

# Brochure



8<sup>th</sup>

Evaluation  
Conference  
in Prague

**3–4 November 2022**

## **Focused on Regions:**

Cohesion Policy Facts  
for Evidence Informed Policymaking



# Program of the conference day

November 3, 2022

AVI, Pařížská 4, 110 00 Prague

8:45-9:15

**Registration of participants, morning refreshments**

9:15-9:30

**Introduction** (in Czech, English interpretation available)

- **Daniela Grabmüllerová**, Deputy Minister, Ministry of Regional Development CZ
- **Jan Fluxa**, Deputy Minister for Regional Development

9:30-11:00

**Evaluation as a basis for evidence-informed decision-making**

**Panel discussion** (Czech/English interpretation available)

- **Radim Sršeň**, Deputy Minister for Regional Development
- **Karel Blaha**, Deputy Minister for Legislation
- **Štěpán Jurajda**, Deputy Minister for Science, Research and Innovation
- **Arturo Polese**, European Commission, DG REGIO
- **Renata Calak**, Ministry of Development Funds and Regional Policy, PL

Hosted by: **Petr Zahradník**, analyst and economic expert

11:00-11:30

Break

11:30-13:00

**Cohesion policy as a tool for the development of all regions**

**Presentation followed by panel discussion** (Czech/English interpretation available)

- **Zoltán Polyánszky**, HÉTFA Research Institute and Center for Economic and Social Analysis, HU – Is Cohesion a Matter of Percentage?
- **Jacek Pokorski** – Polish Agency for Enterprise Development – What works in catching-up regions (also during the covid-19 era)?
- **Viktor Květoň**, Charles University – Differential economic impacts of EU Cohesion Policy in various regions
- **Linda Maršíková**, Ernst & Young – Do regional policy instruments address the real needs of the regions?
- **Richard Nikischer**, Ministry of Regional Development CZ – Evaluation and research activities in the regional policy of the Czech Republic

Hosted by: **Petr Zahradník**, analyst and economic expert

13:00-14:00

Break – lunch

## 2 parallel afternoon sessions

AVI Great Hall, interpretation available

Large AVI classroom, in Czech only

14:00-15:00

**Evaluation from the auditors' perspective** (English interpretation available)

- **Jan Gregor**, Chair of the Court's Audit Quality Control Committee, ECA – Evaluating the evaluators: holding the European Commission to account through audit
- **Stanislav Bureš**, Ministry of Finance CZ, Audit Authority – The role of evaluations in the audit activity of the AA

Hosted by: **Kateřina Neveselá**, Director, Ministry of Regional Development of the Czech Republic

**in Czech only Non-financial business support instruments**

- **Ondřej Dvoutělý**, Prague University of Economics and Business – Non-financial instruments to support entrepreneurship
- **Miroslav Balog**, Institute for Forecasting, Centre of social and psychological sciences, Bratislava, Slovak Republic, Evaluation of the Creative Voucher Scheme on the SMEs
- **Petr Tůma**, Ministry of Industry and Trade – Less common forms of support for SMEs

Hosted by: **Ondřej Dvoutělý**, Prague University of Economics and Business

15:00-15:30

Break

15:30-17:00

**The use of informed decision-making in public policies in the world and in the Czech Republic** (Czech/English interpretation available)

- **Claire Salama**, Directorate for Public Administration, OECD – OECD Recommendations on Public Policy Evaluation: guidance on the institutionalisation, quality and use of evaluations
- **Alexandre Reznikow**, Czech Priorities – PANK: Making evidence and analysis work in practice

Hosted by: **Jana Dríková**, Evaluation Unit, NCA

**in Czech only Deep-dive into selected ESF evaluations**

- **Simona Smrčková**, Ministry of Labor and Social Affairs of the Czech Republic, **Miroslav Parvonič**, Czech priorities – Cost benefit analysis of socially innovative projects
- **Hana Friedlaenderová**, project evaluator, **Josef Petr**, Open Men's League – Evaluation of the therapeutic project for persons who commit violence in relationships
- **Ivana Siglová**, **Štěpán Ripka**, Platform for social housing, Verification of the effects of the Housing intervention first for families with children in the medium term

