preparation of the renewal of the Publications Office contracts. Publication of the Call For Tenders No. 10017.

Availability of the evaluation report

For internal use of the Commission.

Evaluation of Contract 6019-1 (Production of the TED web-site, the OJS CD-ROM and other electronic media)

ABB activities or Budgetary lines concerned:

26 - 02: Multimedia Production

Scope:

Prospective and Retrospective

Timing:

Start date 01/10/2007

End date 11/12/2008

Organisation:

External

Purpose

Contribute to the continuous improvement of TED/SIMAP service, in particular by:

- a. increasing the awareness and the perceived attractiveness of the opportunity to do business with the Publications Office among potential supply base (identifiable service providers capable of providing services covered by the Contract A0 6019);
- b. ensuring the transferability (changes from one service provider to the other) of the provision of the services covered by the Contract A0 6019 and shorten the learning curve (in case of transfer);
- c. maintaining and further improving the performance of the current and a prospective service provider(s);
- d. formulating contractual provision aimed at mitigating the risks related to ensuring business continuity/crisis recovery and proposing the procedures destined at verifying the relevant risk-mitigating measures proposed by tenderers during evaluation of their proposals and then

throughout the execution of the contract(s) succeeding the Contract A0 6019.

Summary of findings and conclusions

The following findings were formulated:

1. The strategy of the Office related to TED/SIMAP processes is coherent but its exhaustiveness and presentation format could still be improved.
2. Even if the evaluated Contract is integrated into the Office strategy, it could be clearer in its objectives and its monitoring requirements and it has to be much more specific on the legal constraints concerning intellectual property rights.
3. Effectiveness is globally high but some crucial specific objectives are not achieved.
4. The organisation implemented for the Contract does not allow for the most efficient management: the balance between Contract constraints and freedom for the contractor is not optimal.
5. The full cost of the Contract is broadly in line with the budget.
6. Substantial cost improvement opportunities exist, linked to dematerialisation: efficiency could be greatly improved.
7. The objective of Contract sustainability is not achieved.

Summary of recommendations

Recommendations are grouped according to the original evaluation objectives.

Recommendations 1 through 5 aim at increasing the awareness and the perceived attractiveness of the opportunity to do business with the Publications Office:

1. Establishing a single strategic document encompassing all the Publications Office's objectives.
2. Providing an assessment of the workload for a compulsory classification change.
3. Drawing up only obligations of contract results and soliciting proposals describing the means to be used.
4. Providing technical detailed specifications for the existing part of the TED website, the OJS CD-Rom and the Environment for License Holders.
5. Giving a clear and precise description of its objectives for the future, in terms of functionalities.

Recommendations 6 through 10 focus on ensuring the transferability of the provision of the services covered by Contract 6019-1:

6. Drawing up and implementing clear clauses on intellectual property rights.
7. Documenting all the operational tasks and processes.
8. Establishing as a principle that market-based solutions and the outsourcing of most of the technical and IT website features could serve as a basis for functioning.
9. Including a reversibility clause.
10. Selecting one of the proposed scenarios to set up a tender process to renew the contract.

Recommendations 11 through 25 intend to further the performance of the current and prospective service provider(s):

11. Performing frequent online surveys dedicated to identifying users' needs.
12. Fully exploiting the website log files.
13. Defining and monitoring service quality indicators that correspond to best practices.
14. Setting up a detailed dashboard for each objective of the Contract
15. Improving the user manual.
16. Adding more user-friendly tools within the search engine and exploit the statistics on the use of search masks.
17. Creating a common user registration database shared by the different websites of the Office and putting in place a simple process for password retrieval.
18. Improving the automated process for the management of AA notifications and AA reminders.
19. Adapting the criteria of the financial analysis of the next call for tenders to include cost reductions proposals.
20. Establishing a set of quantified production objectives.
21. Implementing updates and pop-ups within help facilities.
22. Choosing the option of dematerialisation (CD-ROM/DVD can no longer be considered as state-of-the-art technology).
23. Considering the use of meta-data to enhance indexation in internet news groups.
24. Setting up a warning system so that the website host can handle an extra volume of users.
25. Adopting one of the two proposed scenarios for the management and monitoring of the next contract(s).

Recommendations 26 through 30 outlines the measure to mitigate the risks related to ensuring business continuity/crisis recovery:

26. Setting up a second system ensuring parallel functioning.
27. Ensuring the availability of all the documentation about system-continuity procedures, deepening risk analysis and establishing contingency plan with audit procedures.
28. Performing a complete risk analysis for the entire TED/SIMAP process and designing

business continuity plan.

29. Acquiring the software documentation on a regular basis.

30. Outsourcing the hosting of the TED website.

Follow-up

Recommendations are being used for contract renewal (preparation of technical specifications, contractual provisions, operational modalities to implement a renewed contract).

Availability of the evaluation report

For internal use of the Commission.

27 - Budget

on-line information:

HTTP://EC.EUROPA.EU/BUDGET/SOUND_FIN_MGT/EVALUATION_EN.HTM

Meta evaluation as an input to the review of the Financial Framework

ABB activities or Budgetary lines concerned:	27 AWBL-03: Financial framework and budgetary procedure
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Scope:	Retrospective	
Timing:	Start date 16/06/2007	End date 28/01/2008
Organisation:	External	

Purpose

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?

Summary of findings and conclusions

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 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.

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.

Regional development programmes are assessed as relevant, although a number of evaluators mention concrete development needs that would de-serve stronger emphasis, especially in connection with sustainable development and, to a lesser extent, the “Lisbon objectives”.

The Cohesion Fund is assessed as relevant and effective.

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.

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. Finally, cooperation with third countries is subject to mixed assessments.

Assessment per evaluation criterion

Most European policies are said to be relevant in that they respond to stake-holders’ needs and address key challenges. 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

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 re-sources. Effectiveness tends to be less positively assessed where the evaluated intervention bring direct short-term benefits to a large number of people or organisations. Assessments of efficiency are not that frequent but rather negative.

Summary of recommendations

Transferable lessons: European interventions do not need a heavy critical mass if they are to reach their target indirectly through inducing changes in systems and structures.

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.

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.

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.

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.

Finally, there is a scope for better leveraging private and public funds

Follow-up

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.

Availability of the evaluation report

http://ec.europa.eu/budget/library/documents/evaluation/eval_review/study_meta_evaluation_long_en.pdf

Meta-study on decentralised agencies: cross-cutting analysis of evaluation findings

ABB activities or Budgetary lines concerned:

27 AWBL-03: Financial framework and budgetary procedure

Scope:

Retrospective

Timing:

Start date 24/09/2007

End date 30/09/2008

Organisation:

External

Purpose

The study provides syntheses and a cross-cutting analysis of existing evaluations of decentralised agencies and other documents. It focuses on aspects such as the relevance of the agencies, the effectiveness and efficiency in performing their tasks, the coordination between the agencies and with the Commission services, the coherence with EU objectives and the evaluation system in place. The study is a follow up to the meta-study on agencies carried out by the Commission in 2003 and to the recommendations in the budgetary authority's 2003 discharge.

Summary of findings and conclusions

The study answers five main questions respectively related to the relevance, coherence, effectiveness and internal efficiency of the agencies, and the coherence of the evaluation requirements and practices. The main findings are the following:

- the evaluation reports tend to be more positive than negative regarding the relevance of agencies' objectives and priorities to the needs of their main addressees. Assessments of added value are quite often positive and expressed in a conclusive way. The main areas where Community value is added are the production of European-level information, the setting of EU-wide methodological standards, and the contribution to policy-making processes at EU level.
- The reasons put forward when agencies have been created or renewed tend to be just a repetition of the rationale for launching the EU policies served by these agencies. How a policy would work in the absence of an agency is a point which is most often missed.
- The objectives and priorities of the agency's work programme tend to be formally coherent with that of the concerned EU policy. This formal coherence is facilitated where the EU policy objectives are stated in a strategy document. However, real and timely coherence may be a problem in the instances where an agency is meant to feed the policy-making process.
- Several agencies working in the same or neighbouring policy areas have put in place formal instruments, such as Memoranda of Understanding, in order to avoid overlaps and to facilitate cooperation.
- Evaluation reports often assess effectiveness by analysing the clients' satisfaction and they tend to conclude positively in this respect. In contrast, the achievement of other intended results and impacts is seldom assessed conclusively.
- Cost-effectiveness is hardly addressed in the reviewed documents. A number of agencies are still reporting on results and expenditures along different lines, which means that the cost of achieving the intended results and impacts is not systematically known.
- Among the factors that affect internal efficiency the study highlights: governance arrangements, management methods, remote location, and coordination. On the whole, the reviewed reports give a positive image of the progress achieved in terms of internal efficiency, often in relation to the development of information technologies. However, productivity is generally not measured, and no benchmarks are used for assessing whether productivity improvements are sufficient or not.
- New management methods are currently developing in all or some of the agencies, such as activity-based management (ABM), result-based management (RBM), and quality management (QM). Agencies in general are however no further than midway on this path. Moreover, the budgetary process is implemented in such a way that the overall subsidy to "cruise-speed" agencies is not reconsidered in relation to results.
- The aspects covered by existing evaluations are uneven. Some issues are covered well enough across agency evaluations, i.e. relevance, coherence, Community added value, and internal efficiency (and related issues). Other issues are however addressed in a few agencies only, which means that the study could not reach substantial conclusions on e.g. rationale, achievement of intended results and impacts (effectiveness), and cost effectiveness.

