



**GOVERNMENT
OF MALTA**



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**EUROPEAN REGIONAL DEVELOPMENT FUND
COHESION FUND
JUST TRANSITION FUND**

EVALUATION PLAN

Programming Period 2021 – 2027

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LIST OF ABBREVIATIONS

CBA	Cost Benefit Analysis
CF	Cohesion Fund
CPR	Common Provision Regulation
CSR	Country Specific Recommendations
EC	European Commission
EIA	Environment Impact Assessment
ERDF	European Regional Development Fund
ESIF	European Structural and Investment Funds
JTF	Just Transition Fund
GHG	Greenhouse Gas
MC	Monitoring Committee
MFF	Multi-Annual Financial Framework
NSO	National Statistics Office
PPCD	Planning and Priorities Coordination Division
SID	Strategy and Implementation Division
ToR	Terms of Reference

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1. INTRODUCTION

Evaluation can be defined as the process of observation, measurement, analysis and interpretation directed to the knowledge of a public intervention, to reach an evaluative judgment based on evidence, regarding its design, implementation, achievements, results or impacts.

This evaluation plan covers the European Regional Development Fund (ERDF), the Cohesion Fund (CF) and the Just Transition Fund (JTF) for the territory of Malta and Gozo Programme for the programming period 2021-2027.

In the context of the 2021-2027 Multiannual Financial Framework (MFF), the Common Provisions Regulation, sets out common rules for eight EU funds including the ERDF, the CF and the JTF. In line with Article 44, it is the obligation of each Member State or Managing Authority to carry out evaluation of the said programmes, including the preparation of an evaluation plan with the aim of improving the quality of the design and implementation of the programmes¹.

Who?	What?	When?	Reference?
Member State/ Managing Authority	An assessment for each programme on the outcome of the mid-term review.	31 March 2025	CPR Article 18 (2)
Member State/ Managing Authority	Carry out evaluations of the programme related to one or more of the following criteria: effectiveness, efficiency, relevance, coherence and Union added value	2021-2027	CPR Article 44 (1)
Member State/ Managing Authority	Submission of an evaluation plan	One year after the European Commission's decision approving the programme dated 21 st October 2022	CPR Article 44 (6)
Member State/ Managing Authority	Impact Evaluation	By 30 June 2029	CPR Article 44 (2)

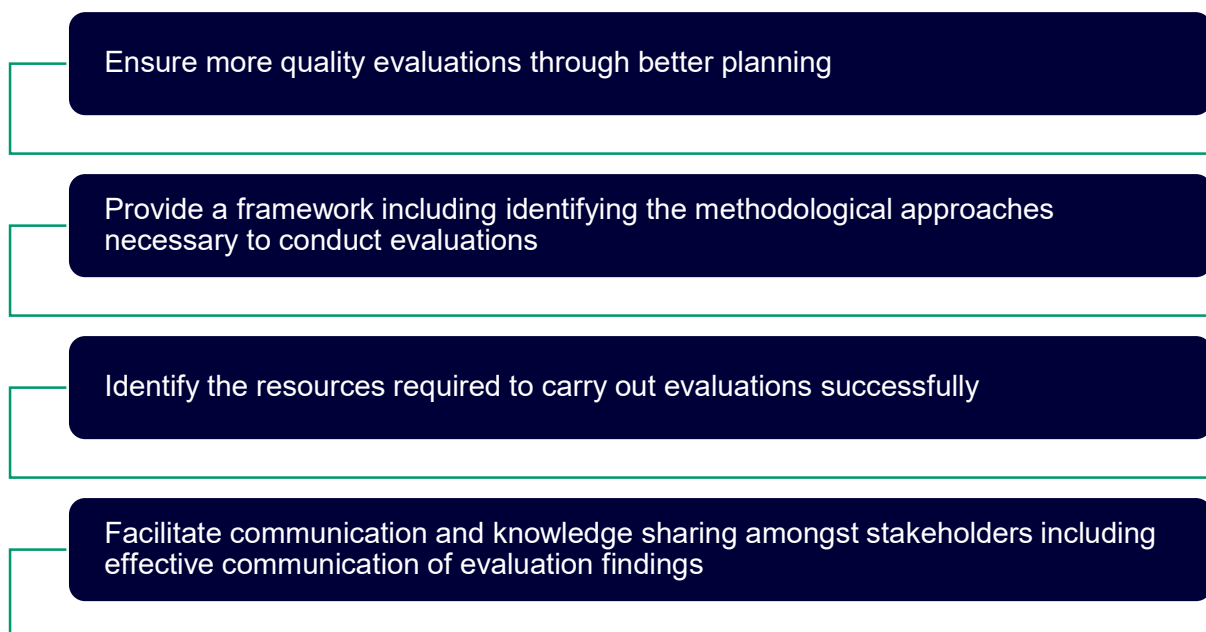
Table 1: Evaluation Commitments under the responsibility of the Member State/ Managing Authority.

¹ Regulation (EU) 2021/1060 of the European Parliament and of the Council of 24 June 2021 laying down common provisions on the European Regional Development Fund, the European Social Fund Plus, the Cohesion Fund, the Just Transition Fund and the European Maritime, Fisheries and Aquaculture Fund and financial rules for those and for the Asylum, Migration and Integration Fund, the Internal Security Fund and the Instrument for Financial Support for Border Management and Visa Policy. [EUR-Lex - 32021R1060 - EN - EUR-Lex \(europa.eu\)](https://eur-lex.europa.eu/eli/reg/2021/1060/oj)

Beyond the regulatory requirements, learning is an overarching objective of all evaluations. It is to be noted that this plan is eventually expected to be part of a consolidation exercise, where evaluation activities meriting to be carried out horizontally across funds will be planned accordingly. This consolidation is planned to be carried out in Q1 2024, once all other programme-specific evaluation plans have been prepared.

This strategic document is intended to accompany the programme throughout its lifecycle and support its result orientation. The purpose of the plan is to delineate the key parameters to be covered as part of the evaluations. This includes identification of the objectives at strategic and programme level by taking into account lessons learnt from the previous programming periods and evaluations carried out, ensuring that national stakeholders are included throughout the process through engagement and dialogue, identification of required evaluations including any preparatory studies that may be necessary and a broad methodological approach on the evaluation process to be carried out by identifying the different roles played by stakeholders and the resources required to implement it.

Within this context, the main objectives of the evaluation plan are to:



The plan is structured in a manner to show the different stages of the evaluation process. **Chapter 2** provides a detailed explanation of the evaluation framework which may guide the process, including the resources required, the stakeholders to be involved and an overview on coordination, including quality control arrangements in place, the evaluation principles and methods planned. **Chapter 3** delves deeper into the list of proposed evaluation activities to be implemented providing information on the rationale, data requirements and collection needs, potential evaluation questions to allow for adequate assessment and analysis throughout the implementation period, indicative timeframes of when the evaluation activity may be held, and an indication of the financial resources required to implement it.