Hosted by: **Lenka Jansová**, Evaluation Unit, NCA

17:00

**Closing and invitation to the next day**

17:00-19:00

**Informal discussions and networking**

# Program of the workshop day

November 4, 2022

AVI, Pařížská 4, 110 00 Prague

8:30-9:00	Registration of participants, morning refreshments		
9:00-10:30	<b>in Czech only</b> <b>1. educational WS</b> Evaluation Report: The Art of Executive Summary, Clear Structure and Readable Text Expert: <b>Tomáš Zykán</b> <b>1<sup>st</sup> part</b>	9:00-10:30	<b>in Czech only</b> <b>2. educational WS</b> The Most Significant Change technique Expert: <b>Inka Bartošová</b> <b>1<sup>st</sup> part</b>
10:30-11:00	Break		10:30-11:00 Registration of participants <b>in Czech only</b> <b>Eval Café:</b> How to set up a more effective cooperation between contracting authorities and suppliers in the field of evaluation
11:00-12:30	Evaluation Report: The Art of Executive Summary, Clear Structure and Readable Text <b>2<sup>nd</sup> part</b>	11:00-12:30	The Most Significant Change technique <b>2<sup>nd</sup> part</b>
11:00-13:00	Evaluation of EU Funds in the 2021–2027 programming period vision of evaluation units Experts: <b>representatives of evaluation units of managing authorities and NCA</b> Hosted by: <b>Tomáš Novotný</b>		
12:30-13:30	Break - lunch		13:00-14:00 Break - lunch
13:30-15:00	Evaluation Report: The Art of Executive Summary, Clear Structure and Readable Text <b>3<sup>rd</sup> part</b>	13:30-15:00	The Most Significant Change technique <b>3<sup>rd</sup> part</b>
14:00-15:00	Contracting authorities' requirements from evaluation contractors' perspective <b>1<sup>st</sup> part</b> Experts: <b>representatives of evaluation contractors</b> Hosted by: <b>Martin Nekola</b> in Czech only		
15:00-15:30	Break		
15:30-17:00	Evaluation Report: The Art of Executive Summary, Clear Structure and Readable Text <b>4<sup>th</sup> part</b>	15:30-17:00	The Most Significant Change technique <b>4<sup>th</sup> part</b>
15:30-17:00	Contracting authorities' requirements from evaluation contractors' perspective <b>2<sup>nd</sup> part</b>		
17:00	END		

# November 3, 2022

AVI Great Hall

9:15-9:30

**Introduction** (in Czech, English interpretation available)

9:30-11:00

## Evaluation as a basis for evidence-informed decision-making

Panel discussion (Czech/English interpretation available)

Hosted by: Petr Zahradník, analyst and economic expert

What role does evaluation play in management and decision-making? Does evaluation and its findings and recommendations feed into the decision-making of public institutions? How do decision-makers work with insights and recommendations, how do they reflect them in their decision-making? What would help decision-makers to make evaluations more useful friendly? How should the findings and recommendations be communicated to better reflect the needs of management and decision-making? These and other questions will be discussed in the panel discussion.



### Radim Sršeň

Deputy Minister for Regional Development

Radim Sršeň is a Member of the European Committee of the Regions, Vice-chairman of the NAT Commission, Deputy Minister of Regional Development of the Czech Republic (since 2022), Mayor of the Municipality of Dolní Studénky (since 2010), member of the Council of Olomouc Region (since 2016), chairman of the LAG Šumperský venkov, university teacher.