Summary of recommendations

The study provides recommendations for five issues that have been assessed as problematic on the basis of the reviewed material, and are not yet addressed through well-accepted solutions:

- Questioning the rationale of creating and maintaining agencies: the study proposes to improve the practice of impact by improving the analysis of the alternative options to the agencies. A complementary solution would be to reassess and question the rationale of the agencies from time to time.
- Ensuring an adequate level of coherence with EU policies: The study proposes to improve and reinforce the coordination between the agencies and parent DGs throughout the policy-making process. A complementary solution, suggests that upstream agencies would regularly have to report on their contributions to EU policies, e.g. through in depth studies and/or evaluations, and to demonstrate the value that they added in the policy-making process as information providers.
- Dealing with the inconvenience of remote location: the study proposes to discuss the cost of remoteness on the basis of a “location cost” indicator and to require the host country to compensate for the location cost where it is deemed to exceed a reasonable threshold.
- Assessing productivity: the study proposes encouraging individual agencies to carry out benchmarking initiatives and/or developing comparable evaluations of costs and results across several agencies.
- Governing agencies on the basis of achieved results and impacts: assuming that all agencies finalised their move to ABM rapidly, a first solution would be to require that budgetary documents and annual reports be structured by activity. A second and complementary solution consists in carrying out occasional analyses of far-reaching impacts.

Follow-up

Availability of the evaluation report

http://ec.europa.eu/budget/library/documents/evaluation/eval_review/study_decentralised_agencies_en.pdf

29 - Statistics

on-line information:

http://epp.eurostat.ec.europa.eu/portal/page?_pageid=2273,1,2273_47143284&_dad=portal&_schema=PORTAL

e-mail address for information: ESTAT-EVALUATION@ec.europa.eu

Evaluation on the implementation of the present European System of Accounts (ESA 95) and of the impact of its revision

ABB activities or Budgetary lines concerned:	29 - 02: Production of statistical information
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Scope:	Prospective and Retrospective	
Timing:	Start date 01/04/2008	End date 30/09/2008
Organisation:	Internal	

Purpose

1. Evaluation of the impact of the introduction of the new ESA

The aim of the impact evaluation is to identify human, financial, organisational and infrastructure costs linked to the revision of ESA95 and to obtain a rough approximation of the consequences of the revision of ESA95 on main aggregates (GDP-GNI).

2. Evaluation of the implementation of the present ESA

The objective of the project is to provide an evaluation report on the implementation of ESA 95 in each Member State. The success of the ESA 95 revision requires knowledge of problems and weaknesses met in the implementation of the present system.

Summary of findings and conclusions

The report presents the main findings of the assessment on the basis of a questionnaire sent to Member States and European Free Trade Association (EFTA) countries. The questionnaire was divided into two parts: implementation of the revised ESA 95 and impact of the revisions on main aggregates. The impact on GDP is estimated between 1% and 2% on average, mainly due

to a different recording of R&D. Only a limited number of countries gave information, indicating that the project is not yet sufficiently advanced to estimate the impact. Concerning the organisational aspects, most countries have reported:

- on their estimates of additional human resources needed;
- that training actions from Eurostat would be welcome;
- on the additional IT investments required;
- that additional questions to the existing surveys will be amended/introduced;
- that they plan further investigation of the main users' needs before releasing revised ESA95 figures;
- that they think that the implementation of the revised ESA95 will imply significant additional work for data providers; - on the additional financial resources needed.

Summary of recommendations

Countries should take advantage of this opportunity to improve the overall quality of national accounts or to meet specific users' needs, for instance by compiling missing statistics, improving data consistency, increasing quality of main aggregates, investing further on the compilation of satellite accounts and ensuring consistency with national accounts.

Follow-up

Availability of the evaluation report

For internal use of the Commission.

Ex-post evaluation of the Community statistical programme (CSP) 2003-2007

ABB activities or Budgetary lines concerned:

29 AWBL-02: Policy strategy and coordination for Eurostat

Scope:		Prospective and Retrospective
Timing:	Start date 12/09/2007	End date 11/12/2008
Organisation:		Internal with External support

Purpose

The purpose is to provide an evaluation report on the Community Statistical Programme 2003-2007 including among other items recommendations and conclusions concerning the achievements of the programme, the design of the programme, the allocation of resources used for its implementation, the procedures for designing such kind of programme and proposals for improving those.

Summary of findings and conclusions

The aspects listed below have been identified as characterising the Community Statistical Programme (CSP) 2003-2007 and the European Statistical System (ESS). The most important facts and findings for each of these aspects have been examined throughout the evaluation process:

- Relevance of the programme
- Progress of activities
- User satisfaction and user needs
- Development of the ESS and subsidiarity
- Staff and internal productivity
- Dialogue and Interaction between users and partners
- Quality of products and services
- Monitoring of implementation

Concerning in particular the progress of activities all Eurostat units have reported on their activity and progress towards the objectives by individual title in the CSP 2003-2007. It can be stated that almost all the objectives were accomplished. Worthwhile emphasising is the demonstrated ability of the ESS to ensure that new and emerging policy needs were underpinned with additional statistical information. Furthermore, a multiannual programme on the modernisation of European Enterprise and Trade statistics was prepared. A relatively large number of activities concentrated on quality assurance and on the development of the ESS illustrating its capacity to pursue further advancement and improvements. This focus is confirmed by the development and implementation of the Code of Practice, the opening of free access to all Eurostat statistical data on its web-site as well as actions linked to better priority setting and reducing the response burden.

Summary of recommendations

The four most important recommendations cover the following aspects:

- The link between the Community 5 year programme and the annual working programmes should be improved to better monitor how work done within the annual programmes contributes to the achievements of the 5 year programme.
- The implementation of the 5 year programme should be better monitored by integrating the many existing Commission instruments into a general monitoring system containing some key indicators for this purpose.
- The balance between demands and resources should be kept under control by undertaking a strategic reflection on the demand combined with the modernisation and harmonisation of production systems and possibly an increase of resources.
- Trust and partnership in the European Statistical System (ESS) should be further enhanced by stimulating dialogue with all stakeholders using formal and informal instruments.

Follow-up

It is planned to take up the key recommendations in a sort of action plan to be decided by the top management of Eurostat.

Availability of the evaluation report

http://epp.eurostat.ec.europa.eu/portal/page?_pageid=2273,1,2273_47143284&_dad=portal&_schema=PORTAL

Implementation of the EDICOM II programme (2001-2005)

ABB activities or Budgetary lines concerned:

29 - 02: Production of statistical information

Scope:

Retrospective

Timing: Start date 15/05/2007

End date 14/05/2008

Organisation:	Internal with External support
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Purpose

The EDICOM II programme was based on a Decision of the European Parliament and the Council (507/200/EC) which foresaw in its article 5 that a report on the implementation of the programme should be presented to the European Parliament and the Council. This report was drafted according to the evaluation criteria outlined by DG BUDG. The report assesses relevance, effectiveness, efficiency, utility and sustainability of the programme.

Summary of findings and conclusions

Results obtained in the framework of the Edicom II programme enabled a noticeable modernisation of the trans-European network for the collection, production and dissemination of statistics on the trading of goods within the Community and between the Community and non-member countries.

The programme covered the period 2001-2005, however administrative tasks lasted until 2008. In total 393 projects were implemented by Eurostat and the Member States accounting for an expenditure of 31.2 million Euro, or 61% of the total budget approved in the Edicom Decision. The Commission and Member States successfully developed new IT technologies and Web-based solutions, thus benefiting the Providers of Statistical Information (PSIs), relevant administrations and users.

Trade statistics of high quality are provided faster and cost effectively, new statistical products were generated, satisfying the needs of institutional and private users. Statistical information has been made available, free of charge, to all users. Resource efficiencies were achieved at both Eurostat and national level. Studies carried out on the simplification of Intrastat have highlighted that PSIs consider the burden caused by Intrastat reporting as acceptable.

IT tools have been developed centrally and have been made available to Member States for setting up the basis of a fully integrated and interoperable European system. Its implementation has not yet been fully achieved, due to difficulties of Member States to change their national systems.

There have been many encouraging results but there still remain the following shortcomings, which will need support from future programmes:

- Member States did not participate in all Edicom actions due to lack of staff;
- Further improvements to systems and methodology can still be achieved;
- All new Member States need to work on similar projects to improve their data quality and to integrate better into the European Statistical System;
- Actions aimed at reaching greater automatisation of data collection tools should be pursued;
- The framework for a fully integrated European network for the production of external trade

statistics was created but it is not yet fully operational.

Management: The high turnover of Commission personnel partially affected the management of the programme, especially when the transfer of know-how and responsibilities was not sufficiently organised.

Summary of recommendations

Continuation of work on estimation techniques and now-casting methods, on management of confidentiality, statistical value, trade registers, intra-firm trade and globalisation. Measures for improving cooperation between Member States and Eurostat for the collection and transmission of basic information should be implemented through a secure network. Studies on the adoption of future technologies. Further harmonisation of collection systems at EU level and the adaptation of tools in order to achieve a totally integrated and harmonized statistical system. Management: Commission should adopt a complete project management system, accessible to selected users with different degrees of competences.

Follow-up

Availability of the evaluation report

http://epp.eurostat.ec.europa.eu/portal/page?_pageid=2273,1,2273_47143284&_dad=portal&_schema=PORTAL

Quality reporting foreseen by the Balance of Payment (BOP) Regulation 184/2005

ABB activities or Budgetary lines concerned:

29 - 02: Production of statistical information

Scope:

Retrospective

Timing:

Start date 01/06/2008

End date 04/07/2008

Organisation:

Internal

Purpose

The BOP Regulation 184/2005 asks all Member States to send to Eurostat a report on the quality of their data transmitted to Eurostat. The quality standards and periodicity of the report was defined by Eurostat. The attached report summarises the situation in all Member States.