2. EVALUATION FRAMEWORK

For an evaluation process to be effective, an evaluation framework has been developed to shape the entire evaluation process. This includes the roles and responsibilities of the different bodies to design and implement the evaluation plan, the involvement of stakeholders in the various stages of the evaluation process, the evaluation logical framework and the quality parameters which will be used to ensure high quality evaluation activities throughout the evaluation cycle.

The evaluation framework adopted may be presented in the diagram below².

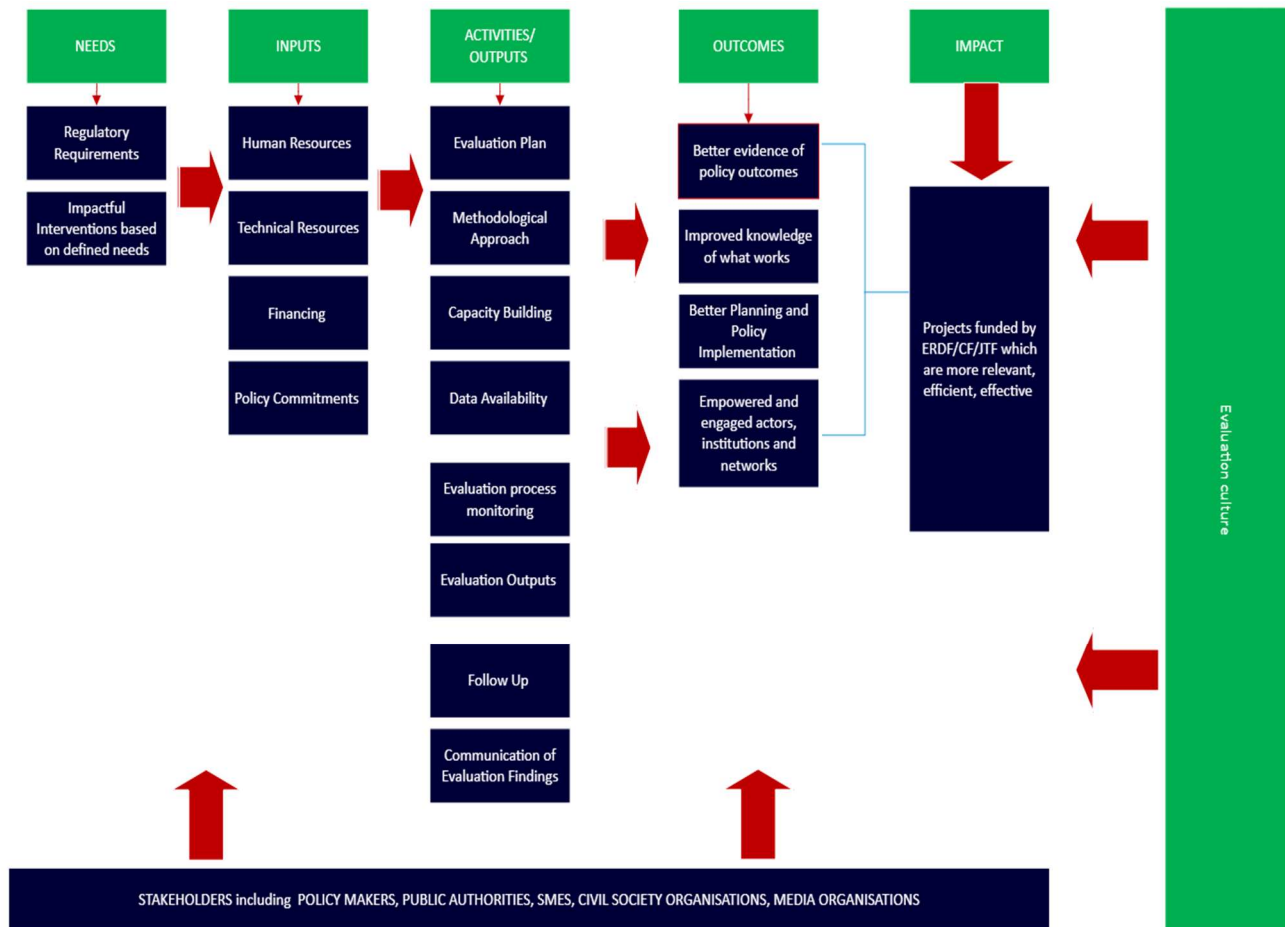


Figure 1: Evaluation Framework for ERDF/CF/JTF Evaluations.

2.1 National Governance of the Evaluation Plan

² Shaping Transitions with Evidence – 9th Conference on the Evaluation of EU Cohesion Policy available at [Inforegio - Shaping Transitions with Evidence \(europa.eu\)](https://inforegio.europa.eu/)

At its core, evaluation should be useful to its many different audiences and users therefore building the evaluation design around users' needs will ensure that they are engaged and that the outputs are of use to, and used by, them³.

As part of the planning process, a number of bodies have been identified as having an important role in shaping the national mechanism that will be put in place to allow for better coordination and exchange of information and knowledge on evaluations planned, findings and methodologies. Internally, evaluation users may include senior management under the headship of the Permanent Secretary, the Evaluation Unit, project managers within the Managing Authority, thematic specialists, and other staff involved in the activities evaluated.

Within this context, the **Strategy and Implementation Division (SID)** within the Ministry responsible for European Funds is tasked with overseeing the design of the evaluation plan with a clear role in coordinating and monitoring all evaluation activities for this programming period, as well as progress on programme implementation.

Specifically, a **centralised unit responsible for evaluation** within SID has been set up to facilitate the coordination and effective management of the planning, implementation and quality of the evaluations, allowing for a more coordinated approach across the different funding programmes resulting in efficiencies, coordination and cross-sectoral learning. The unit has been tasked with the monitoring and implementation of the planned evaluation activities as well as programmes which will be presented to the Monitoring Committee and reported in any report required to be submitted to the European Commission. Furthermore, the unit reviews quality control and validation of data related to the output and result indicators for different Programmes.

The unit will be guided by the evaluation plan developed for this programme and will use it as a working document to frame evaluation activities, timings and capacity building required to ensure an effective evaluation process throughout the implementation period. Regular communication with the European Commission, the Evaluation Helpdesk, evaluation experts, evaluation units of other Member States and relevant stakeholders will also be maintained, as needed, to ensure continuous feedback, learning, sharing of information and knowledge.

In fulfilling the role of the effective implementation of the evaluation plan, SID will be supported by the **Managing Authority for ERDF, CF and JTF**. The Managing Authority has a critical role in providing the necessary input to planned evaluations from its monitoring activities of all projects financed by these funds including data collection and monitoring of project implementation. As defined in the Programme for Malta 'Towards a smarter, well connected and resilient economy, a greener environment and an integrated society', the Managing Authority for this programming period is the Planning and Priorities Coordination Division (PPCD) within the Ministry responsible for EU funds⁴. It is pertinent to point out that in line with Art 44(3) any evaluations planned, will be carried out by internal or external contractors who are functionally independent from the Managing Authority.