Born in a true rural region in the North-East of the Czech Republic. After graduating from bilingual Czech-English grammar school he achieved a master degree in International and European Studies - Diplomacy at the University of Economics in Prague, where he continued also with his Ph.D. degree in International Political Studies, which he successfully graduated in 2011. Since 2011 he is an assistant professor at the University of Economics in Prague specialising in the European Union and the United Nations. After his studies he returned back to his born region, establishing LAG Šumperský venkov in 2008, working first as a LAG manager and later LAG chairman. His passion in LEADER brought him also on the European level, serving as a president of the European LEADER Association for Rural Development (ELARD) in 2014-2015 and as its vice-president in 2013 and 2016. Since 2010 he is a mayor of the Municipality of Dolní Studénky, since 2013 also a vice-chairman of the Association of Local Governments of the Czech Republic. Since 2017 he has been a representative of the Czech Republic in the European Committee of the Regions focusing on topics of rural development, LEADER/CLLD, smart villages, EU territorial agenda and regional policy. He has also participated in rural development projects in Georgia and Bosnia and Herzegovina. Since 2022 he serves also as a Deputy Minister of Regional Development of the Czech Republic.



### Karel Blaha

Deputy Minister for Legislation

Karel Blaha is the Deputy Minister for Legislation at the Office of the Government of the Czech Republic, specializing in better regulation, regulatory impact assessment and behavioural insights. He has been active in the Czech state administration since 2005. In addition to the Government Office, he also worked at the Ministry of the Interior and the Ministry of Finance where he participated in the impact assessment of the new gambling regulation. Karel Blaha holds a Masters in Psychosocial Studies and Theology from Charles University in Prague.



## Štěpán Jurajda

Deputy Minister for Science, Research and Innovation

Štěpán Jurajda serves as Deputy Minister for Science, Research and Innovation of the Czech Republic. He is also a Professor at the Center for Economic Research and Graduate Education (CERGE), Charles University, and lead senior researcher at the Economics Institute (EI) of the Czech Academy of Sciences. During 2009–13 he was director of the joint workplace CERGE-EI. He graduated from the Prague School of Economics in Econometrics and Operations Research and received his M.A. and Ph.D. degrees in Labor Economics from the University of Pittsburgh. He was also a Visiting Research Fellow at Princeton University, Department of Economics. He was a member of the Executive Committee of the European Association of Labour Economists, and chair of the Economics Panel and the Social Sciences and Humanities Committee at the Czech Science Foundation. He received the Gold Commemorative medal of Charles University and was granted the Fernand Braudel Senior Fellowship at the European University Institute. He has been a member of the National Economic Council of the Government of the Czech Republic and served as Vice-Chairman of the Research, Development and Innovation Council of the Government of the Czech Republic.



## Arturo Polese

European Commission, DG REGIO

Arturo Polese is member of the Evaluation and European Semester unit in the Directorate-General for Regional and Urban Policy of the European Commission where he is team leader for European Semester coordination. He has an extensive background in regional policy, both in the Commission, and in the Italian administration, where he was member and director of the public investment evaluation unit of the Campania region. He is presently responsible for the activities of the ex- post evaluation of 2007-2020 ERDF investments in the area of ICT. He holds a PhD in sanitary engineering from the Milan Polytechnic and a Masters degree in environmental engineering from the Federico II University of Naples.



## Renata Calak

Ministry of Development Funds and Regional Policy, Poland

Renata Calak is PhD in economics, as the director of the Strategy Department at the Department of Strategy at the Ministry of Development Funds and Regional Policy, she coordinates the development policy, preparation, monitoring and evaluation of development strategies. She supervises the National Evaluation Unit, which coordinates the implementation of both: the process of evaluation of the cohesion policy in Poland and the broadly understood issues of evaluation of domestic policies. As part of her professional work, she participated in the preparation of a number of program and strategic documents. She was also responsible for various types of horizontal guidelines for the preparation and effective implementation of operational programs within European Funds and within national interventions. She co-created, among others The National Strategy for Regional Development 2010–2020, the National Spatial Development Concept 2030, as well as the Strategy for Responsible Development, the main development strategy in Poland. Currently, she coordinates works related to the strategic implementation of the Partnership Agreement, and also coordinates the development and implementation of the Recovery and Resilience Plan for Poland and the National Development Concept 2050.