Summary of findings and conclusions

Member States have demonstrated their commitment in relation to this exercise by providing a 100% response rate. Assessments have been made as regards methodological soundness, stability and consistency. A detailed summary report of the 2007-2008 quality cycle, including rankings/comparisons of Member States and contributions' analysis, was presented and discussed at the Balance of Payments Committee meeting on 26 May 2008.

Summary of recommendations

The members of the Working Group are invited to provide comments and to discuss content, user-friendliness and procedural issues related with the quality reporting exercise.

Follow-up

Availability of the evaluation report

http://epp.eurostat.ec.europa.eu/portal/page?_pageid=2273,1,2273_47143284&_dad=portal&_schema=PORTAL

**** **Satisfaction review in the area of HICP (Harmonised Indices of Consumer Prices)**

**** In addition to complete evaluations, the Annual Evaluation Review includes also preparatory studies in support of evaluations and reviews of specific aspects of the performance of the activities.

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ABB activities or Budgetary lines concerned:	29 - 02: Production of statistical information
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Scope:	Retrospective	
Timing:	Start date 01/09/2006	End date 31/03/2008
Organisation:	Internal	

Purpose
The purpose of the evaluation was to review the efficiency and effectiveness of the process of compiling the Harmonised Index of Consumer Prices with a particular emphasise on the assessment of the process from the sides of the users and partners (data providers).

Summary of findings and conclusions
<p>The satisfaction review, internally referred to as a "rolling review" includes three surveys:</p> <ol style="list-style-type: none"> 1. Partner satisfaction survey for National Statistical Institutes, including an assessment of the costs needed to produce the price indices. The partners expressed a positive opinion about the planning and coordination structures in the ESS (European Statistical System) as on the functioning on the ESS, but many partners complained that planned priorities were not always taken up afterwards. They expressed their satisfaction with the increase of resources for the unit working on HICP data and with the competence of the unit. They mentioned difficulties to implement quality adjustment and the time the adaptations take. They expressed a very positive view on the standing and independence of Eurostat but suggested a better coordination with other units inside Eurostat. 2. User satisfaction survey Users expressed a quite positive opinion about a number of issues. They showed their interest for further statistical analysis of HICP data. Most of them use also other data sources on price data. A majority of users assess the quality of HICP data as good. Most of them are also very positive about the support they receive from colleagues. However they complain about the accessibility of the Eurostat website. 3. Journalists' survey. The three journalists who answered gave a similar assessment to the one given by the users.

Summary of recommendations

Some general recommendations for Eurostat as a whole were identified such as the improvement in administrative procedures for grants and improvement of coordination between statistical areas inside Eurostat. Furthermore, the specific recommendations for the unit in Eurostat dealing with prices included -among others - recommendations such as

- 1) to focus of the HICP strategy / other work programmes on fewer topical issues and pursue them to the very end before starting new initiatives (or limit the number of initiatives to a manageable level),
- 2) to provide more fora / time for discussion with the partners and involve the Member States better into the decision-making process
- 3) to provide more information on best practices in the Member States / more detailed information on national methodologies to allow for a better exchange of information
- 4) to provide more documentation and recommendations on best practices
- 5) to improve coordination with other institutions such as ECB (European Central Bank) and OECD (Organisation for Economic Co-operation and development)
- 6) to provide more details already at the time of publishing the flash HICP

Follow-up

As most recommendations referred to a change in working practice rather than a new initiative with a launch date, implemented actions were considered as "ongoing". Two recommendations were considered as requiring no action, they are shown separately in the list of recommendations.

Availability of the evaluation report

For internal use of the Commission.

†††† Short-Term Statistics - Report to the Council and the European Parliament

†††† In addition to complete evaluations, the Annual Evaluation Review includes also preparatory studies in support of evaluations and reviews of specific aspects of the performance of the activities.

ABB activities or Budgetary lines concerned:	29 - 02: Production of statistical information
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Scope:	Retrospective	
Timing:	Start date 01/11/2004	End date 09/06/2008
Organisation:	Internal	

Purpose

The report has been received by the European Parliament and Council in June 2008. Such a report was specifically required by the STS (Short-Term Statistics) Regulation 51165/98 as amended in 2005 by EP and Council Regulation 1158/2005. The report addresses the cost of the statistical system and the burden on businesses arising from the short-term statistics Regulation in relation to its benefits. The report represents the output of 3 years work by Eurostat, the task force and all Member States. A next evaluation should be done ending with another report in 3 years time (2011).

Summary of findings and conclusions

Statistics produced pursuant to the regulation are the key short-term statistics (STS) indispensable for the conduct of European economic and monetary policy. Their availability, coverage, comparability and timeliness have increased substantially as a result of the regulation. The ambitious targets set in the Economic and Monetary Union (EMU) action plan in 2002 have been achieved. The improved data supply has allowed a significant increase in the use of STS for economic analysis. The quality of the indicators is generally good for the purposes for which they are intended and revisions are kept within reasonable bounds. As a conclusion it can be stated that for measuring cost and burden of compiling STS a tool to measure the burden on businesses and the cost to the statistical system arising from the short-term statistics Regulation was developed. The cost of these statistics and the burden on enterprises are modest and describes best practices that have been implemented to minimise the burden.

In 2007, the benefits of the STS Regulation, covering several items related to the EU and euro area economy such as the increasing amount of statistical information, the timeliness, the scope, the quality, the revision and the punctuality of statistics, the possibilities to compare it with e.g. the US and Japan were assessed. They were broadly discussed and agreed with the relevant stakeholders.

Summary of recommendations

- Revisions of STS have been generally limited, in particular at euro area and EU level;

however, for some of the indicators (e.g. retail trade turnover) further work is needed in order to improve the reliability of first estimates. National and European users assessed the revisions to be of appropriate size, underlining that the size may not be the most important factor compared to the frequency of revisions and should not be the outcome of speeding up collection and estimation process.

- Comparing the timeliness of some statistics, the US and Japan remain faster than European data. However, the right balance between quality and timeliness should be ensured.

Follow-up

Next report in 2011

Availability of the evaluation report

For internal use of the Commission.

****Quality of fiscal data reported by Member States in 2007 - Report to the European Parliament and the Council

ABB activities or Budgetary lines concerned:

29 - 02: Production of statistical information

Scope:

Retrospective

Timing:

Start date 12/11/2007

End date 16/12/2007

Organisation:

Internal

Purpose

Article 8a(3) of Council Regulation No 3605/93 requires the Commission (Eurostat) to report regularly to the European Parliament and to the Council on the quality of the actual data reported

**** In addition to complete evaluations, the Annual Evaluation Review includes also preparatory studies in support of evaluations and reviews of specific aspects of the performance of the activities.

by Member States. The report addresses the overall assessment of the actual data reported by Member States in 2007 as regards the compliance with accounting rules, completeness, reliability, timeliness and consistency of the data.

Summary of findings and conclusions

Progress on the quality of fiscal data continued in 2007. Member States have provided fuller information, both in EDP (Excessive Deficit Procedure) notification tables and in other relevant statistical returns, like the questionnaire relating to the notification tables. Overall consistency of EDP data with the reported ESA95 (European System of Accounts) government accounts is now satisfactory and is improving, particularly on the financial side, compared with the situation in 2006.

In this context, Eurostat expressed no reservations on the quality of the reported data in 2007.

In spite of the recognised improvements, some problems still persist linked to the compliance with accounting rules and the quality of some of the statistical information provided.

Summary of recommendations

The Commission invites Member States to continue investing in the quality of government finance statistics with a view to meeting the requirements of the Treaty. This is the only way to achieve the desired level of quality as regards the compliance with the accounting rules, completeness, reliability, timeliness and consistency of government data.

Follow-up

Improvements should be shown in the next report on the quality of fiscal data reported by Member States.

Availability of the evaluation report

For internal use of the Commission.

31 – Language Services

e-mail address for information: SCIC-EVALUATION@EC.EUROPA.EU

§§§§ **IT (Information and Technology) helpdesk and services - customer satisfaction survey**

ABB activities or Budgetary lines concerned:

31 AWBL-01: Administrative support for the 'Interpretation' Directorate-General

Scope:

Prospective and Retrospective

Timing:

Start date 01/04/2008

End date 30/05/2008

Organisation:

Internal

Purpose

Assessing the satisfaction of the DG's customers of the IT helpdesk

Summary of findings and conclusions

High level of satisfaction, with different patterns between interpreters and admin staff across many questions.

Possible reasons:

- On-site interventions are limited to administrative staff desktops
- Interventions on laptops are performed only in HD premises – Non-standard software is commonly installed on interpreters' laptops (i.e. software non included in the Commission's « Reference configuration »)

§§§§ In addition to complete evaluations, the Annual Evaluation Review includes also preparatory studies in support of evaluations and reviews of specific aspects of the performance of the activities.

- Opening hours don't cater for some interpreters' needs

Summary of recommendations

- Satisfaction survey to be carried out every year as a quality management tool;
- Objectives to be included in the Annual Management Plan
- Action plan to be set up by B/1-IRM on the basis of conclusions and as a follow-up to today's RM

Follow-up

Availability of the evaluation report

SCIC-EVALUATION@EC.EUROPA.EU

*****Evaluation of the needs and expectations of the customers of interpretation

ABB activities or Budgetary lines concerned:

31 AWBL-02: Interpreting and linked activities

Scope:

Prospective and Retrospective

Timing:

Start date 01/06/2007

End date 23/11/2007

Organisation:

Internal

***** In addition to complete evaluations, the Annual Evaluation Review includes also preparatory studies in support of evaluations and reviews of specific aspects of the performance of the activities.