Moreover, the **Monitoring Committee (MC)** set up for these funds will also have an important role to play to ensure the effectiveness of the evaluation process and the delivery of the evaluation plan. The MC is chaired by the Permanent Secretary responsible for EU funds and is composed of members from public bodies representing the sectors covered by the programmes. The role of the Monitoring Committee is defined in Article 40 of the CPR 2021/1060. Throughout the Programme's implementation, the members of the Monitoring Committee will meet at least once a year, to examine *inter alia* the progress registered in the Programme's implementation including progress on achieved targets and milestones, any challenges affecting the performance of the Programme, the implementation of communication and visibility actions, fulfilment of enabling conditions and the progress in

³ Magenta Book available at [HMT Magenta Book.pdf \(publishing.service.gov.uk\)](#)

⁴ Towards a smarter, well connected and resilient economy, a greener environment and an integrated society' [ERDF.CF _JTF-Programme.pdf \(fondi.eu\)](#)

enhancing administrative capacity building. The monitoring committee is the designated body responsible for the approval of the evaluation plan, hold discussions on the recommendations presented and use the results to provide guidance and direction for future programme planning and revisions.

Given the broad range of thematic areas covered by the programmes and the technical and scientific nature of the entire evaluation process, all bodies will be supported by **internal or external experts** that may be tasked to provide the necessary expertise in certain areas, such as the formulation of terms of references, data analysis, cost benefit analysis, testing of evaluation theories and methodologies amongst others, when and as deemed necessary by the Evaluation Unit or other relevant stakeholders. This would ensure that all bodies responsible for the overall management of the evaluation plan have the necessary support and expertise in delivering on the said responsibilities.

Conscious of the importance of communicating the evaluation findings, the centralised unit responsible for evaluation will be supported by the **communications team** within the Ministry responsible for EU funds to assist in the dissemination and exploitation of evaluation findings.

Ad hoc working groups may be set up during the implementation period to support this structure, as needed, and to allow for more technical in-depth discussions on different aspects of evaluation including methodologies, lessons learnt and sharing of evaluation findings.

Other than the stakeholders responsible for the overall management of these programmes, there are also stakeholders involved particularly from a horizontal aspect, namely the National Commission for the Promotion of Equality (NCPE), Commission for the Rights of Persons with Disability (CRPD) and Human Rights Directorate (HRD). These entities cover fundamental rights, equality, non-discrimination and accessibility dimensions across the programme.

Other important stakeholders who were consulted and will continue to be consulted throughout the process include ministries, government departments, authorities, and agencies responsible for the thematic areas addressed by these programmes.

Moreover, other stakeholders including non-governmental organisations play also an important role in the implementation of the programme. Further consultations are planned to be carried out throughout the consolidation stage leading to the next evaluation plan. All stakeholders will play a key role towards ensuring that the right data is collected and use evaluation findings to help shape future policy and interventions in this area.

Good evaluation can result in more evidence-based decision making. As a result, policy makers will be kept informed of key findings pertaining to their policy areas, as explained in further detail in the section on the communication of evaluation findings. This will ensure that evaluation outcomes are reflected in future decision making and that current and future programmes continue to reflect lessons learnt and the needs of direct target groups/users.

2.2 Involvement of Stakeholders in the Evaluation Plan

Supporting the structure set up to manage the evaluation process are a number of stakeholders or partners that have been identified and which play a crucial role in the entire evaluation process. Evaluation users include entities or persons participating in the activities evaluated and in the evaluation process, or are concerned by the evaluation findings, conclusions and recommendations, directly or indirectly.

As part of the planning stage, a stakeholder mapping exercise was carried out to map the relevant stakeholders and identify the most appropriate methodologies to ensure that they are

informed and involved in the process. Using the guide provided by the Magenta Book⁵, stakeholders were grouped into different categories. In particular, stakeholder identification was focused on their role in shaping policy, project implementation, project monitoring and direct participants/recipients of the interventions.

Category	Type	Role
Those responsible for the interventions financed by ERDF/CF/JTF	Managing Authority	Need to be actively involved throughout the process to gain first hand evidence and learn of what is working and what is not.
Those responsible for various aid schemes financed by ERDF	Intermediate Body	Need to be actively involved throughout the process to gain first hand evidence and learn of what is working and what is not.
Those responsible for future policies	Monitoring Committee National and European Policy Makers	Use the evaluation evidence obtained on what, why and how it worked to make relevant decisions.
Those responsible for implementing the interventions	Public organisations, including ministries, authorities, departments and agencies. Local and regional authorities Private for-profit organisations Civil Society organisations and social partners	Contribute directly towards creating evidence and provide on the ground experience on efficiency, relevance, effectiveness, and EU-added value of such interventions.
Recipients and participants of the interventions.	Broad range of beneficiaries and users such as SMEs, students, vulnerable groups, researchers, and citizens in general.	Provide direct feedback to evaluators on the impact of interventions providing evidence and perspective on what elements or which interventions were effective or should be made more relevant to their needs.
Awareness and communication of evaluation findings	The general public	Ensuring accountability of all processes and use of public funds in the most effective and efficient way.

Table 2: List of Stakeholders and their Role in the Evaluation Cycle

⁵ Magenta Book available at [HMT Magenta Book.pdf \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

Based on the mapping exercise, a number of methodologies were used to engage stakeholders in the process. This included, one-to-one meetings, semi-structured interviews, and questionnaires held with some of the groups included above, such as the Managing Authority together with a number of past and potential future project beneficiaries.

The purpose of such engagement was to provide further clarity, feedback on the proposed evaluation methodologies, expectations regarding the programme's expected outcomes and impact, testing of evaluation questions areas which merit attention throughout the implementation of this programming period and to carry out a preliminary assessment on data availability or data gaps which need to be addressed as part of the evaluation activities for this programming period. Engagement was based using an open partnership approach to ensure that this would lead to increased ownership of the evaluation process whilst building mutual accountability for eventual evaluation results.

In addition to the periodical updates and information to be presented during the Monitoring Committee meetings, the centralised unit responsible for evaluation will continue to maintain an open channel of communication and dialogue through specific activities which may be organised such as technical working groups, focus groups, seminars and group discussions, as needed, to maintain a high level of communication amongst all stakeholders. Such activities may also be utilised as a means of disseminating evaluation findings, thus engaging stakeholders directly in the follow-up process. Other than fostering the principles of transparency and accountability, this would increase further buy-in and acceptance of evaluation methods as well as facilitate a shared understanding of the purpose and use of the evaluation results.

2.3 Strategic Approach to the Evaluation

2.3.1 Lessons Learnt from previous evaluations

The following are a few of the lessons learnt which have served as a basis to shape the proposed approaches going forward.

In a report compiled by independent evaluators on the SME Access to Finance – Market Assessment for Malta, several recommendations were presented on how the Managing Authority could use the new programming period to build on the experience of the previous programme to provide more opportunities and access to finance under the new programming period⁶. Having a specific thematic evaluation on support to SMEs would serve as a good evaluation exercise to build on the previous study.