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## Petr Zahradník

analyst and economic expert

Petr Zahradník is a Czech macroeconomic analyst and consultant, specializing in the EU economic policy and development. He is a member of the Strategic and economic analyses team at Česká spořitelna/ Erste Group Bank, an adviser to the President of the Czech Chamber of Commerce, an adviser to the Minister for European Affairs of the Czech Government as well as a Member of the National Economic Council of the Czech Government. In 2015 – 2020, he was a Member of the European Economic and Social Committee in Brussels, where he still serves as an adviser. In 2003 – 2012, he was a Director of EU Office at Česká spořitelna/ Erste Group Bank, in the previous period he took management positions in the financial sector. In 1995 – 1998, he was an economic adviser to the Czech President Václav Havel. He intensively cooperates with academy and media spheres.

# Cohesion policy as a tool for the development of all regions

**Presentation followed by panel discussion** (Czech/English interpretation available)

Hosted by: Petr Zahradník, analyst and economic expert

## Is Cohesion a Matter of Percentage? Experiences of Territorial Development in Hungary

When we evaluate the impacts of Cohesion Policy on regional development, we generally wish to see that less developed regions close up to the national and EU averages. Based on Hungarian experiences of territorial processes, this brief presentation challenges the mainstream views on what to expect from Cohesion Policy. Is it realistic to close the gap between regions considerably with capitalism having an inherent tendency towards polarisation? Is it a problem that our rich regions get even richer when the EU is in a tough competition with other developed and developing regions of the world? Cannot regional development be successful without closing the gap between regions? Should we not aim at providing adequate living standards for everyone instead of improving the relative positions of our regions? The presentation shows how all these questions, and the possible answers may reframe our approach to the evaluation of Cohesion Policy impacts on regional development.



### Zoltán Polyánszky

HÉTFA Research Institute and Centre for Economic and Social Analysis, Hungary

Zoltán Polyánszky is a philosopher having Master Degree in European studies from the Corvinus University of Budapest, and a PhD in economics studying regional policy and regional economics at the University of Pécs. He is Director for Cohesion Policy at the HÉTFA Research Institute and Centre for Economic and Social Analysis. Previously, as Head of Department at the Prime Minister's Office he was responsible for the coordination of major government investments in the Budapest Metropolitan Area. Before, as Director of the Strategic and EU Division of Századvég Economic Research Institute he coordinated evaluations and socio-economic analyses including the evaluation of the impacts of EU sources on territorial cohesion, and on various sectors of the Hungarian economy and institutional system. He has been working in the field of Cohesion Policy evaluation and analysis from 2007. As a "civilian" he is President of the Organising Committee of the 2024 Chess Olympiad to be held in Budapest.

## What works in catching-up regions (also during the covid-19 era)?

The impact of export promotion and innovation support under the Operational Program Eastern Poland 2014-2020

The presentation will focus on the causal effects of supporting entrepreneurship in regions representing areas of strategic intervention (ASI), i.e. regions with a poorer socio-economic situation and risk of permanent marginalisation. Such areas require specific priorities of intervention in response to their development challenges and spatial characteristics. Some conclusions from the PARP's CIE study show how tailor-made support from the EU cohesion policy (under the OP Eastern Poland, 2014-2020) works in this type of regions, especially support for SMEs on innovation and export promotion. The evaluation took into account external market disturbances caused by the covid-19 pandemic. Using data from public registers, we gathered knowledge about the impact also in 2020 (before the data from the Statistics Poland/GUS were available).

The study was important for the Polish government in the process of programming and negotiating a new generation of support for Eastern Poland in the perspective of EU funds 2021-2027. It solved the dilemma of choosing effective forms of support (returnable or non-returnable) addressed to SMEs in catching-up regions.



### Jacek Pokorski

Polish Agency for Enterprise Development, Poland

Jacek Pokorski, associated with the Polish Agency for Enterprise Development (PARP) since 2004, Chief Expert of the Evaluation Unit of PARP, Head of the Monitoring and Evaluation Section in the Analysis and Strategy Department since 2016; Vice-President of the Polish Evaluation Society (PTE) in 2010-2014, currently the Head of the Supervisory Authority of PTE. He specialises in research on enterprises and business environment as well as in evaluation of economic development programmes (such as support for a competitive and innovative economy, enhancing staff qualifications, development of social and economic infrastructure). He is an author and co-editor of publications, evaluator, trainer and consultant in the field of evaluation studies.