Purpose

Through a customer's satisfaction survey of "clients" (delegates participating in meetings held in the Commission, the Council, the European Economic and Social Committee (EESC) and the Committee of Regions), assessing effectiveness and efficiency of SCIC's interpretation services.

Summary of findings and conclusions

DG SCIC carried out the first-ever customer satisfaction survey of interpretation in all meetings held in the Council, the Commission, the Committee of the Regions and the Economic and Social Committee during 10 working days in November, i.e roughly 500 meetings and between 20,000 and 30,000 participants.

Interpreters were involved from the outset of this project, as they participated in a steering group which decided on the questionnaire to be circulated to all participants. 3152 replies were collected, which amount to a response rate of 15% (41% in the ESC, where questionnaires were slipped in the members' files). The survey enjoyed a high response rate from the DG's frequent customers, i.e. those attending meetings more than 10 times a year (55%).

Its main results can be summarised as follows:

- a high overall satisfaction with the service provided by the SCIC (84%)
- a very high appreciation of the interpreters' command of languages (90%), which can be traced back to the priority given to language training over the past years
- a lower satisfaction with the use of an appropriate terminology (73%), especially in meetings related to agriculture, justice & home affairs and economic and financial issues. Satisfaction is higher with participants who could benefit from an interpretation into their mother tongue than with the 42% who had to rely on the interpretation into some other language(s).

Presentations of the results were made to the Commissioner and his cabinet, the management and the different linguistic units (staff and non-staff interpreters). The results have also been made available to the general public on Europa.

As requested in the Council conclusions (January 2006), the DG is committed to carrying out regular surveys of its customers' satisfaction and to addressing the issues raised by the respondents. Training policy will be reviewed to put more emphasis on non-language training; terminology tools will be further developed, and efforts will continue to be made to improve the participants' meeting experience.

Summary of recommendations

A new agenda for training: developing « thematic training » in areas like civil and criminal laws, agriculture & food

Direct exchanges between interpreters and delegations (Permanent Representations) ahead of meetings

Improving terminology, in particular for enlargement languages

Improving delegates' « listening experience »: equalisation of volume, microphones

How could we cater for the 42% of delegates who cannot benefit from an interpretation into their mother tongue?

Follow-up

"Action plan" on the basis of recommendations is under discussion at management.

Availability of the evaluation report

SCIC-EVALUATION@EC.EUROPA.EU

Evaluation of direct outsourcing of translation

ABB activities or Budgetary lines concerned:	31 AWBL-11: Translations
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Scope:	Prospective and Retrospective
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Timing:	Start date 01/02/2007	End date 30/05/2007
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Organisation:	Internal
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Purpose

The objective of the evaluation was to provide, for the first time, an inventory - in terms of cost and pages - of directly outsourced translation (translation outsourced directly by DGs without direct involvement of DGT) and to propose relevant options.

Summary of findings and conclusions

Based on data provided by all but six of the Commission's Directorates-General, the cost of directly outsourced translation (i.e. outsourced by the DGs themselves and not by DGT although DGT might collaborate in some cases) in 2005 is estimated at EUR 20 416 335. In almost all DGs the average cost of directly outsourced translation is higher, and sometimes much higher, than the average cost per page paid by DGT to its freelance translators. Only OPOCE and EAC have a lower cost per page.

The number of pages directly outsourced in 2005 is estimated at 713 652. It represents 34% of the total Commission production (in-house and outsourced).

Two translation assignments account for 90% of this volume: Tender notices published in the S series of the Official Journal and technical regulations covered by Directive 98/34/EC. The remainder is outsourced by 14 "policy" DGs.

The three procedural languages (English, German, French) are over-represented as target languages.

Summary of recommendations

I. DGT should examine the repetitiveness/scope for automation of OJ (Official Journal) S notices, which are currently outsourced by OPOCE for translation. Depending on the results of this examination, this area of translation assignment can either be taken over by DGT or continue to be directly outsourced.

II. DGT should also examine the pros and cons of taking over the translation of technical regulations (Directive 98/34/EC) which is currently outsourced by DG ENTR. Depending on the results of that examination, this translation assignment can either be outsourced by DGT or continue to be outsourced directly.

III. For the remainder of directly outsourced translations, direct outsourcing means a higher freelance cost (2 million), no quality assurance and no quality control. In order to overcome these problems three options are to be considered; the decision on which option to use will have to be taken on a case-by-case basis, by means of bilateral agreements:

- a. continue direct outsourcing with DGT offering quality assurance;
- b. continue direct outsourcing with DGT offering quality assurance and quality control;
- c. DGT to take over direct outsourcing, with or without re-invoicing to DGs.

All three options would improve quality and considerably reduce the freelance cost. Options b and c will involve additional tasks in the language departments and horizontal services. The additional staff cost in DGT horizontal services is to be offset by staff cost savings in other DGs. The additional staff needed in language departments is estimated at 25 AD and 5 AST officials.

Follow-up

Availability of the evaluation report
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For internal use of the Commission.

SECTION 3: PROSPECTIVE EVALUATIONS

This section presents summary information about 15 ex ante evaluations, feasibility studies and other preparatory studies completed in 2008.

These studies represent only a minor part of the prospective evaluations undertaken by the Commissions in order to provide evidence in support of decision-making on new initiatives, as the Commission also carried out 133 impact assessments in 2008 (available at http://ec.europa.eu/governance/impact/cia_2008_en.htm).

02 – Enterprise

on-line information: <http://ec.europa.eu/enterprise/dgs/eval.htm>

EVALUATION OF THE FEASIBILITY OF A CONSUMER SAFETY MARK

ABB activities or Budgetary lines concerned:

02 - 03: Internal market for goods and sectoral policies

Scope:

Prospective

Timing:

Start date 08/05/2008

End date 02/10/2008

Organisation:

External

Purpose

To collect and analyse consumer and stakeholder views on different elements of a possible regulatory action concerning safety marks.

Summary of findings and conclusions

- Safety-conscious consumers (IPM (Interactive Policy Making) questionnaire) are divided about the support for the introduction of a new safety mark with a slight dominance (53%) of those who are against. The majority of 'average' consumers (street interviews) say they would be willing to pay more for products that are reliably safe – possibly certified by an independent body. However, survey results to willingness-to pay questions should be treated with caution.
- Market surveillance authorities are divided: 45% indicated that a new mark would be useful, whilst 61% expect a positive impact on the overall safety of products. However, when given a list of measures aiming at improving the safety of goods, 84% support a better enforcement mechanism within the existing system, 67% support more rigorous controls at borders and only 32% support creating a consumer safety mark.
- 84% of companies oppose the introduction of a new safety mark and do not consider it useful. 82% do not think a new mark would lead to a higher level of safety.

- Most consumers think that products sold on the European market are generally safe, and do not look frequently for (safety) marks, nor are they always aware of the meaning of such marks. Consumers might not use a new mark more frequently than they use existing marks.
- Existing marks are sometimes misused or counterfeited by producers and the risk of misuse of a new mark would remain high.
- Testing by independent third parties would be considered by consumers the most important factor if a safety mark were to be introduced. - A single European safety mark could potentially reduce the evident confusion surrounding the current multiple markings on some products. However, the mere adding of yet another mark to the existing marks risks adding to the existing confusion amongst consumers.
- The further strengthening of CE marking is endorsed by stakeholders and many respondents. It could act as a single mark as it is more widely used and known.
- Market surveillance authorities prefer the strengthening of the existing system.
- Companies oppose the introduction of a new mark and would endorse more efficient market surveillance instead.
- Consumer organisations BEUC and ANEC emphasise the potential to strengthen the CE marking.
- A new mark (if introduced) should be introduced for more 'safety-sensitive' product groups only: e.g. electric kettles. Giving priority to safety sensitive products was endorsed by the findings of both surveys.
- A mandatory mark, with the product being subject to verification by a third party, would best increase consumers' confidence. However, their confidence in the safety of products purchased in Europe is already high.
- Both surveillance authorities and businesses tend to prefer a voluntary scheme. - A mandatory mark would increase costs for all companies.
- A new mark, if introduced, would need to have a regulatory base. It would also involve third-party certification for all product categories it covers to distinguish itself from the CE marking.
- It is reasonable to assume that a new mark would generate additional costs resulting from certification. The European Free trade Association (EFTA) study estimated the average cost of certification of a product to be 2,000-4,000 EUR. These costs could be disproportionately high for Small and Medium Enterprises (SMEs) which produce many different products at a relatively small scale.
- Companies think that it would not be feasible to share the costs with consumers through price increases. However, 76% of consumers in the street interviews said they would be willing to pay more for safety certification.
- There could be potential economies through the new safety mark provided they replace the need for certain existing marks.
- The coexistence of a new mark with CE marking is most favoured. The abolition of the CE marking was endorsed by 20% of authorities and 20% of companies.
- There could be a potential confusion amongst consumers when there is more than one marking at EU level.

Summary of recommendations

The data collection exercise and the GHK report were a means to underpin internal legal and technical analysis. It served as an instrument to identify trends and tendencies in stakeholders' perceptions of a consumer safety mark.

Summarized: There is no support from the stakeholders side to introduce a consumer safety mark which is in line with internal legal and technical analysis.

