

Interreg



Co-funded by
the European Union

IPA Croatia – Serbia

Evaluation plan

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1. Introduction and legal requirements

The Evaluation plan of Interreg VI-A IPA Programme Croatia – Serbia (hereinafter the Programme) for the programming period 2021-2027 is a strategic document which describes how and which evaluations will be carried out, considering Programme needs and available budget. It contains the legal basis for evaluation, the evaluation framework, methodological approach and information about the main evaluation objectives and the coordination mechanisms. It also outlines roles and responsibilities of the Programme bodies in planning and implementing evaluations and following up on evaluation outcomes.

The main objective of the Evaluation plan is to ensure that relevant and timely evaluations provide findings and recommendations to support the implementation of the Programme. The purpose of the evaluation is an independent contribution to assessing and adjusting the implementation of the Programme in terms of its efficiency and effectiveness as well as analysis of the contracted and implemented projects with respect to relevance, coherence, and sustainability of outputs and results, in order to ensure and document that the Programme outcomes are visible and sustainable with high policy relevance.

The Evaluation plan has been prepared in line with Article 35 of the Regulation (EU) 2021/1059 and following the guidance and trainings provided by the EC and INTERACT.

In addition, the evaluation plan builds on the EC guidance document: Commission Staff Working Document (SWD (2021) 198 final): Performance, monitoring, and evaluation of the European Regional Development Fund, the Cohesion Fund, and the Just Transition Fund in 2021-2027, Brussels, 8.7.2021.

The Managing Authority (hereinafter MA) has the overall responsibility for the preparation and planning of evaluations by drafting an evaluation plan which is to be submitted to the Monitoring Committee (hereinafter MC) for examination and approval no later than one year after the adoption of the Programme.

The Evaluation plan has been submitted to the MC on 31 October 2023 and approved by MC decision from 22 November 2023. Following the adoption by the MC, the Evaluation plan will be sent to the European Commission for information through the SFC2021. Information on the Evaluation plan will be published on the Programme website.

2. Programme context

The Programme is designed as an instrument that will foster cooperation between participating countries to continue their cross-border cooperation established within 2014-2020 and 2007-2013 programme. In order to further strengthen and extend the scope of cooperation, the Programme is designed as an instrument that will tackle joint challenges and indicate the possibility and need for an even better cooperation in certain areas in the future. It will continue to be an instrument helping public authorities gain insight into best practices and develop their own in a cooperative manner. It will also be open to other key stakeholders, strengthen their capacities and use their knowledge and skills to develop new solutions benefiting the region. The Programme mission, beside strengthening the social, economic and territorial development of the cross-border area, is to encourage and support cross-border cooperation to make the area more resilient to common challenges. These challenges include, among others economic transition processes, climate change, and the long-term socioeconomic consequences of the COVID-19 pandemic. The Programme will help to address main regional imbalances and contribute to reducing disparities in the development of the involved regions. The Programme will increase the capacity of the Programme area to recover from the economic crisis.

The Programme area covers 4 counties on the north-east of Croatia: Osijek-Baranja County, Vukovar-Srijem County, Brod-Posavina County and Požega-Slavonia County, and 5 districts on north-west of Serbia: North Bačka District, West Bačka District, South Bačka District, Srem District and Mačva District. The programme area extends over 25.505 km² and the total population of the Programme area is around 2,14 million people.

The programme envisaged 4 key priorities for the upcoming period, that can also be seen as a sort of continuation of the previous Programme with certain new elements and characteristics desired in the new financial framework. The Programme will therefore focus on a limited set of objectives and policy areas, i.e., concentrate on those thematic key areas where joint actions have the potential for the biggest impact:

Priority Axis 1 - Cooperating for smarter Programme area

Priority Axis 2 - Cooperating for greener and climate change resilient Programme area

Priority Axis 3 - Cooperating for healthier and more inclusive Programme area

Priority Axis 4 - Cooperating for more sustainable and socially innovative tourism and culture

The Programme will still mainly focus to support cross-border cooperation actions and pilot projects in the above-mentioned priority axes, and its main focus will not be on supporting large

investments or infrastructures that should be tackled via other financial instruments and funds, with the exception of those investments that are clearly linked to cross-border cooperation and will benefit both countries.