Timing of evaluations should neither be carried out too early and therefore would have limited evidence on which to base conclusions and recommendations or too late and would have limited impact on future planning of programmes. Due consideration was given to this factor in shaping the planned evaluation for the 2021-2027 period. This is to ensure that there is enough time to allow for proper analysis of the effect of interventions to the intended target groups.

In shaping the evaluation plan, desk research was carried out on a number of recommendations, evaluation approaches and lessons learnt from the previous programming periods including qualitative inputs from stakeholders, evaluation studies carried out under the previous programmes by Malta and other EU Member States, and other guiding documents produced by the European Commission to guide the monitoring and evaluation process for the period under review.

⁶ European Investment Fund SME Access to Finance Market Assessment for Malta Final Report.

2.3.2 Strategy of the 2021-2027 Programme

In general, ERDF and CF are intended to create a more competitive, smarter, greener, more connected, and more social and inclusive Europe that is closer to its citizens, as well as towards addressing the impact of the transition towards climate neutrality through the Just Transition Fund⁷.

Within this context, in Malta, the general objective of the programme is to finance investments that contribute towards enhancing the competitiveness and resilience of the Maltese economy. This will be done through the support to research and innovation, enhanced investments in the digitalisation of services and industries, with particular attention to the needs of SMEs and an increased focus on the green transition which makes smarter use of resources, produces lower carbon emissions through the improvement of energy efficiency, the use of renewable energy, resource management such as water resources, promotion of more efficient transport and integrated measures of sustainable urban development. Ambitious targets are also set to implement the European Pillar of Social Rights with investments in health, education and other interventions that seek to achieve a just and integrated society.

The priorities are reflective of several European and national strategic documents particularly the green and digital transition. For this reason, the National Programme⁸ includes eight (8) priorities with an overall allocation of around €994 million.

Fund	Priority	Total Allocation (Union + National Contribution) (€)
ERDF	Priority 1: A more competitive and smarter Europe by promoting innovative and smart economic transformation and regional ICT connectivity	184,118,444
ERDF	Priority 2: Promoting clean and fair energy transition, sustainable wastewater management and green investment	299,347,847
ERDF	Priority 3: A more social and inclusive Europe implementing the European Pillar of Social Rights	184,310,000
ERDF	Priority 4: A Europe closer to citizens by fostering the sustainable and integrated development of all type of territories and local initiatives	58,074,807
CF	Priority 5: Promoting sustainable water management, a circular and resource efficient economy	107,000,000
CF	Priority 6: Sustainable urban mobility	42,236,748
CF	Priority 7: A more connected Europe by enhancing mobility	45,077,695
JTF	Priority 8: Enabling regions and people to address the social, employment, economic and environmental impacts of the transition towards the Union's 2030 targets for	33,236,748

⁷ Commission Staff Working Document (2023) Cohesion 2021-2027: forging an ever stronger Union Report on the outcome of 2021-2027 cohesion policy programming, available at [report-outcome-2021-2027-cohesion-policy-programming-part1.pdf](https://european-council.europa.eu/media/e3000000/1/6/20230713_IP001_en.pdf) ([europa.eu](https://european-council.europa.eu/media/e3000000/1/6/20230713_IP001_en.pdf))

⁸ Ibid.

energy and climate and a climate neutral economy of the Union by 2050, based on the Paris Agreement

Table 3: List of Priorities and financial allocations included in the Programme for Malta 'Towards a smarter, well connected and resilient economy, a greener environment and an integrated society' for the period 2021-2027'.

The National Programme responds to a logic of intervention consisting of the identification of problems or challenges to be addressed in specific sectors. This is followed by a response to the needs and challenges identified, noting specifically what is the change that is expected to be achieved through a number of potential interventions which will be funded by ERDF/CF/JTF.

2.3.3 Evaluation Principles

In line with Better Regulation Guidelines issued by the European Commission, evaluations need to determine the effectiveness, efficiency, relevance, coherence and Union added value of the approved programmes. It also ensures that evaluation goes beyond an assessment of what has happened, but also considers why it has happened and, if possible, how much has changed⁹.

Such principles may be defined as follows:

Effectiveness considers how successful EU action has been in achieving or progressing towards its objectives. The evaluation forms an opinion on the progress made to date and the role of the intervention in delivering the observed changes.

Efficiency examines the relationship between the resources an intervention uses, and the changes generated by the respective intervention. It involves an examination of administrative costs and changes in outcomes as a result of implementation. It looks at how the interventions can be simplified and streamlined.

Relevance looks at the relationship between the needs and problems in society and the objectives of the intervention and touches on aspects of strategy and policy design.

Coherence examines the compatibility of certain paired actions. Even minor changes in the way one intervention is designed or implemented can trigger improvements or inconsistencies with other ongoing actions. This criterion may cover both internal coherence – looking at how the various components of a Programme operate together to achieve the Programme objectives, as well as external coherence – looking at different interventions within the same policy field supported by different EU or national instruments or between different areas which may have to work together.

EU added value can reasonably be attributed to the EU intervention, in addition to what is typically expected from national actions by the Member States. Added value may be demonstrated by showing the role EU financing plays in funding actions that would not otherwise take place, on a greater scale or that happen earlier than would otherwise be the case.

⁹European Commission Staff Working Document (2021), Better Regulation Guidelines, available at [swd2021_305_en.pdf](#) ([europa.eu](#))

It is proposed that evaluation of this programme includes a mix of thematic, impact, summative evaluations, as well as socio-economic assessment. In order to ensure a broader assessment irrespective of the funding instrument, further to this evaluation plan, a consolidation exercise is planned for Q1 2024, where evaluation plans from the different funds will be reviewed to better alignment and added-value to the evaluation activities. To this end, the plan already has identified a few of those evaluation activities which are expected to be going beyond the funds falling under the ERDF/JTF/CF Programme.

Based on these principles, the proposed approach to evaluation for this programming period covers a number of interrelated and reinforcing strands of activity namely:

- Review of the continued programme relevance, appropriateness, and consistency.
- Thematic evaluation focused on the efficiency and effectiveness of the approaches being supported.
- Impact evaluation examining the impact which is attributable to the interventions under different priorities and thematic areas.

Project beneficiaries are expected to provide bi-annual updates on the project's progress, whilst the MA compiles this data at programme level. Finally, SID through the unit responsible for evaluation, reviews the plausibility and validates such reporting.

2.3.4 Limitations

Whilst every effort was made to create an evaluation plan which matches the need to have a robust evaluation process for the entire duration of the programme, a number of factors need to be taken into account which could constrain the implementation of the evaluation process.