## Differential economic impacts of EU Cohesion Policy in various regions

EU regional policy has the potential to significantly influence the development of countries and their regions. Economic geographical analyzes has emphasized that in some EU countries the economic impacts of EU regional policy are very positive and beneficial, but not in others. The impacts also differ significantly at the regional level. Overall, the results are controversial, and therefore it makes sense to look for the causes of such uneven impact of ESIF funds in different types of regions. In addition to the traditional factors that influence regional economic growth and employment, the broadly understood quality and development of the institutional environment, including the quality of public administration, turns out to be a very important factor. There are significant differences between countries, but also within individual countries (between regions). Therefore, just this factor can explain the different effectiveness of EU regional policy.



**Viktor Květoň**

Charles University

Viktor Květoň is an associate professor at Charles University and his research focused on evolutionary dynamics of regions and industries within regional innovation systems, evolutionary economic geography, and spatially uneven innovation performance of regions. He has also a long track record of experiences with process, results, and impact evaluations of public expenditure programs of the EU's cohesion policy (especially in the field of R&D and entrepreneurship). In his areas of expertise, he has regularly acted as analyst and evaluator to the Technology Agency in the Czech Republic and Ministry for Regional Development among others. He has been involved in international research as well as consultancy projects as a country expert (The World Bank Group, UNDP, ex-post evaluations for the DG Regio, DG Competition, EC – Joint Research Center etc.)

## Do regional policy instruments address the real needs of the regions?

We will present the interim conclusions of one of the most extensive evaluations that has been processed in the Czech Republic so far. The evaluation of six regions has been completed, and we can already state that the development of the regions and the desired solution to their specific needs are not always connected with EU funds interventions, even though the volume is very significant. We will show how regions improved in various thematic areas in comparison to the beginning of programming period 2014–2020 and to what extent this shift can be linked to the intervention of EU funds. The conclusions we will present was reached thanks to a robust approach to data evaluation, where we combine both qualitative and quantitative methods, including counterfactual ones.



**Linda Maršíková**

Ernst & Young

Linda has more than 10 years of experience in ESIF financial implementation and program evaluations. During her work for the Ministry of Labor and Social Affairs of the Czech Republic, she participated in the creation and management of a number of analyzes focused on financial instruments, social policy and other topics related to managerial tasks and the implementation of the operational program managed by the Ministry. As part of her career at EY, she was member of a team that dealt with the evaluation of the IROP, Priority axis 2, the preparation of documents for OP ŽP 2021+ or the evaluation of support for incubators from OP PPR. She is now working on the evaluation of the Partnership Agreement for the MMR or on the evaluation of the RIS strategy of the South Moravian Region.

## Evaluation and research activities in the regional policy of the Czech Republic

Regional policy deals with the heterogeneity of the geographical space, either when identifying the development needs and the potential of the territories, when setting development goals and interventions, or when evaluating the impacts of the relevant instruments. The spatial prism intertwines with all the processes carried out within the intervention logic.

The goal of the Ministry of Regional Development CZ is to implement an exemplary evidence-based policy that is not blind to spatial differences at individual geographical levels. The contribution will briefly present how the Department of Regional and Housing Policy Strategies and Analyses of the Ministry of Regional Development CZ, with the contribution of partial evaluation and research activities, takes into account spatial differences in the process of strategic planning and management, in the design of support instruments, but also in the assessment of their impacts.



**Richard Nikischer**

Ministry of Regional Development of the Czech Republic

Richard Nikischer graduated from the regional geography at Charles University and worked as a researcher at the Institute of Sociology of the Czech Academy of Sciences. He is the author of two dozen scientific publications, especially on the topic of social organization of space. At the Ministry of Regional Development, he heads the Rural Development Unit and he is/was acting director of the Department of Regional and Housing Policy Strategies and Analyses. He emphasizes the need for a spatially sensitive and sustainable approach to regional development, which the Ministry of Regional Development takes into account when creating the Regional Development Strategy of the Czech Republic 21+, the Rural Development Concept or the Smart Cities Concept. Together with his colleagues and in cooperation with territorial stakeholders, he defines development measures and instruments reflecting specific needs and development potential of individual regions.