Policy objective	Priority	Union support (EUR)	Specific objective
1. A more competitive and smarter Europe	1. Cooperating for smarter programme area	6.612.285,00	RSO1.1. Developing and enhancing research and innovation capacities and the uptake of advanced technologies
2. A greener, low-carbon transitioning towards a net zero carbon economy and resilient Europe	2. Cooperating for greener and climate change resilient programme area	6.264.270,80	RSO2.2. Promoting renewable energy in accordance with Renewable Energy Directive (EU) 2018/2001[1], including the sustainability criteria set out therein
		9.396.406,20	RSO2.4. Promoting climate change adaptation and disaster risk prevention, resilience taking into account eco-system based approaches
4. A more social and inclusive Europe	3. Cooperating for healthier and more inclusive programme area	6.960.301,00	RSO4.5. Ensuring equal access to health care and fostering resilience of health systems, including primary care, and promoting the transition from institutional to family- and community-based care
	4. Cooperating for more sustainable and socially innovative tourism and culture	5.568.240,00	RSO4.6. Enhancing the role of culture and sustainable tourism in economic development, social inclusion and social innovation

The Programme is managed by the Sector for Managing Interreg Cooperation Programmes within the Ministry of Regional Development and EU Funds of the Republic of Croatia. The MA is

supported with respective National Authorities, Sector for Coordination of European Territorial Cooperation Programmes and Macro-Regional Strategies within the Ministry of Regional Development and EU Funds in Croatia and the Department for Cross-Border and Transnational Cooperation Programmes and Cooperation with Local and Regional Authorities and Organisations for More Efficient Use of Funds within the Ministry of European Integration of the Republic of Serbia.

3. Objectives, coverage and coordination

3.1. Evaluation plan and its objectives

The Evaluation plan is a strategic Programme document setting out which evaluation will be organized during the entire implementation period and how will they be carried out. It also outlines the roles and responsibilities of the Programme bodies in planning and implementing evaluations and follow-up of their recommendations.

Evaluation plan is also considered as a tool for Programme management and policy decisions to support the Programme result-oriented implementation. It sets out the framework to properly plan and implement quality Programme evaluations with the aim to secure and improve the Programme's effectiveness, efficiency and impact.

The main objectives of the Evaluation plan are the following:

- to improve the quality of evaluations through proper planning, identification and collection of necessary data;
- to enable informed Programme management and policy decisions on the basis of evaluation findings;
- to provide a framework to plan impact and operational evaluations;
- to ensure that evaluations provide inputs for Programme reporting;
- to ensure that resources for funding and managing the evaluations are appropriate;
- to provide framework to ensure effective follow-up of the evaluation findings and the adequate communication about evaluation results.

The Evaluation plan has been prepared in compliance with Article 35 of Interreg Regulation, which states that MA will carry out evaluations of the Programme related to one or more of the following criteria: effectiveness, efficiency, relevance, coherence and Union added value, with

the air to improve the quality of the design and implementation of the Programme. Evaluations may also cover other relevant criteria, such as inclusiveness, non-discrimination and visibility, and may cover more than one programme. In addition, an evaluation for each Programme to assess its impact shall be carried out by 30 June 2029.

The description of planned evaluations for the whole programming period is indicative. Taking into account that new evaluation needs might occur during programme lifetime, the Evaluation plan shall be reviewed by the MC when necessary.

3.2. Coverage of the evaluation plan

This evaluation plan covers the Interreg VI-A IPA Croatia – Serbia programme 2021-2027, co-financed by the ERDF and IPA and from national co-financing of participating countries. The plan covers the entire Programme period taking into account that at the latest by June 2029, the impact evaluation has to be completed and that in December 2029 the final performance report of the Programme shall be submitted to the European Commission.

The Programme area overlaps with some other cross-border and transnational programmes. However, a joint evaluation plan or joint evaluations with other programmes are not considered feasible as geographical and thematic overlap with other programmes is only partial and as intervention logic differs between programmes.

3.3. Analysis of relevant evidence

The evaluation plan builds on various information gathered both during implementation of the Programme in the period 2014-2020 and the preparation of the Programme for the period 2021-2027.

Evaluators will base their analyses on the conclusions and lessons learnt during the implementation of the Programme in the period 2014-2020, in particular information from the carried-out operation evaluation, focused on the Programme efficiency and effectiveness, and Programme impact evaluation.

Additionally, during the preparation of the Programme for the period 2021-2027, a territorial and socio-economic analysis was conducted by external experts, focusing at identifying the main

challenges, needs and potentials of the Programme area in order to support the identification of thematic objectives and definition of the programme strategy.