- Programme duration: the programme needs to be implemented over a seven-year period. Within this period there might be changes in government policy priorities, economic performance and other unforeseen scenarios which may have a major influence on the delivery of the programme. It is for this reason that the evaluation plan needs to be seen as a live document which may need to be revisited regularly to account for such changes.
- Scale of resources: given the centralised nature of how EU funds are managed in Malta, whilst a number of benefits are derived, this may pose a challenge to the capacity and ability to manage multiple evaluation processes. As a result, proposed evaluations take into account the principles of proportionality, the available resources and an increased focus on the priorities of the programme that will generate the most notable impact. This does not imply that other priorities with less budgets were ignored, but it might be necessary to rely more on summative assessments at project level as part of the evaluation of interventions falling under this category.

Time lags in recording impacts: Whilst every effort was made to ensure that evaluations are timed appropriately, there might be a time lag for those priorities in which the economic, social or environmental impact may be measured at a much later stage and not within the evaluation periods included in the plan. This is partially because the nature of certain investments requires more time to correctly analyse their impact and effectiveness in delivering on the objectives set.

2.4 Evaluation Implementation and Quality

By implementing a comprehensive quality management strategy for the entire evaluation process, reliable, valid, and actionable insights may be produced which can provide valuable input in the ultimate policy making process. These quality assurance mechanisms are being proposed in line with the OECD evaluation quality standards¹⁰ and UNEG norms and standards for the purpose of continuous improvement of the quality and usefulness of evaluation processes and evaluation reports.

2.4.1 Impartiality and Independence

Impartiality contributes to the credibility of evaluation and the avoidance of bias in findings, analysis and conclusions. The independence of the evaluation function underpins the free access to information that evaluators should have on the evaluation subject. On the other hand, organizational independence requires that the central evaluation function is positioned independently from management functions, carries the responsibility of setting the evaluation agenda and is provided with adequate resources to conduct its work.

To ensure that these principles are safeguarded, the Evaluation Unit within SID is functionally independent from the Managing Authority which is responsible for the monitoring and implementation of the programme. Similarly, principles of impartiality and independence will be applicable to any external consultants or experts that may be engaged through a procurement procedure to carry out the planned evaluation activities.

2.4.2 Evaluation Conduct

Each evaluation activity is designed to ensure that it provides timely, valid, and reliable information that will be relevant to the area being assessed to ensure that each activity may generate relevant, useful and timely information that will meet the needs of intended users and is relevant to the decision-making process.

Ensuring a high-quality evaluation depends on how accurate and well-specified the ToR is. Together with the knowledge and experience of the unit responsible for evaluation, guidance provided by the European Commission, where available and as applicable, will be used as a basis to draft the necessary terms of reference to ensure that the objectives, scope, tasks and expected approaches and methodologies are identified properly¹¹.

2.4.3 Ethical Considerations & Horizontal Principles

Every evaluation shall abide by relevant professional and ethical guidelines and codes of conduct and each evaluation is to be undertaken with integrity and honesty. All personnel involved in evaluation shall respect the principles of human rights, equality, inclusion, and non-discrimination and be mindful of gender roles, ethnicity, ability, age, sexual orientation, language and other differences when designing and carrying out the evaluation.

¹⁰ OECD DAC Network on Development Evaluation - Evaluating Development Co-operation – Summary of Key Norms and Standards available at [41612905.pdf \(oecd.org\)](https://www.oecd.org/dataoecd/4/16/41612905.pdf)

¹¹ European Commission (2015), Terms of Reference for Impact Evaluations Guidance on Quality Management of External Evaluations, [evaluation_plan_guidance_en.pdf \(europa.eu\)](https://ec.europa.eu/euipo/euipo-portal/evaluation-plan-guidance_en.pdf)

All data collected and stored shall be in line with national¹² and European data protection legislation¹³. This includes having the necessary safeguards in place to ensure that access to data includes access controls, encryption, and where necessary also data anonymisation. This also includes the preparation of data protection agreements and direct liaison with the respective appointed data protection officers to ensure a safe environment in which evaluations are conducted.

Furthermore, in line with Article 9 of EU Regulation 2021/1060, all evaluations to be carried out under this Plan will take into account the principles of equality between men and women, gender mainstreaming and the integration of a gender perspective, whilst preventing any discrimination based on gender, racial or ethnic origin, religion or belief, disability, age or sexual orientation.

2.4.4 Other Measures

The evaluation planning and implementation stage under the responsibility of the unit responsible for evaluation would also ensure that other factors, other than those mentioned above are considered to ensure adequate quality of the entire evaluation process. These are:

- Evaluation is conducted according to quality-assured methodologies and processes and that divergence from them are appropriately addressed.
- The methodology proposed should ensure that evaluation is based on the broadest possible evidence and that there is collection of robust and triangulated data that may lead to credible analysis and findings¹².
- Findings, conclusions and recommendations are logically coherent, based on valid analysis and credible data and appropriate sources to render them valid and reliable.
- Evaluation activities respond to the terms of reference and answer all evaluation questions.¹³

2.5 Dissemination and Use of Evaluation Findings

Proactive and effective communication and dissemination contribute to the use of evaluation, not only for public accountability purposes but also for knowledge building and sharing, cross-fertilization of lessons learnt and the promotion of good practices. As a result, conclusions, recommendations and lessons learnt will be clear, relevant, targeted and actionable so that the evaluation findings can be used to achieve their intended learning and accountability objectives.

It is proposed that the Monitoring Committee is used as the main mechanism or forum by which evaluation findings are communicated in order to allow for discussion and awareness. It is not excluded that other ad hoc committees or fora may be used, such as network meetings, seminars and conferences to allow for more in depth discussions and presentations and follow up on recommendations. Such events may include the direct participation of evaluators, technical experts, national and European policy makers to ensure an adequate feedback loop, purpose and usefulness of the evaluation findings.

¹² European Parliament (2016) Briefing – Better Law-Making in Action available at [EPRS_BRI\(2016\)581415_EN.pdf \(europa.eu\)](#)

¹³ United National Evaluation Group: Norms and Standards for Evaluation available at [UNEG Norms & Standards for Evaluation English-2017.pdf](#)

The purpose of the methods proposed below are intended to indicate how findings may be disseminated to different target groups, as deemed appropriate by the unit responsible for evaluation.

What should be Communicated	How it should be Communicated	To whom it should be communicated	When it should be communicated
Overview of the evaluation plan and any updates	Meeting and presentations	Managing Authority Monitoring Committee	Beginning of the implementation period. And ad hoc throughout programme period
Raise awareness on evaluation findings to provide an overview of the evaluation outcomes to ensure that principles of accountability and transparency are safeguarded.	Executive Summary/ Synthesis report of the Evaluation findings published on fondi.eu website.	General Public	upon completion End of implementation period.
Evaluation findings	To nurture culture of learning through presentation of findings and an assessment of such findings and adaptability and buy-in of the follow up actions.	Respective Thematic Lead in Public Sector	upon completion

Table 4: List of dissemination activities which may be implemented to disseminate evaluation findings.