## Evaluating the evaluators: holding the European Commission to account through audit

The European Commission is committed to the "evaluate first" principle, whereby policies and spending programmes should be evaluated before they are reformed or renewed. Given how important these evaluations are to ensuring effective regulations and value for money for EU taxpayers, the European Court of Auditors (ECA) has audited the performance of the Commission's evaluation system on several occasions to identify areas for improvement. The work of the ECA in itself can also be considered within the broad universe of ex-post evaluations. Its performance audit methodology, based around the examination of economy, efficiency and effectiveness has some points in common with evaluations and both exercises can feed off each other. At the conference, we will examine the ECA's findings on the Commission's evaluation system and consider how independent audit contributes to the broader aim of improved governance and accountability.



### Jan Gregor

Chair of the Court's Audit Quality Control Committee, ECA

Jan Gregor has almost 20 years experience in public finance and audit, first as an official in the Czech administration and then as Deputy Minister for Public Budgets. He was also on the Supervisory Board of the Czech Export Bank and the Czech Moravian Guarantee and Development Bank and on the Board of Directors of the European Investment Bank. He has been the Czech Member of the European Court of Auditors since 2016, overseeing audits in all the EU's main spending and policy domains. He is currently chair of the Court's Audit Quality Control Committee, which is responsible for the development of the Court's audit policies, standards and methodologies. He holds a Masters in Economics from the Prague University of Economics.

## The role of evaluations in the audit activity of the AA

Evaluation has a lot in common with auditing. Just like evaluators, auditors also deal with assessing of the proper setting of the program or the fulfillment of goals with regard to the used financial resources. Evaluations prepared for managing authorities are an important element for their proper and effective decision-making, for the proper direction of the "rudder" of operational programs. The audit body analyzes decision-making activities, especially in system audits. Their subject is a wide range of verification activities of decision-making processes of managing authorities, incl. assessment of whether evaluations are available and how individual managing authorities work with them. However, evaluations as such are not the subject of audit assessment by the Audit Authority, due to their generality they are not suitable as direct audit evidence, nevertheless we assess its use positively and we work with its results, e.g. in risk analyzes for system audits.



### Stanislav Bureš

Ministry of Finance CZ, Audit Authority

Stanislav Bureš is a long-time director of the Audit Authority Department of the Ministry of Finance of the Czech Republic and has been involved in the audit of public finances co-financed from so-called EU funds for more than 10 years. He began his professional career as a lawyer at the Supreme Audit Office of the Czech Republic in the department of control of grants provided from structural funds, which fundamentally shaped his professional orientation. Subsequently, he moved to the position of lawyer at the Audit Authority of the Czech Republic, where he works till today – since 2016 as its director. The Audit authority ensures the methodology and performance of the audit of financial resources of the European Structural and Investment Funds (ESIF), EEA and Norway Grants, the Asylum, Migration and Integration Fund (AMIF) and the Internal Security Fund (ISF), as well as the National Recovery Plan financed from the RRF. Stanislav is an expert in financial control, or audit of public funds provided from EU funds, focuses on the area of public procurement, SMEs status and other specialized topics. When managing the Audit Authority, Stanislav strongly emphasizes the proactive consultative and preventive role of the audit and open communication towards applicants, beneficiaries and the entire implementation structure. The Audit authority participates in a number of educational activities. Stanislav also lectures at both national and international conferences, incl. those organized at the initiative of the EC.

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### Kateřina Neveselá

Director, Ministry of Regional Development of the Czech Republic



Kateřina Neveselá has more than 15 years of working experience in the area of European funds, from agricultural funds to Cohesion policy funds. She was one of the founders of the National Coordination Authority of EU Funds in the Czech Republic at the Ministry of Regional Development and has been involved in its structures since its establishment. In the long term, she strives to set conditions and an environment that combines simplicity of rules, transparency of processes and meaningful use of support from the EU budget. She is a member of a number of professional platforms of the state administration or government advisory bodies. Currently, she has worked as the director of the Department of Management and Coordination of EU Funds. Kateřina Neveselá is a graduate of the Department of Social Geography and Regional Development at Charles University in Prague.