Follow-up

Summarized: There is no support from the stakeholders side to introduce a consumer safety mark which is in line with internal legal and technical analysis. Therefore, the status quo will be kept, no changes required.

Availability of the evaluation report

http://ec.europa.eu/enterprise/dg/evaluation/index_en.htm

05 – Agriculture and Rural Development

on-line information: http://ec.europa.eu/agriculture/eval/index_en.htm

e-mail address for information: agri-evaluation@ec.europa.eu

Synthesis of ex ante evaluations of rural development programmes 2007-2013

ABB activities or Budgetary lines concerned:		05 - 04: Rural development	
Scope:		Prospective	
Timing:	Start date 28/12/2007	End date 31/01/2009	
Organisation:		External	

Purpose

The purpose of this synthesis is to summarize and analyse the ex ante evaluations with a focus on the expected results and impacts of Rural Development (RD) programmes for the period 2007 - 2013. In particular, the synthesis is to investigate into the question to which extent Rural Development strategies and measures established by Member States correspond to the needs of European rural areas. The synthesis was to analyse identified needs and corresponding objectives by referring as much as possible to baselines and quantifications of objectives and target levels. The synthesis was expected to provide elements for improving the monitoring and evaluation of Rural Development programmes, in particular by assessing evaluation practices, by synthesising trends at Community level, and creation of data set, and by assessing the overall coherence between the expected impacts of the programmes and the overarching Community strategic priorities.

Summary of findings and conclusions

A variety of economic, social and environmental needs were identified by the Member States as a result of the SWOT analyses of the programme areas. These are generally considered as

consistent with the specific contexts of the respective programme areas. The needs identified by the Member States have been translated into a ranking of disparities to be addressed and priorities for action only to a limited extent. The analysis of needs of large programme areas is considered not always sufficiently differentiated at territorial level (regions). Whereas lessons learnt from previous programming periods seem to have been taken into account within the programmes formulation, the strategies established tend to address deficits more than exploiting opportunities. In a large majority of programmes, the objectives defined are in accordance with the RD regulation, and follow the CMEF (Common Monitoring and Evaluation Framework) hierarchy of objectives as provided in the CMEF guidelines. The objectives established are generally considered as coherent with the respective national strategies. However, they tend to remain rather general, with little attempt of refining them according to the national/regional specificities. Similarly, they are rarely translated into quantified target levels.

As regards the measures, overall they are generally concentrated on a limited number of actions within axes 1 and 2. In general, the balance between measures chosen and objectives to be achieved is considered as adequate by the ex ante evaluators. However, the (synthesis) evaluators consider that the observed high concentration of budget allocations on a limited number of measures is not always justified in terms of the strategies of the programmes and the respective objectives to be pursued. In some programmes, ongoing schemes from previous programming periods and/or political commitments have influenced the choice of measures.

On the whole, the expected impacts of RD programmes are reported to be positive in terms of environmental, social and (in a less prominent way) economic achievements. Combined effects, e.g. on biodiversity or the rural areas social capital are frequently mentioned. Unintended impacts of RD programmes are generally considered as irrelevant, but some concerns are expressed regarding possible conflicting effects of measures under axis 1 and 2. Problems have often been experienced in establishing and quantifying the common indicators, in particular impact-indicators. The assessment of possible trade-off effects of measures of different axes on a given parameter (e.g. biodiversity) has proved to be challenging. As for the added value of Community involvement, the environmental and sustainability goals of the Goteborg agenda are prominently considered and targeted by RD programmes, while the Lisbon goals are referred to especially in relation to axis 1 measures. The principles of subsidiarity and proportionality have generally been carefully considered.

Ex ante evaluations of the programmes were generally carried out in an iterative and interactive way between programme authorities and ex ante evaluators. This has led to improvements of the quality of the programmes, which calls for a positive judgment on the integration of the ex ante evaluation into the programming process.

The description of monitoring and evaluation systems and for collecting and processing data is developed to a limited extent in the programmes. Overall, these systems are stated to be adequate with respect to the EU requirements. The introduction of the new ongoing evaluation system is seen positively by its potential stakeholders. Problems in the implementation of this system are generally seen in connection with the establishment of indicators, for which methodological support by the EC is evoked. The main expectations from the European Evaluation Network are in line with its planned activities: methodological support, networking, and exchange and provision of information.

Summary of recommendations

SWOT analysis and assessment of needs

- Needs should be defined explicitly rather than having to be deduced from the weaknesses, threats and problems arising in the diagnosis and SWOT analysis.
- They should also explicitly be prioritised and ranked using techniques like stakeholder analysis, problems trees, etc.
- The SWOT analysis and assessment of needs should refer to the entire programme area and not just to those parts that the programming measures can affect.
- Based on clear definitions, the programmes and ex ante evaluations should explicitly devote a separate section to the identification of needs, driving forces and causes.
- They should also provide more evidence of the priority given to different target groups taking into account a better definition of their needs.
- The entire process requires careful and continuous monitoring in order to create a genuine learning snowball effect. This is one of the potential areas in which the new European Evaluation Network could encourage useful exchanges.

Policy objectives

- The CMEF should provide better guidance for the programming procedure - especially concerning the rationale of the logical sequence of National Strategy Plans
- First draft of Rural Development Programmes - ex-ante evaluation
- Final draft of Rural Development Programmes.
- Further clarification about the use, definitions and limitations of the common baseline and impact indicators should be provided to the Managing Authorities and the evaluators. Measures
- The balance between different axes could be in need of revision at the time of the mid-term evaluation, with particular emphasis on the resources allocated to axis 3 and 4.

Impacts

- As part of the further development of the Handbook on the CMEF, the common European approach to the assessment of impacts should be further clarified, taking into account the diversity of national/regional contexts. The promotion of a few common, mainly qualitative, indicators could also be envisaged.

Added value of Community involvement

- Concerning subsidiarity, the role and performance of the governance arrangements set up for LEADER and for the LAGs should be specifically monitored.
- Ways of creating synergies between different funds (e.g. through local implementing agencies) should be better explored by the Member States.

Monitoring and evaluation

- Monitoring and evaluation system should be more thoroughly described in the Rural Development Programmes.
- To get a full picture about the indicators used, added or skipped (common and programme

specific) tables in the annex of the ex ante reports would be very useful. Ongoing evaluation system There is a need for further communication about the opportunities offered by the CMEF and the new approach to evaluation.

This communication should focus on:

- The opportunities and examples of good practice in using the ongoing evaluation system, as well as the tasks and responsibilities of the European Evaluation Network, in relation to both the Member States and to the evaluators.
- Clearer and more user friendly documents with a navigation guide and technical tools incorporated for supporting the implementation of the CMEF.
- Further progress in developing intervention logics for better programme delivery and result monitoring can be made via the exchange of good practices between administrations and evaluators and via capacity-building actions.
- The European Evaluation Network should support the implementation of the CMEF through the provision of methodological support based on an internet-tool and a telephone hotline as well as workshops directed at specific target groups.
- There needs to be good coordination between the European Evaluation Network and the National Networks.

Follow-up

The evaluation report was disseminated, including the publication on AGRI on EUROPA web page. According to the established practice of DG AGRI, a follow-up note will be established 2 years after the finalisation of the evaluation study.

Availability of the evaluation report

http://ec.europa.eu/agriculture/eval/index_en.htm#rep2

06 – Energy and Transport

e-mail address for information: TREN-EVALUATION@EC.EUROPA.EU

on-line information: http://ec.europa.eu/dgs/energy_transport/evaluation/index_en.htm

Cost-effectiveness study concerning the externalisation of programme management tasks related to the second "Marco Polo (MP)" Program

ABB activities or Budgetary lines concerned:	06 - 02: Inland, air and maritime transport
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Scope:	Prospective		
Timing:	Start date 12/07/2006	End date 24/01/2007	
Organisation:	External		

Purpose

To investigate the economic impacts of the externalisation of the programme management, in comparison to in-house management of the programme.

Both quantitative (effort, costs) and qualitative impacts were taken into account.

Summary of findings and conclusions

It is impossible to cope with the growth of the MP programme in-house with the present staff capacity. The growth of 40 running MP I projects now, till approximately 150 in six years time will require a substantial increase of capacity, which cannot be realised with the available human resources. The option of in-house management is therefore unrealistic, as long as a substantial increase of DG TREN staff is not realised. The externalisation of the programme management can be carried out in a cost-effective way, due to lower costs for contractual staff. Externalisation has also relevant qualitative effects that will be beneficial for the quality of the programme management, which will lead to better programme results.

Summary of recommendations

It is recommended to externalise the programme management of MP I and MP II to an existing agency. The costs of starting-up will be limited, whereas the expertise and knowledge on professional programme management are already available. Setting up a new, dedicated Marco Polo Agency will be more expensive, while the effort in time and costs to setting up such an agency is considerable. Another main disadvantage of this option is the limited flexibility that a relatively small agency has, compared to a larger agency. This option is therefore considered to be unrealistic.

The Intelligent Energy Executive Agency (IEEA) seems to be the best-qualified agency for externalisation. The approach of this agency, the types of projects that are being carried out in the IEE programme and the type of beneficiaries are to a large extent comparable to Marco Polo. A new vertical Marco Polo unit can relatively easily be implemented in the organisation of this agency.

