



Multi Level On-going Evaluation: Experiences from the Swedish Approach

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Reflections after the last programme period regarding learning and evaluation:

- **The Swedish National Audit Office:** too much detailed control and monitoring – too small investments in learning evaluation to support regional development!
- **Swedish Institute for Growth Studies:** big investment in regional development projects from the EU funds, small effects on regional growth could be identified!
- **Swedish Agency for Public Management:** too many small projects; too scattered project portfolio; hardly any cooperation between the Regional fund and Social fund!
- **The Guidelines from the Commission:** the traditional mid-term evaluations were often conducted too late and had little impact on the implementation of the programmes; they should be replaced by ongoing evaluation in projects and of programmes this programming period!

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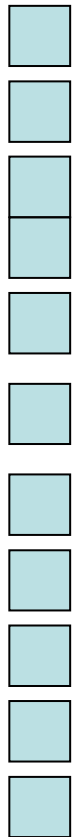
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The Swedish Multi Level On-going Evaluation Approach

Project level

Contracting ongoing evaluators and self evaluation in projects.



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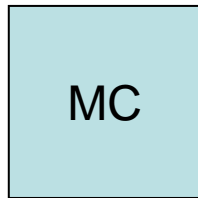
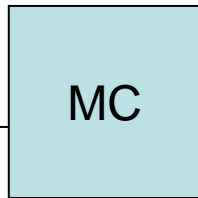
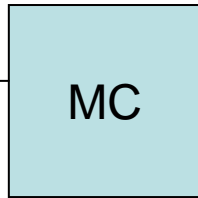
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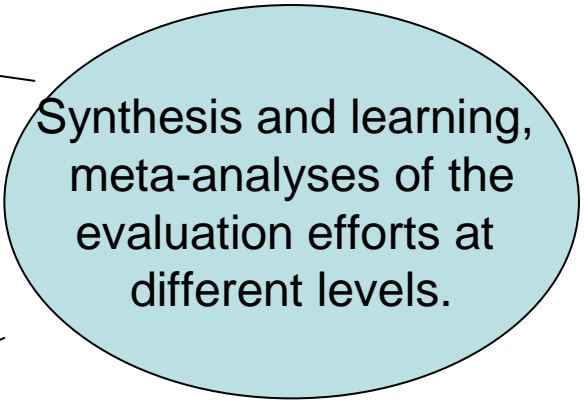
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Regional program level

Contracting ongoing evaluators (responsible for 2-3 programs).



Implementation organisation level, jointly with the Social Fund



The aim is learning from, between and to projects, programmes and in public debate!

Contracts with ongoing evaluators in larger/strategic projects. All project owners are responsible for selfevaluation.

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Evaluation at the level of implementation:

- The evaluation focuses initially on the effectiveness processes of preparation of applications, case handling and prioritisation. During the second half of the programming period, the evaluation will focus more on learning and strategic orientation, and on whether the implementation organisation has managed to assimilate documented experience and steer towards the programme goals better. This evaluation is carried out jointly with the National Social Fund.

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Evaluation at the programme level:

- An ongoing evaluation and process support structure of the eight Swedish regional fund programmes are carried out. Three teams of evaluators are following the progress of the programmes, analysing the evaluation or ongoing evaluation of the projects, and evaluating (based on the monitoring system) how the work is progressing at regional level. The main task is to ensure that the project portfolio is well balanced in terms of the programme's goals, and that the programme steers towards these goals.





Evaluation at the project level:

- Larger projects are requested to carry out ongoing evaluation and self-evaluation in smaller projects. These evaluation initiatives are carried out by the projects themselves, with the support of Nutek. Larger projects are supposed to set up a plan for evaluation, call for tender and learn from the evaluations to support continuous improvements of the projects.





Learning spiral:

Joint evaluation
of the
implementation
organisation

"Public debate"
for sustainable
regional
development!

"Evaluation
capacity building"
(univ. course
in learning eval.)

"Ongoing evaluation" of
programmes and in projects.

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Cooperation between Regional and Social funds based on:

- The National Strategy for Regional Competitiveness, Entrepreneurship and Employment 2007-2013!
- Arenas for cooperation between the funds, both at a strategic level and at regional level, in order to facilitate for regional learning, growth and innovativeness.
- Joint evaluation of the implementation organisation.
- Joint course and reader in Learning and ongoing evaluation.
- Learning conferences and seminars in each of the eight regions/structural programmes.

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The multi level ongoing evaluations are completed with thematic studies of:

- **Integration and diversity:** a study is carried out by REMESO, Institute for Research on Migration, Ethnicity and Society at the University of Linköping of this horizontal criteria!
- **The issue of innovation in regional development projects and its linkages to business society:** a study has been carried out by professor Jan Ottosson and his research group at the University of Umeå!
- **Culture as a resource for entrepreneurial action:** a prestudy is planned to be conducted in cooperation with the authorities within the this field!
- **Business opportunities in environmental technology and environmentally-driven entrepreneurship:** a study is carried out of this horizontal criteria.
- **And of the horizontal criteria, gender equality.**

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