2.6 Evaluation Capacity Building

An essential element to conduct and implement the evaluation plan, is to have all stakeholders aware of their role and responsibilities and to possess the right knowledge and skills to implement the proposed actions. In essence, evaluation competencies refer to the qualifications, skills, experience, educational background and attributes required to carry out roles and responsibilities within an evaluation process as a means to ensure the credibility and quality of the process.

It is for this reason that capacity building is a crucial element necessary to implement the plan successfully. Capacity building activities may take various forms and can include information seminars, workshops, mentoring and coaching.

Based on the parameters above, the following capacity building activities are being proposed as part of the evaluation plan to be implemented throughout the implementation period.

Moreover, main stakeholders would be encouraged to participate in local and European networks which promote an evaluation culture so that knowledge may continue to be shared and exchanges occur.

Capacity Building Input	Target Group	Timeframe
Building an evaluation Culture – Understanding why evaluation is important.	Unit responsible for evaluation	Beginning of the implementation period
	Managing Authority	
	Line Ministries	
Evaluation Methodologies and Techniques including monitoring, evaluation, accountability and learning, defining programme theory, evaluation quality standards	Managing Authority	Throughout the implementation period
	Unit responsible for evaluation	
Horizontal principles on equality, non-discrimination and inclusion - Practical application of horizontal principles within the evaluation process.	Unit responsible for evaluation	Throughout the implementation period
	Managing Authority	
Ethics and Data Privacy including legislative frameworks; consent and data subject rights; policies and procedures.	Unit responsible for evaluation	Beginning of the implementation period
Building capacity on data collection, analysis, and reporting including research design; data sources and tools; measurement and analysis; data collection quality framework.	Unit responsible for evaluation	Beginning of the implementation period
	Managing Authority	
	Project Beneficiaries	
Stakeholder Engagement including understanding needs and expectations; engaging diverse stakeholders; tools and resources on how to incorporate feedback; dissemination of evaluation results	Unit responsible for evaluation	Throughout the implementation period
	Unit responsible for evaluation	

Participation in European
Evaluation Summer Schools and
other gatherings of evaluation
experts

Table 5: List of Capacity Building Activities which may be required to implement the Evaluation Plan.

2.7 Available resources

An effective evaluation plan requires careful consideration and allocation of the various resources to ensure its successful implementation. These encompass a diverse range of elements that contribute directly towards the effective implementation of the entire evaluation process, ranging from the necessary human resources, appropriate financial allocation to implement all planned evaluation activities and other technical resources that contribute directly towards achieving the intended evaluation objectives.

2.7.1 Human Resources

For the evaluation plan to be implemented successfully, the necessary human resources would need to be allocated to focus on the implementation and monitoring of all planned evaluation activities. In general, the human resources allocated would typically be required to:

- Oversee the design of Terms of Reference for quality evaluations and support the Managing Authority in the collection of quality data.
- Lead the development of a strong monitoring, evaluation and learning culture.
- Ensure processes are in place for the effective implementation of the evaluation framework.
- Oversee ongoing evaluations, including dissemination of lessons learnt internally and externally.
- Coordinate with the respective communication unit to disseminate the findings and recommendations of the evaluation results.
- Monitor of activities included in the evaluation plan to ensure conformity to objectives, plans, budget and expected results and propose updates to the plan if deemed necessary.
- As part of indicator monitoring obligations undertaken by the unit responsible for evaluations, verify the reliability of data being reported by Beneficiaries and Intermediate Bodies to the MA and track indicator progress.
- Prepare status reports / provide updates on ongoing evaluations, when required.
- Disseminate evaluation findings in appropriate fora.
- Participate in research and in other continuous quality improvement initiatives concerning evaluation principles and methodologies.

Assistance and guidance would also be sought from the European Commission's Evaluation Helpdesks, which bring onboard evaluation experts from different EU Member States. The helpdesks can assist the officers assigned to implement the planned evaluation activities in the execution of their tasks, such as providing advice on evaluation designs, tasks, drafting of terms of references and identifying appropriate data sources.

2.7.2 Financial Resources

As part of the technical assistance applicable to the programme, around EUR 7.3 million have been allocated for evaluation, studies and data collection. Such financial resources would be used to commission studies, experts, human and technical resources necessary to implement all planned direct evaluation activities including any ancillary related activities.

2.7.3 Technical Resources

Technical support includes various aspects including inputs such as information technology, technical guidance, and other tools to reinforce the successful implementation of the evaluation plan.

A key aspect of evaluation is **information technology** and the use of key tools that may facilitate the evaluation process. One of the most important aspects of evaluation is data gathering. It is for this reason, that the data collection tools will be enabled to ensure that data collected is in line with the objectives outlined in the plan. A **database** using designated software may be enabled to allow for centralised data entry, data storage and data cleaning. The benefits associated with having a centralised data repository system would expedite reporting by beneficiaries, allow data monitoring and collection by the Managing Authority and the unit responsible for evaluation to allow for easy access to conduct data collection and analysis exercises during the implementation period of the programme. The end goal would allow for systematic collection of data from sources relevant to the evaluation.

Investment focusing on **security and privacy measures** in place to ensure that all data collected and stored is in line with national and European data protection legislation¹³ is also considered a priority¹⁴. Data protection expert advisor will be contracted to support the Evaluation unit.

2.7.4 Timing of the Evaluation

The need to provide evaluation evidence at the appropriate times during the course of the programme to inform key decisions such as the rebalancing of resources across priorities, disseminate performance information and lessons to stakeholders, as well as to provide evidence about the effectiveness and efficiency of delivery models and types of interventions to inform the development of the future programme is critically important. This needs to be balanced against the most appropriate timing of evaluation activity, given the progress of the programme, the delivery of interventions and the build-up of impacts.

The presentation and approval of the evaluation plan will kick start the process of implementation of the plan which will span over the course of the entire programming period. Other than the timeframes stipulated in the CPR, a number of planned evaluation activities are expected to take place as explained in further detail in the next chapter.

3. PLANNED EVALUATIONS

3.1 List and Timetable of the Evaluations

Timing is a crucial factor affecting the use of evaluation in the decision-making process. Planned evaluations are scheduled in a way that evaluation results can be supporting the programming cycle whilst providing also opportunities for learning.

The list below summarizes the list of evaluations foreseen, indicating those already planned to be part of a further consolidated evaluation plan which will be undertaken across a number of EU funded programmes, as well as those that are planned specifically for this Programme.

Evaluation Activity	Activity Code ¹⁴	Timetable
Preparatory Data Study	HEV1	Q2 2024 - Q3 2024
Communication evaluation	HEV2	Q3 2026 – Q3 2029
Effectiveness and Efficiency of key processes of EU funds	HEV3	Q3 2026 – Q4 2027
Summative evaluation EU funding across locations in Malta and Gozo	HEV 4	Q1 2027 – Q2 2028
Mid-term review	EV 1	Q1 2024 – Q4 2024
A socio-economic assessment on the added-value for supporting SMEs	EV 2	Q1 2027 – Q4 2027
Impact Evaluation in the thematic priorities of the ERDF/JTF/CF 2021-2027 Programme ¹⁵	EV 3	Q1 2028 – Q2 2029
Thematic study assessing effectiveness, efficiency and synergies in reaching objectives linked to Health (EV4)	EV 4	Q3 2028 - Q4 2029

¹⁴ Horizontal evaluations have an activity code HEV, whilst programme specific evaluations are those with an activity code EV.