The evaluation plan also considers general lessons learnt emerged at the European level regarding the implementation of monitoring and evaluation activities in the ETC context.

It might as well be useful to consider potential evidence available from evaluations conducted by other Programmes covering the same territories as the Interreg VI-A IPA Croatia – Serbia programme in order to allow the identification of common strategic elements where to focus the evaluation analysis.

3.4. Coordination and exchange with other programmes, macroregional strategies and initiatives

MA will ensure coordination and synergy with other Interreg and mainstream programmes as well as other institutions from the Programme area which are carrying out evaluations, in order to expand the evaluation perspective, enrich results of the evaluation activities and avoid duplications. The MA will regularly cooperate with other relevant bodies responsible for management and implementation of EU programmes and initiatives. In that respect, the MA is a part of an interdepartmental evaluation working group set up by the Ministry for Regional Development and EU Funds as the coordination body for EU Funds in the Republic of Croatia.

Synergies with other Interreg Managing Authorities, especially ones in the territory which is geographically overlapping with the territory of EU Macro-Regional Strategies will be sought, particularly in the field of common achievements of MRS priorities/activities.

The MA will also collect information from Serbian National Authority on the evaluations carried out on the Serbian part of the Programme area.

Furthermore, the MC, which is involved in all Programme evaluation activities, includes a range of institutions involved in the implementation of national initiatives and national, regional and

Interreg programmes that allows for proper coordination of evaluations and follow-up of the evaluation findings and recommendations.

4. Evaluation framework

4.1. Responsibilities and evaluation process

The main responsibility of the Programme evaluation process rests within the MA, while the supervising function rests within the MC, in line with Article 35 and Article 30 of Interreg Regulation, respectively. Their functions are detailed below.

The MA, supported by the JS, will perform the following tasks:

- drafting the Evaluation plan based on the needs identified and submitting it to the MC;
- updating and modifying the Evaluation plan (e.g., based on instructions and comments by the MC);
- submitting the Evaluation plan and evaluation findings to the EC;
- publishing the Evaluation plan and all the evaluation reports on the Programme website;
- managing procurement procedures and contracts for evaluation activities (preparing tender documentation and drafting the Terms of Reference for the evaluation process, participating in the process of selection of the external evaluators);
- organizing and participating at the kick-off meeting with the external evaluators;
- coordinating and monitoring the evaluation process and ensuring the quality of the conclusions and recommendations (monitoring progress in the evaluation process by examining progress reports and other outputs submitted by evaluators);
- collecting the relevant data and providing documents and other information at the request of external evaluators (e.g., defining the proper source of data, communication with public and regional authorities);
- participating in training and evaluation capacity building activities (seminars, workshops, etc.);
- participating in revising the Programme indicators and intervention logic, if applicable;
- participating in coordination activities with other programmes and initiatives;
- participating in communications activities related to the dissemination of evaluation results (e.g., presenting the evaluation results at MC meetings and/or Programme events).

The MC has a steering and deciding role as regards the development, implementation and monitoring of the implementation of the Evaluation plan. The MC examines and approves the Evaluation plan and any of its amendments in line with Article 30(2)(b) of Interreg Regulation.

The MC shall review the Evaluation plan annually, in order to ensure that needs in terms of evaluation activities are reflected in the plan.

The MC may make observations regarding Programme evaluation and shall monitor the actions taken as a result of its observations. The MA is in charge for the implementation of such observations.

4.2. Involvement of stakeholders in the evaluation

In line with Article 16 of Regulation No 240/2014, the MA will involve the relevant partners in the evaluation of the Programme within the framework of the MC and specific working groups which the MC may establish for this purpose.

The MC is composed of representatives of relevant national and regional authorities of the Participating Countries and other stakeholders, including civil society and private sector organisations. In addition to the MC members, representatives of other relevant institutions may participate as observers.

The MC shall examine the progress made in carrying out evaluations, syntheses of evaluations, and any follow-up given to findings of evaluations.

Additionally, besides the involvement of relevant national partners, a broad range of other stakeholders, including Programme beneficiaries and experts, will also be consulted through surveys and interviews in order to collect data for planned evaluations.

Evaluation results and conclusions will also be shared with relevant partners through different communication channels.

4.3. Evaluation expertise and quality management strategy

In accordance with Article 35(3) of Interreg Regulation, the evaluations shall be entrusted to internal or external experts that are functionally independent of the authorities responsible for the Programme implementation. Taking into account that the structure of MA does not foresee

functionally independent unit responsible for evaluation, evaluations of the Programme will be carried out by external (independent) experts.

