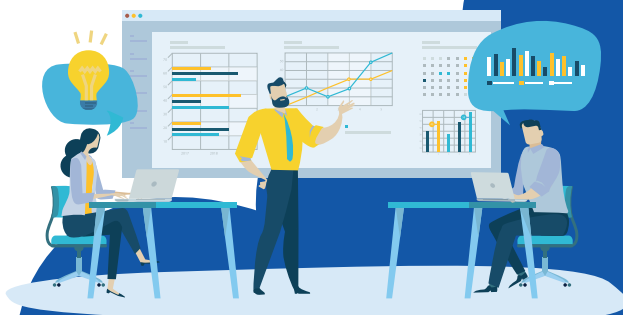




POST-IMPLEMENTATION EVALUATION OF THE LOCAL DEVELOPMENT PROGRAMME

UNDER THE EEA FINANCIAL MECHANISMS AND THE NORWEGIAN FINANCIAL
MECHANISM 2014-2022 - SUMMARY AND CONCLUSIONS



Research methods

Qualitative
comparative
analysis



Desk
research



CAWI/CATI



Expert
Panel



Counterfactual
analysis



In-depth
interviews



Case
study



90%

of beneficiaries
positively assessed
cooperation with ZMP



Ponad

96%

of ZMP representatives
positively assessed the
level of communication
with the city (beneficiary)

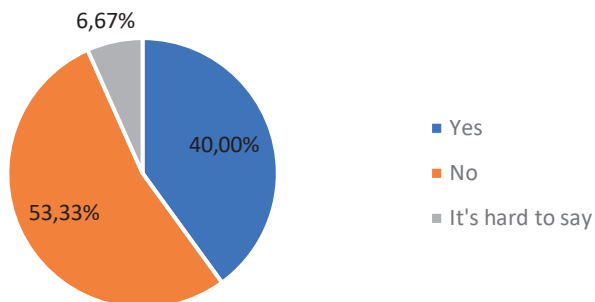


100%

of ZMP representatives
positively assessed
communication with
the Program Operator



Were any significant difficulties/limitations encountered during the cooperation?



Source: own study based on a CAWI/CATI survey with ZMP representatives, n=30.

Main difficulties from the perspective of ZMP representatives:

- limited experience of the team in implementing projects;
- limited number of employees resulting in excessive formalities;
- impact of the COVID-19 pandemic;
- war in Ukraine;
- difficulties in communication within the city team;
- flat organizational structure limiting the effective flow of information;
- problems with the involvement of the local community.

Recommendations

Maintaining regular meetings and communication

The effectiveness of cooperation between beneficiaries and the Programme Operator with the ZMP was supported by weekly meetings. Maintaining this practice and introducing additional working sessions with other partners will increase the transparency of processes and enable faster identification of problems.



Development of training programmes for Beneficiaries – Cities and potential beneficiaries

The diverse experience of cities in implementing projects requires differentiation of support. Training should be adapted to the level of advancement and specificity of each city, which will help in more efficient use of resources.

Strengthening monitoring and evaluation mechanisms

Respondents from the Association of Polish Cities positively assessed the effectiveness of cooperation, however there are concerns about the durability of the introduced changes. Regular evaluation will allow for the identification of problems and adjustment of activities in order to maintain the achievements.

Promotion of the self-assessment tool

Organisation of an information campaign and training aimed at increasing awareness and skills in using the self-assessment tool among local government employees, as well as promotion of good practices aimed at increasing motivation to use the tool.



Recommendations

Adapting the tool to local realities

Criticism of the self-assessment tool indicates its difficulties in interpretation in the Polish context. Adapting the tool can improve its usefulness and effectiveness.

Encouraging long-term cooperation

The high willingness to continue partnerships among 62% of respondents indicates their value. Long-term programs can strengthen these relationships and ensure the continuation of effective activities.

Extending the eligibility of expenditure to more efficiently implement planned projects

Respondents expressed the need to extend the eligibility of expenditure by an additional three months.

Strengthening relationships with partners

Respondents from managing institutions indicated that establishing relationships earlier will facilitate project implementation. A more accurate search for partners will help in better planning and coordination of activities. Respondents from beneficiary cities emphasized that creating a central database of partners would facilitate the identification and establishment of cooperation. This will allow for faster and more effective action in the field of bilateral cooperation.

Increasing the durability of employment of project team members

Experience from the implementation of the Programme shows that many employees leave offices after the completion of projects, which undermines the goal of institutional strengthening. Longer contracts, e.g. for a minimum of 2-3 years, could increase the stability of teams and the continuation of development activities. Project participants are a valuable resource, and their skills should be used in long-term city development strategies. This strengthens not only institutionally, but also in social aspects.