Follow-up

The management of the MARCO POLO programme has been externalised by the Decision C(2007) 3198

Availability of the evaluation report

http://ec.europa.eu/dgs/energy_transport/evaluation/activites/doc/reports/transports/2007_no73_final_report_externalisation_mp.pdf

09 – Information Society and Media

e-mail address for information: INFSO-C3@EC.EUROPA.EU

on-line information: http://ec.europa.eu/dgs/information_society/evaluation/index_en.htm

Options for and Effectiveness of Self-regulation in the Information Society

ABB activities or Budgetary lines concerned:

09 - 03: i2010 - Content and Services

Scope:

Prospective

Timing:

Start date 29/12/2006

End date 30/01/2008

Organisation:

External

Purpose

To support policy design and impact assessments of policies for on-line services by assessing the efficiency, effectiveness and sustainability of existing co- and self-regulatory regimes.

Summary of findings and conclusions

The study has been extensive and came up with many findings and recommendations and specific analysis. Some of the major and more general findings are listed below:

- There is no single self- and co-regulatory option: There is a spectrum of options.
- Self-regulation can already be already in place, and thus be part of the "do-nothing" option, and the best intervention might be to strengthen what is already working in some areas or regions.
- There is now a wealth of experience about the effectiveness of some self-regulatory options on which to draw, but clear analogies with a new requirement may not always be easy to find;
- Each case is particular. However, strong predictors of success seemed to be the availability of human resources for sustained operation; the involvement of stakeholders and users in institutional design, and provision for periodic renewal and reform. Institutions designed without

market validation are less successful.

- The above key dimensions and criteria should be incorporated and defined in IAs to achieve at least a minimum level of specificity necessary for analysis. The high level of generalisation at which self-regulatory options tend to be defined in Impact Assessment, does not allow us to assess the potential for success or failure, nor impacts.

Summary of recommendations

- Even several different self-regulatory options with differing degrees of enforcement power may need to be addressed in Impact assessments;

Our focus of attention should be on options in which co-regulation can be framed by - Commission (or Council and Parliament) Recommendations, and Stakeholder agreements endorsed or recognised by the European Institutions.

- Self-regulation must also be designed with positive incentives for compliance and innovation by the participants. User involvement is increasingly important, as is periodic reform which reflects multi-stakeholder inputs and dynamics.

Follow-up

Assessment and design of self-regulatory institutions will be of continuous focus in order to assist to Impact Assessments; academic work, real-life cases and their lessons learnt and Member States' activities in this area will be closely monitored. At present, no follow up study is planned in the short term.

Availability of the evaluation report

http://ec.europa.eu/dgs/information_society/evaluation/index_en.htm

11 – Fisheries and Maritime Affairs

e-mail address for information: MARE-F2@ec.europa.eu

Ex ante evaluation and analysis of the impact of a new Fisheries Partnership Agreement (FPA) with Liberia

ABB activities or Budgetary lines concerned:

11 - 03: International fisheries and law of the sea

Scope:

Prospective

Timing: Start date 14/06/2007

End date 04/04/2008

Organisation:

External

Purpose

Analysis to be used within the framework of the negotiation and monitoring of the agreement.

Summary of findings and conclusions

The consultants' analysis of the available stocks suggests that sustainable fishing opportunities for inclusion under a potential FPA could be defined in relation to tunas only.

Summary of recommendations

See summary above.

Follow-up

No action or follow-up have been decided, in particular concerning the opportunity to launch negotiations of an FPA with Liberia.

Availability of the evaluation report

For internal use of the Commission.

Ex ante evaluation and analysis of the impact of a new Fisheries Partnership Agreement with Sierra Leone

ABB activities or Budgetary lines concerned:

11 - 03: International fisheries and law of the sea

Scope:

Prospective

Timing:

Start date 14/06/2007

End date 04/04/2008

Organisation:

External

Purpose

Analysis to be used within the framework of the negotiation and monitoring of the agreement.

Summary of findings and conclusions

The consultants' analysis of the available stocks suggests that sustainable fishing opportunities for inclusion under a potential Fisheries Partnership Agreement (FPA) could be defined in relation to tunas, small pelagic fish in the offshore zone and deepwater shrimp.

Summary of recommendations

See summary above.

Follow-up

No action or follow-up have been decided, in particular concerning the opportunity to launch negotiations of an FPA with Sierra Leone.

Availability of the evaluation report

For internal use of the Commission.

12 – Internal Market and Services

e-mail address for information: MARKT-B2@EC.EUROPA.EU

on-line information:

http://ec.europa.eu/dgs/internal_market/evaluation/eval_mandate_en.htm

Ex ante Evaluation of financing of EFRAG (European Financial Reporting Advisory Group)

ABB activities or Budgetary lines concerned:	12 AWBL-03 : Corporate law environment, accounting and auditing
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Scope:	Prospective	
Timing:	Start date 02/04/2008	End date 23/01/2009
Organisation:	Internal	

Purpose

Ex ante evaluation investigating the establishment of a Community programme to support specific activities enhancing supervisory convergence and cooperation and in the field of financial reporting and statutory audit

Summary of findings and conclusions

To ensure stable, diversified, sound and adequate funding to enable the Committees of Supervisors, IASCF (International Accounting Standards Committee Foundation), EFRAG (European Financial Reporting Advisory Group) and PIOB (Public Interest Oversight Board) to carry out their EU-related or EU public interest mission in an independent, efficient and satisfactory way, it is considered important for the Community to contribute to their funding. Such a funding would in particular:

- Ensure that Committees of Supervisors and EFRAG are adequately equipped with the financial means to carry out certain new, strategic projects, which significantly exceed the current funding

arrangements

- Ensure that IASCF, EFRAG and PIOB do not rely on non-diversified and voluntary funding from interested parties thus avoiding concerns as to the credibility and independence of their standard-setting related activity before the translation of these standards into Community law.

Specifically, it is concluded that the best way forward is to co-finance the Committees of Supervisors, IASCF, EFRAG and PIOB either by way of an action grant (Committees of Supervisors) or by way of an operating grant (IASCF, EFRAG and PIOB).

Summary of recommendations

It is proposed to provide the Committees of Supervisors, IASCF, EFRAG and PIOB with a total sum of EUR 5,300,000 (10,300,000 as from 2011) per year for the 2010-2013 period, making a total of EUR 36,200,000.

Follow-up

Availability of the evaluation report

http://ec.europa.eu/dgs/internal_market/evaluation/evaluation_en.htm

14 - Taxation and Customs Union

e-mail address for information: Taxud-B2@ec.europa.eu

Study on financial institution clauses

ABB activities or Budgetary lines concerned:

14 - 05: Taxation policy

Scope:

Prospective

Timing:

Start date 01/04/2008

End date 31/05/2008

Organisation:

Internal with External support

Purpose

To provide detailed suggestions for clauses for financial institutions in the Common Consolidated Corporate Tax Base (CCCTB) legislation.

Summary of findings and conclusions

The study focussed on two very detailed aspects - the rules on matching of gains and losses of hedging and the rules to define and measure the technical provisions of insurance undertakings that should be deductible. In each case detailed recommendations were made.

Summary of recommendations

Follow-up

The findings have formed the basis for further internal work and discussion with external experts in the relevant sectors.

Availability of the evaluation report

For internal use of the Commission.

Study on possible tax rule adjustments for Financial Institutions

ABB activities or Budgetary lines concerned:

14 - 05: Taxation policy

Scope:

Prospective

Timing:

Start date 01/11/2007

End date 31/01/2008

Organisation:

Internal with External support

Purpose

Study on the possible adjustments for Financial Institutions of the general rules of the Common Consolidated Corporate Tax Base (CCCTB).

Summary of findings and conclusions

The study identified certain areas of the CCCTB which should be considered for 'special' treatment in credit institutions and insurance companies.

Summary of recommendations

The study recommended certain treatments in the identified areas and also recommended further more detailed work should be carried out.

Follow-up

The follow up was to commission further work - a second study was carried out in April-May 2008.

Availability of the evaluation report

http://ec.europa.eu/taxation_customs/resources/documents/taxation/company_tax/common_tax_base/CCCTB_for_financial_institutions_en.pdf

16 – Communication

e-mail address for information: COMM-D4@ec.europa.eu

Ex ante evaluation of the Commission's Communication 'Communicating Europe through audio-visual media'

ABB activities or Budgetary lines concerned:

16 - 02: Communication and the media

Scope:

Prospective

Timing:

Start date 01/02/2008

End date 03/04/2008

Organisation:

Internal

Purpose

Information about EU-related issues is not at the forefront of editorial priorities for most media in Europe, and this is particularly the case when it comes to audio-visual media. However, this contrasts with a demonstrable demand on EU-related information on the part of citizens who, mostly feel themselves poorly informed about the European Union, its institutions and its policies. The problem becomes especially significant because without proper information, citizens may not feel themselves empowered enough to participate in the European process and, consequently, the development of an active European citizenship. In order to cope with this problem, the strategy should be based on the general objective of empowering citizens for dialogue and debate through the provision of adequate information and support for the development of a real European media public sphere.

The aim of the evaluation was to provide an ex ante assessment of the 4 possible scenarios for improving the audiovisual products and services provided by the Commission.

Summary of findings and conclusions

Within the existing political and budgetary framework, four options have been considered

feasible during the preparation of this strategy:

- Option 1: maintaining the status quo;
- Option 2: creating an EU TV/radio channel;
- Option 3: creating an EU news agency;
- Option 4: launching an audio-visual multi-platform, combining a reinforcement of the existing tools with the encouragement of networking of broadcasters at the level of the EU.