External experts will be selected on the basis of transparent public procurement procedure launched by the MA. Special attention will be given to the preparation of the Terms of Reference (ToR), as a key step for assuring good quality evaluation. The ToR will define, among others, the objectives of the evaluations, the role and responsibilities of the evaluators, the description of the evaluation assignment and workflow, the duration of the contract, the allocated resources, the conditions and expectations concerning the competences of the evaluator, the expected results of the evaluation process, as well as the examples of the evaluation questions.

The expertise needed for the evaluations has to be linked to competences in relation to the Programme area and specific competences related to qualitative evaluation methodologies.

The tender for the selection of external experts will be broadly disseminated using the Programme website and social media in order to ensure quality of proposals.

The MA will be responsible for assessing the offers against the criteria set out in the ToR. The MA will ensure that the award criteria are not solely based on the price, but on clear and objective qualitative criteria.

The MA will hold a kick-off meeting with the external experts (evaluators), which will serve as a starting point to present the MA requirements from the whole evaluation process in detail.

The main expected outputs produced by the evaluators are the following:

- Inception Report presenting the detailed methodology and timeframe, including workflow;
- Progress Reports providing an overview of the work carried out by due dates in accordance with the ToR (preliminary conclusions and results of specific tasks);
- Final Evaluation Report providing a comprehensive picture of the evaluation including its context and objectives, evaluation methods and information sources, the results,

conclusions and recommendations on all evaluation questions as defined in the ToR and further detailed in the Inception report. It will also include an executive summary.

The MA, supported by the JS, will provide additional support to the evaluators, in particular regarding information and data needed for carrying out evaluations.

The main monitoring tool for the Programme is Joint electronic monitoring system (Jems) which will also be used for data collection. The main methods for data collection shall include desk research and data analysis of the project progress reports, statistical data from relevant national and/or EU databases (e.g., Eurostat) and other inputs from the monitoring of the project and Programme implementation. Progress reports are designed to support Programme evaluations and provide the necessary information concerning outputs and results, horizontal principles, target groups, etc.

To perform the evaluation of the Programme communication, the evaluators will use the data provided by the Programme website, social media and outcomes from the Programme events (e.g., number of visits to the website, number of registries at the partner search, number of downloads, number of participants at the events, number of followers on social media accounts, etc.).

Additionally, external evaluators may decide to conduct interviews or surveys involving Programme staff, MC members, beneficiaries and stakeholders. In that case, specific questionnaires may be designed, with the support of the MA/JS and NAs.

4.4. Training activities related to the evaluation

The members of MA/JS staff have participated in various workshops on evaluation (programme evaluation, drafting the evaluation plan and impact evaluations organised by INTERACT), and they will continue to follow and attend further trainings provided by the EC and INTERACT. If necessary, other relevant trainings will be attended in order to maintain and improve the

expertise on evaluation. Training programmes attended by the MA/JS staff shall be covered from the TA budget allocated to capacity building of staff.

4.5. Use and communication of evaluations

The MA will ensure that the evaluation findings and recommendations are presented and discussed with the MC in order to reach the approval of the evaluation report and an agreement on the necessary follow-up actions to be undertaken on the Programme level.

Approved evaluation reports will be published on the Programme website and transmitted through the SFC to the EC.

Additionally, the Programme will actively promote the findings of the evaluations to several target groups through different communication and dissemination activities in order to raise awareness and strengthen the evaluation capacities of each target group and relevant stakeholders.

Furthermore, the Programme will use the evaluation findings as a tool to improve the implementation of the Programme, to enhance the Programme results, to achieve the Programme indicators and to support the development of the future Programme.

4.6. Overall evaluation budget and timing

The financial resources for all evaluation activities will be covered by the Technical Assistance budget. The total amount foreseen for the evaluations to be carried out is 110.000 EUR, where for the first tender with operational evaluation is envisaged 50.000 EUR, whereas for the second tender covering impact evaluation is planned 60.000 EUR.

The timetable of evaluations is prepared taking into account the size and scope of the Programme and different Programme implementation phases, so that the timing of evaluations during the programming period is as balanced as possible. It should be planned as late as possible in order to enable the availability of results, but early enough to allow follow-up of the evaluation findings and adjustment activities in the overall Programme implementation process. Based on the previous experience, the Programme should also be flexible enough regarding content and timing

of the evaluations in order to better address Programme needs arising during the Programme implementation.