¹⁵ Thematic Priorities foreseen include: Smarter Europe, Greener Europe (incl Just Transition Objectives), Connected Europe, Social Europe and Europe Closer to the Citizens.

3.2 Outline of Each Planned Evaluation

Planning an evaluation allows for an intervention to be designed in a way that can maximise the usefulness of such activities.

The tables below provide a detailed snapshot of the proposed evaluation activities planned for the ERDF/CF/JTF programme for the programming period 2021-2027. The purpose of each planned evaluation is to give a clear indication on the purpose of the evaluation activity, the methodology that may be adopted and what are the key requirements which may be incorporated in the planning phase to ensure that the evaluation reaches its intended objectives.

An analysis of documents listed below was conducted to provide additional context and basis for the proposed planned evaluation activities to consider for the 2021-2027 programming period. These include:

- Partnership Agreement and National Programme
- Country Reports and Country Specific Recommendations from 2019 until 2023
- Relevant national strategies
- Thematic evaluations held during the preceding periods
- Other relevant sources, including implementation reports, ex-ante assessments from previous implementation periods.

Given that the planned evaluations cover a significant amount of time, it is advised that the planned activities are regularly revisited to ensure that they are still fit for purpose. Whilst the proposed evaluation questions and methodologies are indicative of the areas and resources required to implement them, once interventions are more clearly defined, it is up to the evaluators, in discussion and agreement with the Evaluation Unit, to assess the need to use or modify proposed evaluation questions and methodologies to ensure that each planned activity reaches independent, robust, evidence-based conclusions.

Type of evaluation	Preparatory Data Study (Horizontal – EV1)
Subject and Rationale	<p>Having a clear indication of the data that needs to be gathered would result in more efficiency, more robust evidence that address the objectives of the evaluation and ensure triangulation of data thereby ensuring better quality and reliable outcomes.</p> <p>The aim of the preparatory study is to gather information on the specific data sets that would be required to implement the proposed evaluation activities for each priority and provide for adequate monitoring feeding into the evaluation.</p>

Methodological Approach	<p>A careful assessment would need to be carried out of each thematic area included in the programmes and identify and assess what type of data and in what form is available.</p> <p>The following questions may be used as a guide to implement this exercise:</p> <ul style="list-style-type: none"> - What data is needed to assess the expected changes as a result of the intervention and with respect to the policy area? - Is data already being gathered such as (when delivering the service, to report on the implementation of a given EU directive/regulation, to collect national statistics, to monitor policy progress)? - If yes, how can data be accessed? To identify what type of data agreements are needed and with whom. - If not, what data is required and from which source may this be obtained? - Who is responsible to collect this data? - How and for which period is this data needed?
Duration and tentative timeframes	Q2 2024 – Q3 2024
Estimated Budget	€150,000

Type of evaluation	Impact Evaluation (Horizontal - EV2)
Subject and Rationale	<p>This will consist in a Communication Evaluation study. This evaluation will be conducted to evaluate specifically the impact of the communication activities foreseen as part of the implementation of the applicable EU funded programmes in Malta. This would help to demonstrate the effectiveness of communication activities in achieving their intended outcomes and impact such as raising awareness on how funds were used and seen to be used.</p>
Methodological Approach	<p>This evaluation activity would require the proposed methodological approaches:</p> <ul style="list-style-type: none"> - Desk research on the communication methods and materials and any available data analytics. - Carrying out of focus groups and possibly surveys including with the involvement of key stakeholders.
Main Evaluation Questions	<p>It is expected that these high-level evaluation questions are used to serve as a basis for evaluation. These evaluation questions are to serve as a general guidance, and do not prejudice the final set of evaluation questions to be adopted for this evaluation.</p>

	<p>To what extent have the target groups become aware of the key messages and information conveyed through the communication activities?</p> <p>Has there been any notable change in the level of public knowledge about the outcomes and impact of EU funded interventions?</p>
Data Requirements and Availability	<p>In order to carry out this evaluation activity successfully, the following data would be required:</p> <ul style="list-style-type: none"> - Information on beneficiaries which would be available from the Managing Authority. - Access to communication material and related monitoring.
Duration and tentative timeframes	Q3 2026 to Q3 2029.
Estimated Budget	€120,000

Type of evaluation	Process Evaluation (Horizontal – EV3)
Subject and Rationale	<p>This will consist in understanding the effectiveness and efficiency of key processes involved in relation to access and make use of EU funding. This evaluation is planned to be a horizontal action, as it is expected to include EU funding in general and not limited to this programme.</p> <p>The inputs of this evaluation activity is expected to provide a learning opportunity on further gaps and areas of improvement required in areas such as simplification. The aim will also take into account different forms of organisations that may need to access such funding and their related needs. Moreover, it will also seek to identify opportunities for further synergies and need for streamlining of processes.</p>
Methodological Approach	<p>This activity will include a broad analysis of:</p> <ul style="list-style-type: none"> - A careful assessment of the data that is already being collected, or needs to be collected specifically for this evaluation. - Taking stock of the business processes in place and carry out a mapping exercise. - Carry out stakeholder interviews and possibly surveys to obtain feedback on their perspectives on strengths and weaknesses. - Desk research on opportunities for adapting/transferring/introducing new models/processes for evidence-based solutions.

Main Evaluation Questions	<p>It is expected that these high-level evaluation questions are used to serve as a basis for evaluation. These evaluation questions are to serve as a general guidance, and do not prejudice the final set of evaluation questions to be adopted for this evaluation.</p> <ul style="list-style-type: none"> - For every process or set of processes an analysis will need to be carried out to identify bottlenecks, inefficiencies and areas of improvement. - How can the processes in place be improved and in what way? - To establish a system for ongoing monitoring, taking stock of all the inputs from other stages of the study.
Data Requirements and Availability	Data from the respective stakeholders in terms of processes will feed into the study, as well as any related data gathered as part of HEV-1 (preparatory data study).
Duration and tentative timeframes	Q3 2026 – Q4 2027
Estimated Budget	€180,000

Type of evaluation	Summative Evaluation (Horizontal – EV4)
Subject and Rationale	Summative evaluation on EU funding across Malta and Gozo. Further discussions are expected to be carried out in this area to better shape the key focus areas of this study.
Methodological Approach	Explore possibility of use of Geographic information systems (GIS) or similar tools to visualize allocation of funding across locations.
Main Evaluation Questions	<ul style="list-style-type: none"> - Provide a financial analysis of EU funding across locations and the per capita funding where applicable. - Outline the findings in terms of forms of collective support and results.
Data Requirements and Availability	Data from the respective stakeholders in terms of processes will feed into the study, as well as any related data gathered as part of HEV-1 (preparatory data study).
Duration and tentative timeframes	Q3 2028 to Q4 2029