All four options have been given consideration from the point of view of their potential effectiveness in achieving the objectives of the strategy, the risks (financial and others) involved and the related costs. In the light of the analyses carried out, the most cost-effective option appears to be the launch of a multi-platform that enhances the inter-institutional tool "Europe by Satellite" (EbS) as well as the various existing audio-visual services offered to professionals free of charge and, in parallel, encourages networks of generalist or specialist television and radio channels to present programmes on EU affairs on all their existing broadcasting platforms (cable, satellite, digital terrestrial television, internet, mobile phones, etc).

Summary of recommendations

The evaluation recommends that the Commission advances on three fronts:

- Enhancing EbS and technical services free of charge (such as the EU affairs calendar);
- Increasing its own production of edited material;
- Developing media networks that use multiple platforms, while pursuing its market analysis to fine-tune its policy.

Follow-up

Availability of the evaluation report

COMM-D4@ec.europa.eu

20 – Trade

e-mail address for information: GASPAR.FRONTINI@EC.EUROPA.EU

Trade Sustainability Impact Assessment of negotiations for a Partnership and Cooperation Agreement (PCA) with China

ABB activities or Budgetary lines concerned:	20 - 02: Trade policy
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Scope:	Prospective	
Timing:	Start date 01/03/2006	End date 31/12/2008
Organisation:	External	

Purpose

- (1) To identify the economic, social and environmental impacts on sustainable development of the proposed partnership and cooperation agreement with China;
- (2) to suggest policy proposals for the negotiations that will mitigate negative impacts and enhance positive impacts;
- (3) to create a basis for a rational and informed discussion with stakeholders on the sustainability implications of such an agreement, and on the most appropriate complementary measures required in order to achieve an optimal outcome.

Summary of findings and conclusions

Global analysis of trade liberalisation resulting from PCA brings economic gains for both EU and China. For Europe, China's appreciating Renminbi, coupled with rising imports in many commodity goods sectors, is expected to benefit both European exporters as well as European terms of trade. For China, absorption (indicative of welfare gains) grows steadily with scenarios of increasing liberalisation, as does import demand for goods. Chinese export growth is dependent on the level of liberalisation, with the most ambitious levels of multilateral liberalisation causing an overall decline in export supply. This will happen in an environment of

increased imports and absorption, and the effect on the average Chinese citizen remains positive. Productivity will also rise across the board in land, skilled labour and capital, indicating gains from both a liberalised, competitive market as well as increased investment. The social impacts of a PCA between EU and China are complex. The modelled results of liberalisation show a growth in productivity of skilled labour that implies a likely rise in skilled wages, while increased employment of unskilled labour in China will likely be absorbed in less developed provinces where jobs are in high demand. Nevertheless, unskilled labour has a higher likelihood of labour exploitation, and while the jobs may be welcomed, they may also come with poorer labour conditions. Growing employment is complemented by growing rates of absorption, or welfare gains, whereby more affordable foreign goods raise competition in Chinese markets and ensure increased consumption by Chinese citizens. For Europe, social impacts should be positive. Increases in exports to China are predicted to feed into production methods and increase profitability and employment. The environmental consequences of a PCA are expected to be both negative and positive. In the Machinery and Chemicals sectors, declining Chinese domestic production should reduce the level of environmental impacts, especially those caused by air and water pollution from manufacturing processes. However, the use made of surging imports of these goods may undermine the environmental benefits of lower Chinese production.

Summary of recommendations

Specific policy recommendations follow several clear themes:

- (1) assistance for restructuring of unproductive sectors or regions, including provision of social security programmes;
- (2) improvement of technical and environmental standards and their harmonisation within regions;
- (3) improvement of institutional capacity to establish and enforce regulations;
- (4) assistance to business in ensuring regulatory compliance and environmental stewardship; and
- (5) improving environmental stewardship across all sectors of the economy.

Follow-up

Availability of the evaluation report

http://trade.ec.europa.eu/doclib/docs/2008/september/tradoc_140579.pdf

Trade Sustainability Impact Assessment of proposed negotiations for a Free Trade Area (FTA) with South Korea

ABB activities or Budgetary lines concerned:	20 - 02: Trade policy
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Scope:	Prospective
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Timing:	Start date 01/03/2007	End date
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Organisation:	External
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Purpose

- 1) To identify the economic, social and environmental impacts on sustainable development of proposed negotiations for a trade and economic agreement with South Korea;
- (2) to suggest policy proposals to optimise outcomes of the negotiations so as to mitigate negative impacts and enhance positive impacts;
- (3) to create a basis for a rational and informed discussion with stakeholders on the sustainability implications of such an agreement, and on the most appropriate complementary measures required in order to achieve an optimal outcome.

Summary of findings and conclusions

The overall economic effects of the EU-Korea FTA are likely to be modest, because both partners already have very open economies and are relatively highly integrated into the world economy. Moreover, the integration of both partners into the world economy is likely to continue even if a bilateral FTA is not concluded.

The emergence of Korea as a developed economy and the degree of overlap and complementarity that has developed in the industry structure for goods and services between the EU and Korea suggests that there are further opportunities for intra-industry specialisation, scale effects, pro-competitive effects and induced investment and innovation effects. Such intra-industry specialisation tends to enhance productivity and stimulate innovation.

The main sectoral impact noted is increased productivity in the automotive sector in both EU and Korea.

Economic impacts of the FTA are likely to be modest for primary agricultural products and producers cereals or beef, which are sensitive sectors for Korea. Much greater adjustment will occur in these sectors as a result of Korea's implementation of KORUS (ie, its FTA with USA), and of a conclusion to the Doha Development Agenda (DDA) negotiations in World Trade Organization (WTO).

In relation to social impacts, there are unlikely to be large inter-industry shifts in output and employment that could lead to disruption of labour markets at either a national or regional level in either EU or Korea as a result of the FTA. At the margin, there might be a modest net shift in demand to skilled workers from unskilled workers, especially in EU. There are also unlikely to be major shifts or displacement of workers that will cause significant dislocations of labour markets for specific socio-economic groups and/or for particular regions.

In the agricultural sector, the impact of liberalisation between EU and Korea is unlikely to have a significant effect on primary agricultural producers in Korea in sectors such as beef producers and cereals, relative to the impacts foreseen from the implementation of KORUS.

Phasing of tariff reductions should avoid any serious employment impacts in the automotive sector (especially in EU) due to the FTA.

The expansion of trade over the next decade that will occur as a result of the FTA will not have direct poverty impacts. The FTA will lead neither to significant expansion of employment of low income groups, nor to significant job losses in groups vulnerable because of low social and economic mobility.

As for environmental impacts, the FTA is not expected to have significant adverse environmental effects since the projected expansion of trade is not predicted to utilise resources that are poorly managed, or to increase production that will lead to increased pollution or to other negative environmental externalities that are unregulated.

The modest increase in economic growth and the associated increases in production and trade flows will tend to increase energy use in both EU and Korea, and to increase the use of energy for transportation. However, the challenges for energy supplies and policies and related challenges with respect to climate change are of much broader significance and of greater common interest than the specific effects of the FTA. The potential economic benefits of increased productivity and enhanced technology especially in the sphere of environmental goods and services could translate into the development of, and increased use and diffusion of, clean technologies.

Summary of recommendations

RECOMMENDATIONS RELATING TO THE TIMING OF REDUCTIONS IN TRADE BARRIERS:

- (1) Tariff reductions on cars and some sensitive processed agri-food products could be phased out more slowly in order to address potential adjustment concerns on both EU and Korean sides.
- (2) Reduction of trade barriers in environmental goods and services, some agri-food products (eg, wines and spirits), and pharmaceutical products should be phased out more quickly.

RECOMMENDATIONS RELATING TO RULES OF ORIGIN (ROO):

- (3) For sectors with higher external MFN (most-favoured-nation treatment) tariffs and greater dispersion of tariff structures (eg, cars, textiles, apparel), higher content requirements for ROO

should largely be retained. This would partially offset concerns about possible retention of duty drawback on imported inputs for products that qualify for preferred duty rates in FTA.

(4) FTO should allow cumulation of content for purpose of ROO between EU and Korea in order to facilitate intra-industry trade.

RECOMMENDATIONS RELATING TO SPS MEASURES, TECHNICAL REGULATIONS AND STANDARDS:

(5) Relevant international standards should be used as basis for Sanitary and Phytosanitary (SPS) measures and mandatory technical regulations. This is a presumption under WTO, but disciplines could be strengthened in FTA.

(6) There should be greater emphasis on transparency in the development and promulgation of technical regulations and standards, with opportunities to comment prior to implementation and to incorporate regulatory best practice.

(7) EU and Korea should develop common approaches to registration procedures for listing of accredited suppliers under Sanitary and Phytosanitary (SPS) measure, as well as a common understanding for SPS implementation of some provisions (eg, recognition of regionalisation/zoning).

(8) The FTA's bilateral approach to resolving SPS issues should be enhanced, including effective dispute settlement procedures.

(9) For technical regulations and standards, mutual recognition of conformity assessment and accreditation procedures should be an objective.

(10) The FTA's bilateral approach to developing common approaches to technical regulations and standards should be enhanced, including effective dispute settlement procedures.

(11) Co-operative approaches should be developed for development of standards in areas such as animal welfare and environmental eco-labels as well as CSR.

RECOMMENDATIONS RELATING TO INTELLECTUAL PROPERTY RIGHTS (IPR):

(12) Protection of geographical indicators should be clarified and strengthened, and enforcement improved.

(13) The protection of copyrights including audio-visual (AV) and digital property should be elaborated in order to reduce piracy.

(14) Regulatory data protection for patent applications should be strengthened and trade secrets should be protected.