Taking into account the planned Programme implementation phases, such as publishing of the Calls for proposals, as well as the fact that projects from the 1st Call for Proposals will not start before the first quarter of 2024, no evaluations are planned before the 4th quarter of 2025.

The timing and the budget of the planned evaluations are indicated in the section 5.4.

5. Planned evaluations

Based on the legal requirements, Programme specific needs and the available financial resources, the following evaluations are planned to be carried out:

- Operational evaluation that shall focus on the evaluation of the quality and effectiveness of the Programme management and procedures including the effectiveness of the Programme communications.
- Impact evaluation shall focus on the evaluation of Programme's performance.

5.1. Operational evaluation

The planned operational evaluation shall focus on the evaluation of the quality and effectiveness of the Programme management and procedures (Programme management structures, coordination between Programme bodies, monitoring system, etc.) as well as on the assessment of Programme implementation and progress towards its objectives. Additionally, the operational evaluation will also cover the assessment of Programme communication activities, as well as impact of projects implemented in the 2014-2020 period, with focus on capitalisation activities in the 2021-2027 period.

Evaluation criteria and key points to consider for the operational evaluation are given in the section 5.4. Based on the evaluation criteria and objective of the operational evaluation, indicative evaluation questions to be covered by this evaluation are the following:

- How efficient are the Programme management structures and mechanisms in implementing the Programme and reaching its objectives?
- Is the overall management and control system effective? What can be improved?

- How efficient was the Programme in implementing the steps in the process of project application, assessment and selection, and contracting of the projects?
- How well does the electronic monitoring system support beneficiaries and Programme bodies in project reporting and monitoring?
- Are the procedures for monitoring the Programme suitable for collecting the necessary data?
- How successful are Programme communication tools in attracting new project partners and dissemination of information to stakeholders and target groups?
- To what extent have the projects capitalised on outputs and results of projects funded in the previous programming period?

These evaluation questions are only indicative and they will be further adapted and specified in the ToR for the selection of external evaluators.

5.2. Impact evaluation

The planned impact evaluation will focus on the evaluation of Programme's performance and its territorial effects as regards to each priority and specific objective. The objective of this evaluation is to analyse whether the Programme interventions have an effect, how big such effects are and how they were produced. The main challenge of the impact evaluation is to distinguish the effects of Programme implementation from the contribution of other external factors (such as other EU co-financed programmes and interventions, socio-economic developments, political changes, etc.). The planned impact evaluation will take into account not only expected and intended effects of the Programme interventions, but also unintended ones.

Evaluation criteria and key points to consider for the impact evaluation are given in the section 5.4. Based on the evaluation criteria and objective of the operational evaluation, indicative evaluation questions to be covered by this evaluation are the following:

- What changes were achieved in the Programme area in terms of meeting the needs and challenges of the Programme area as identified in the Interreg Programme?
- To what extent did the Programme interventions contribute to those changes?
- Did the projects (including potential strategic projects) manage to achieve the expected Programme outputs and results?
- Are the projects' (including potential strategic projects) outputs and results sustainable long-term?

- Did the planned measures/projects successfully contribute to Programme horizontal principles?
- What is the added value resulting from the cross-border aspect of the implemented interventions?
- Did implemented interventions contribute to existing policy frameworks, especially to the relevant EU's Macro-Regional Strategies?
- Are there any unintended effects of the Programme in the Programme area?

These evaluation questions are only indicative, and they will be further adapted and specified in the ToR for the selection of external evaluators.

5.3. Additional evaluation

The Programme will not strictly limit evaluations during the Programme implementation to these two foreseen evaluations. In case of additional emerging needs and demands (such as reprogramming and Programme modifications, thematic and horizontal insights relevant for the Programme implementation, etc.), the Programme may carry out additional evaluations. Topic and scope of such evaluations will be decided by the MA and MC, upon which the evaluation criteria, tools and questions will be defined by the MA, with the support of the JS.

5.4. Evaluation criteria

The following criteria, in line with Article 35 of Interreg Regulation, shall be covered by the Programme evaluations, as well as some additional ones:

1. Relevance – the evaluation will assess if the Programme was successful in choosing the specific objectives in relation to solving the needs and challenges of the Programme area and to what extent are the Programme selected interventions in line with stakeholders' expectations and interest and if the Programme expected outputs and results are relevant for the selected territories.
2. Coherence – the evaluation will assess the coherence of the programme intervention logic, i.e., selected objectives in relation to the intended outcomes and results. Additionally, the evaluation will analyse to what extent have the projects financed by the programme capitalised on previous results and outputs, taking into account this Interreg programme, as well as other complementary programmes.