# The use of informed decision-making in public policies in the world and in the Czech Republic

## OECD Recommendation on Public policy evaluation: guidance on the institutionalisation, quality and use of evaluations

Governments are under increased pressure to show that their use of public resources and the decisions they make translate into desired outcomes, and to implement policies that improve the well-being of people. Public policy evaluation has a key role to play in this regard by bringing an understanding of what works, why, for whom, and under what circumstances.

The OECD has been promoting a systemic approach to public policy evaluation, which not only looks at individual evaluative practices, but also at how those can come together to make sure that evaluation becomes part and parcel of the policy-cycle. This approach, which is supported by empirical evidence, reflects the need to simultaneously address the issues of institutionalisation, quality and impact, to ensure that evaluations contribute to evidence-informed policy-making and ultimately improve outcomes for people.

Building on this framework, the OECD Recommendation aims to establish robust practices and institutions that promote the use and quality of evaluations. This Recommendation has benefitted from a wealth of evidence identified through good practice and analytical reports. It recommends countries institutionalise evaluation from a whole of government perspective and conduct better quality evaluations that achieve impact, such that evaluations be systematically embedded in decision-making.

### Claire Salama

Public Governance Directorate, OECD



Claire Salama is the Performance Monitoring and Evaluation Lead at the OECD's Public Governance Directorate. As part of this role, she advises countries on how to set up effective systems to promote the use of evidence in policy and budget decision-making and she leads the Evaluation Expert Group, a network of practitioners from 35 member countries. She is the author of several internationally comparative papers, including the recent study on [Improving governance with policy evaluation](#) (OECD, 2020) and the work on [Early lessons from government evaluations of COVID-19 responses: a synthesis](#) (OECD, 2022). Most recently, she has overseen the process for the adoption of the [OECD Council Recommendation on Public policy evaluation](#), which serves as guidance for all member and accession countries on this topic. Prior to joining the OECD in 2018, Claire has worked as strategy consultant, advising the French public sector on how to set-up performance systems and conducting policy evaluations. She is a graduate of the Johns Hopkins University (BA), Sciences Po (MA) and the Sorbonne University (MA).

## PANK: Making evidence and analysis work in practice

How does public administration work with evidence and analysis? What are the barriers to evidence use and how can they be overcome?

Evidence-to-policy recommendations issued by academics, international institutions and national strategies often target the system level (e.g. advisory bodies, training programmes or information systems) but focus less on day-to-day practice of public servants. Yet managerial, communication or team working practices are at least as important for analytical work as are individual skills and system conditions.

In the PANK project - "Supporting Analytical Capacities in Public Administration" - funded by the Technological Agency, we examined the practice of six departments in the public administration. We focused on team management, evidence use, analytical processes, and communication of results. Subsequently, we designed and are now implementing interventions aimed at improving the quality and use of analytical work. In this presentation, we will summarise the findings of this research and present the interventions implemented and the planned project outputs.



### Alexandre Reznikow

Czech Priorities

Alexandre Reznikow works as a researcher at the independent think-tank Czech Priorities. In addition to evidence-to-policy, he works on foresight and its use in public administration as well as housing policies. After graduating from Sciences Po Paris, he worked on several research projects in the Czech Republic and France.



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### Jana Drlíková

Evaluation Unit, National Coordination Authority

Jana Drlíková leads the National Coordination Authority's Evaluation Unit. She focuses on qualitative methods, project management and public procurement issues. For the last three years, she has also been the president of the Czech Evaluation Society. She received her Bachelor's Degree in Political Science from Charles University and in International Relations and European Studies from Masaryk University; she graduated from the Central European University in Budapest.



**To find out more about evaluations of EU funds, see:**

**[www.DotaceEU.cz/evaluace](http://www.DotaceEU.cz/evaluace)**



EUROPEAN UNION  
Cohesion Fund  
Operational Programme Technical Assistance



MINISTRY  
OF REGIONAL  
DEVELOPMENT CZ