(15) Enhanced enforcement of IPR especially for AV and counterfeit goods is a priority.

(16) Enforcement procedures should be elaborated, giving rights' holders effective recourse through both domestic courts and intergovernmental dispute settlement under FTA and WTO.

RECOMMENDATIONS RELATING TO INVESTMENT:

(17) "Negative lists" should be used to define restricted activities instead of "positive lists", notably in financial services, in order to enhance coverage.

(18) FTA Sustainable Development chapter should incorporate a commitment not to use the relaxation of environmental regulations or labour standards as an investment incentive.

RECOMMENDATIONS RELATING TO SUSTAINABLE DEVELOPMENT:

(19) Negotiations should aim for agreement to co-operate on core labour standards and the decent work agenda including in areas where core International Labour Organization (ILO) conventions are not yet ratified.

(20) Common commitments to multilateral environmental conventions and international labour standards should be reaffirmed.

(21) Relaxation of environmental standards or labour standards should not be used as an investment incentive or as a trade distorting measure.

Follow-up

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Availability of the evaluation report

http://trade.ec.europa.eu/doclib/docs/2008/december/tradoc_141660.pdf

29 - Statistics

on-line information:

http://epp.eurostat.ec.europa.eu/portal/page?_pageid=2273,1,2273_47143284&_dad=portal&_schema=PORTAL

e-mail address for information: ESTAT-EVALUATION@ec.europa.eu

Ex-ante evaluation - Analysis of the effects and implications regarding the proposal for a new Extrastat Regulation

ABB activities or Budgetary lines concerned:

29 - 02: Production of statistical information

Scope:

Prospective

Timing:

Start date 01/06/2007

End date 08/06/2007

Organisation:

Internal

Purpose

The purpose of this document is to analyse the impact of the proposal for a new Extrastat (external trade statistics) Regulation and repealing Council Regulation (EC) n° 1172/95 and to examine the different options in this framework.

Summary of findings and conclusions

There are 3 options to change the Extrastat legislation with different impacts on the objectives to improve the availability and quality of external trade data:

Option A - Keep the state of play without changing the present rules for the reporting of trade

statistics: This option is not recommended because it is deemed necessary to establish legal rules which precise the statistical recording under SASP (single authorisation for simplified procedures) and Centralised Customs Clearance. A missing reaction may lead to a distortion of the information on Community imports and exports of goods.

Option B - Wait with a new Extrastat legislation until the modernised Customs Code is implemented. This option is not recommended because starting the adoption process of the new Extrastat legislation until the last Member State fulfils the future customs provisions will delay the implementation of the new Extrastat system significantly.

Option C - Implement in 2009 a new Extrastat system taking into account transitional provisions until customs provisions are adapted. This option is recommended because this approach allows being independent of the timetable for changing customs provisions.

Summary of recommendations

The Directors' meeting (DM) of Eurostat agreed that rather than to wait with a new Extrastat regulation until the modernised Customs Code has been implemented, it would be preferable to start preparing a new Extrastat regulation now, which could be implemented in 2009 and which would include transitional provisions until the future custom provisions are in place.

Follow-up

The DM had the impression from reading the document that the proposal would imply a bigger increase in response burden than would necessarily be the case. The unit of Eurostat in charge was therefore asked to ensure that the explanatory memorandum accompanying the legal proposal clarifies the extent of the response burden and the possibilities to reduce it in the future.

Availability of the evaluation report

For internal use of the Commission.

Ex-ante evaluation - Implementation of the Environmental Data Centre on Waste

ABB activities or Budgetary lines concerned:

29 - 02: Production of statistical information

Scope:	Prospective	
Timing:	Start date 17/05/2007	End date 24/05/2007
Organisation:	Internal	

Purpose

The general objectives of the Data Centre on Waste are the following:

- Be the reference point for answering to specific policy questions related to statistical information on waste and the associated environmental impacts.
- Develop and coordinate the necessary methodologies to produce statistical data, information and indicators on the environmental impacts of waste taking a life cycle perspective, in cooperation with the Group of Four partners.
- Manage data, perform quality assurance, and coordinate data and information managed by other bodies.
- Building up know-how on environmental impact of waste generation and management, using existing structures, know-how and expertise of the Group of Four.
- Provide data and information for the assessment of policy effectiveness.

The purpose of the ex-ante evaluation is to outline the scope, approach, objectives and resource implication of the project for the implementation of the Environmental Data Centre on Waste.

Summary of findings and conclusions

In November 2005, the "Group of Four" (DG Environment, the European Environment Agency (EEA), the Joint Research Center (JRC) and Eurostat signed a Technical Arrangement on the Environmental Data Centres. Ten Data Centres (DCs) are foreseen. Eurostat is committed to develop three of these DCs: natural resources, products and waste.

As waste is only a part of the complete life-cycle - together with resources and products - a coordinated approach across the three new DCs is hence of utmost importance for the life-cycle related data and information, to provide consistent policy support data and information as well as to avoid overlaps.

The European waste policy has already at its service a series of programmes, information systems and tools. In relation to data collection, data bases, data processing and reporting a number of ongoing and future activities of the "Group of Four" can be identified. That is why the implementation of the Data Center on Waste is the ideal candidate for a pilot project.

Resources needed: 1 AD, 1ASK, 300 K/year.

Summary of recommendations

The DM (Directors meeting of Eurostat) welcomed the approach presented, which was considered as a good example of how Eurostat could anticipate and respond the policy needs in an innovative way.

The efforts to ensure the necessary resources for the project through internal reallocation of staff within Directorate E were appreciated.

Follow-up

The remaining human resources needs would be considered at a later stage.

Availability of the evaluation report

For internal use of the Commission.

Ex-ante evaluation - Simplification of Intrastat

ABB activities or Budgetary lines concerned:

29 - 02: Production of statistical information

Scope:

Prospective

Timing: Start date 20/06/2007

End date 27/06/2007

Organisation:

Internal

Purpose

The purpose of the evaluation is to analyse the feasibility of one single flow method (in Intrastat) and alternative methods which would deliver broadly the same results, as well as transition issues and, taking this analysis into account, to present a precise roadmap for further progress to the Council in October 2007 as requested by the ECOFIN (The Economic and Financial Affairs Council) Council meeting of 28.11.2006.

Summary of findings and conclusions

The main options for simplification of Intrastat for the short term are: a switch to a single flow reporting system and a rise of the exemption thresholds for Intrastat reporting. These two options have been assessed according to three evaluation criteria: burden on enterprises, timeliness of data and data quality. The results show that the threshold option is the most feasible solution in the short run. The single flow option, on the other hand, shows important drawbacks which cannot be overcome in the short run.

Two legal implications are possible for this short term option:

- amendment of the Intrastat Regulation (EC) No 638/2004 and revision of the implementing provisions (EC) No 1982/2004;
- repeal of the Intrastat Regulation (EC) No 638/2004 and preparing a new basic act.

As far as the longer term is concerned, further reductions of the respondent burden related to Intrastat reporting are not to be expected from additional increases in the exemption thresholds. A number of other simplification options have been identified. Some of these, such as lowering the reporting frequency and reporting on a more aggregated level of the combined nomenclature, were discarded from the outset as not acceptable to users. Other options need to be further analysed such as the integration of Intrastat and VIES (VAT information exchange system) declarations and the further development of Information Technologies (IT) tools for automated reporting. In addition, the feasibility of switching to single flow reporting in the longer term remains to be further analysed, so as to make the possible change of the statistical system acceptable for the users.

Summary of recommendations

The DM (Directors' meeting of Eurostat) welcomed the paper and encouraged Directorate G to go ahead along the lines proposed. As regards the short term simplification through the increase of exemption thresholds, the DM favoured the first option proposed, i.e. to amend the Intrastat regulation and revise the implementation provisions, whereby any decision to amend the thresholds would be referred to comitology.

Follow-up

Concerning the long term, already in 2007 and 2008 a number of comprehensive studies will be carried out by the Member States and by a consultant on the potential impact of single flow reporting in Intrastat. In the following years the MEETS programme (Modernisation of European Enterprise and Trade Statistics) will cover further activities, among which a study work on the simplification of Intrastat.

Availability of the evaluation report

For internal use of the Commission.

ANNEX - ACRONYMS OF THE COMMISSION SERVICES APPEARING IN THE ANNUAL EVALUATION REVIEW

ADMIN	Personnel and Administration DG
AGRI	Agriculture and Rural Development DG
AIDCO	EuropeAid
BUDG	Budget DG
COMM	Communication DG
COMP	Competition DG
DEV	Development DG
DGT	Translation DG
DIGIT	Informatics DG
EAC	Education and Culture DG
EAS	European Administrative School
ECFIN	Economic and Financial Affairs DG
ECHO	Humanitarian Aid DG
ELARG	Enlargement DG
EMPL	Employment, Social Affairs and Equal Opportunities DG
ENTR	Enterprise and Industry DG
ENV	Environment DG
ESTAT	Eurostat
INFSO	Information Society and Media DG
JLS	Justice, Freedom and Security DG
JRC	Joint Research Centre
MARE	Maritime Affairs and Fisheries DG
MARKT	Internal Market and Services DG
OLAF	European Anti-Fraud Office
OPOCE	Publications Office
REGIO	Regional Policy DG
RELEX	External relations DG
RTD	Research DG
SANCO	Health and Consumers DG
SCIC	Interpretation DG
SG	Secretariat-General
TAXUD	Taxation and Customs Union DG

TRADE	Trade DG
TREN	Energy and Transport DG