3. Impact – the key objective is to assess the thematic and territorial impact of the Programme related to all selected specific objectives. The evaluation should also show if the effects of Programme interventions are wider than those predicted by the Programme, i.e., if there are some unintentional effects of programme activities.
4. Effectiveness – the evaluation will assess how effective was the programme in reaching the programme goals and to what extent are the solutions financed adequate for resolving the main issues and needs of the programme area. Additionally, the evaluation will show if the cross-border cooperation was the most effective solution for the needs of the selected area.
5. Efficiency – the evaluation shall assess the efficiency of the programme management in different stages of programme implementation.
6. Sustainability – the analysis of sustainability in terms of programme evaluation will show the long-term effects of programme interventions, as well as how the programme was successful in preserving the environment.
7. Communication – the evaluation shall assess the adequacy of programme communication channels to reach potential beneficiaries and project partners as well as analyse the visibility of the programme to the general public.
8. EU added value – the evaluation shall assess what was the added value resulting from financing cross-border interventions.

Planned evaluation	Subject and rationale	Methods and data requirements	Timing	Indicative budget
Operational evaluation	<p>Key criteria and focus:</p> <ul style="list-style-type: none"> - effectiveness and efficiency of Programme management and procedures, - evaluation of the Programme communications; - Programme relevance and coherence; - impact of 2014-2020 period and EU added 	<p>Methodology:</p> <p>Qualitative and quantitative method:</p> <ul style="list-style-type: none"> - Desk research - Data analysis - Survey - Interviews - Case study <p>Data requirements:</p> <ul style="list-style-type: none"> - Programme documents 	<p>October 2025 – September 2026 (12 months)</p>	<p>EUR 50.000,00</p>

	<p>value with focus on capitalisation.</p> <p>Key points to consider:</p> <ul style="list-style-type: none"> - Programme management structure and processes, including adequacy of human resources; - Project application and selection process, including potential strategic projects; - Project monitoring and reporting, including potential strategic projects; - Efficiency of Programme communication tools; - Efficiency in use of SCOs; - Analysis of partners' involvement; - Contribution to the horizontal principles and compliance with the DNSH principle within the Programme procedures; - Coherence of the Programme with macro-regional strategies; - Identification of potential issues affecting the performance as well as alternatives for the future. 	<ul style="list-style-type: none"> - Data available from the monitoring system (Jems) - Website and social media analytics - Contacts of beneficiaries, Programme bodies and MC members <p>The external evaluators will be required to create a proposal of the evaluation process, which shall include the description of the method to be applied and the required sources of data.</p>		
<p>Impact evaluation</p>	<p>Key criteria and focus:</p> <ul style="list-style-type: none"> - Programme relevance and coherence; 	<p>Methodology:</p>	<p>February 2028 –</p>	<p>EUR 60.000,00</p>



	<ul style="list-style-type: none"> - Programme effectiveness; - Sustainability; - Impact of the 2021-2027 period; - EU added value. <p>Key points to consider:</p> <ul style="list-style-type: none"> - Long-term effects of the Programme and environmental sustainability; - Range of users other than project partners; - Concrete results and effect of the Programme on the Programme area and wider area; - Cross-border cooperation as the solution for resolving the needs of the area and target groups; - Added value of cross-border cooperation; - Contribution to the horizontal principles and compliance with the DNSH principle within the Programme and projects implementation; - Coherence of the selected actions in the Programme with stakeholders' expectations; - Coherence with the macro-regional strategies; 	<p>Qualitative and quantitative method:</p> <ul style="list-style-type: none"> - Desk research - Data analysis - Survey - Interviews - Case study <p>Data requirements:</p> <ul style="list-style-type: none"> - Programme documents - Data available from the monitoring system (Jems) - Website and social media analytics - Contacts of beneficiaries, Programme bodies and MC members <p>The external evaluators will be required to create a proposal of the evaluation process, which shall include the description of the method to be applied and the required sources of data.</p>	<p>January 2029 (12 months)</p>	
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	<ul style="list-style-type: none">- Identification of potential issues affecting the performance as well as alternatives for the future;- Identification of positive unexpected outcomes of Programme interventions.			
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