Estimated Budget	€500,000
Type of evaluation	Mid-term Review of ERDF/JTF/CF Programme (EV 1)
Subject and Rationale	<p>This evaluation is expected to be carried to cover all criteria (as applicable) set out in Article 18 of the CPR.</p> <p>This is being proposed to provide key information to the Managing Authority and Monitoring committee on the relevance of the programme with respect to the elements listed in Article 18.</p>
Methodological Approach	<p>This activity will include a broad analysis of:</p> <ul style="list-style-type: none"> - To design a reporting template reflecting on the elements in Article 18. <p>The methodological approach would require the following research methods:</p> <ul style="list-style-type: none"> - Desk research on Malta's macro-economic context, including CSR and National Reports. - Primary sources such as questionnaires or interviews with project beneficiaries, policy-makers and stakeholders. - Secondary macro-economic data from NSO - Desk research on specific policy documents and strategies. - National programme documents, annual reports and project monitoring system compiled and published by the respective Ministries. - Consultations with the Managing Authority, Strategy and Implementation Division particularly the team tasked with the negotiation and programming of the ERDF/CF/JTF programme and project beneficiaries.
Main Evaluation Questions	To provide an assessment on the outcome of the mid-term review.
Data Requirements and Availability	This is planned to be based on the applicable data sources at policy and programme level, including national statistics and any other administrative data /studies as applicable.

Duration and tentative timeframes	Q2 2024 to Q4 2024
Estimated Budget	€180,000

Type of evaluation	A socio-economic assessment on the added value for supporting SMEs (EV2)
Subject and Rationale	<p>Building on previous evaluation studies carried out in this area, the current programme provides substantial financial allocations to support SMEs. Assistance will be delivered under various priority areas including research and innovation, energy, digitalisation, to make them more competitive, sustainable and resilient.</p> <p>Two evaluation studies have already been carried out on this thematic area in an ex-ante study in preparation for the 2021-2027 programme and an impact evaluation on the various schemes available for SMEs under the 2014-2020 period.</p> <p>As outlined in the programme Malta is predominantly reliant on SMEs, amounting to more than 36,000 enterprises, whilst employing 77.5% of the labour market. In this context, a socio-economic assessment would provide the broader social economic benefits of such initiatives. Such assessments are important for better understanding the impact of SME support schemes and may also provide an evidence input and insight to guide future policy decisions.</p>
Methodological Approach	<p>Some of the approaches proposed are:</p> <ul style="list-style-type: none"> - Collect data on various aspects such as the number of SMEs supported and the type of support and duration and other desk research. - Stakeholder interviews and complemented with survey-based approach. - Detailed case studies which trace through the process by which new and existing SMEs were supported including the increased economic activity leveraged. Comparison and contrast between case studies would need be undertaken to establish the causal effects stemming from varying types of infrastructure investment and support provided. <p>These approaches may be supported by surveys conducted with direct beneficiaries to supplement the evidence produced from the above.</p>

<p>Main Evaluation Questions</p>	<p>The proposed evaluation questions may serve as a basis for evaluation. However, these may be modified at a later stage during the refinement of the terms of reference of the evaluation exercise.</p> <ul style="list-style-type: none"> - Evaluate the economic impact such as job creation, income generation. - Assess how and to what extent SME schemes are fostering innovation and contributing to business growth and competitiveness; and identify any challenges/stumbling blocks. - Examine to what extent are current SME schemes promoting social inclusion by assisting underrepresented groups. - Assess how SME support contributes to local and regional development.
<p>Data Requirements and Availability</p>	<p>In order to carry out this evaluation activity successfully, the following data would be required:</p> <ul style="list-style-type: none"> - Information on beneficiaries which would be available from the Managing Authority. - Sectoral specific data and Social statistics compiled by the NSO. - National statistical data compiled by NSO related to general economic activity and employment.
<p>Duration and tentative timeframes</p>	<p>Q1 2027 – Q4 2027</p>
<p>Estimated Budget</p>	<p>€200,000</p>

<p>Type of evaluation</p>	<p>Impact Evaluation in the thematic priorities of the ERDF/JTF/CF 2021-2027 Programme (EV3)</p>
<p>Subject and Rationale</p>	<p>This impact evaluation activity is planned in line with obligations stipulated under Article 44(2) of the CPR Regulation and is intended to cover the entire programme.</p> <p>The impact evaluation activity is intended to identify the relevant economic, environment and social impact which may be attributed to ERDF/CF/JTF investments under each thematic priority area. These being : Smarter Europe, Greener Europe (incl Just Transition objectives), Connected Europe, Social Europe and Europe Closer to the Citizens.</p> <p>The programme under assessment is the largest programme under all ESIF funds allocated for Malta. The objectives, type of</p>

	<p>interventions and expected outcomes are broad and there is significant difference in the scale of funding and interventions involved under different priorities.</p>
<p>Methodological Approach</p>	<p>A theory of change (ToC) methodology combined with an impact assessment for a comprehensive evaluation. The designed ToC will be used as the foundation for identifying the types of outcomes and impacts that the ERDF/CF/JTF investments are intending to achieve, how they are being achieved, who are the direct beneficiaries and what changes are being envisaged in terms of outcomes and impact.</p> <p>In order to increase the robustness of the evaluation and allow for better theory of change analysis factors, such as research with direct beneficiaries and project managers, case studies of specific projects which are considered as strategically important and systematic analysis of project summative assessments may all contribute towards ensuring the proposed evaluation activity is based on sound evidence.</p> <p>The methodology may include also identifying causal links and mechanisms of change, answering the questions why and how the interventions work which in turn would produce a qualitative estimate of the impacts.</p> <p>This may be corroborated by other approaches including contribution analysis, literature review, interviews, surveys, focus groups and case studies.</p>
<p>Main Evaluation Questions</p>	<p>The proposed evaluation questions may serve as a basis for evaluation, and are planned to be answered per thematic priority listed above. However, these may be modified at a later stage during the refinement of the terms of reference of the evaluation exercise.</p> <ul style="list-style-type: none"> - What are the key findings and results of the impact assessment? - To what extent did the programme achieve its intended outcomes? - Where applicable where there disparities in impact among different demographic group? - What data collection and evaluation methods can be enhanced for future assessment? - Where any unintended effects produced as a result of the programme?
<p>Data Requirements and Availability</p>	<p>In order to carry out the evaluation activity the following data may be required:</p> <ul style="list-style-type: none"> - Project reports compiled by project beneficiaries - MA Monitoring System - Surveys and Interviews

	<ul style="list-style-type: none"> - A careful assessment of the data that is already being collected, or needs to be collected specifically for this evaluation. - Secondary data from Ministries, departments and Authorities such as demographic information, public education, health services etc.
Duration and tentative timeframes	Q1 2028 - Q2 2029.
Estimated Budget	€400,000

Type of evaluation	Mix-Methods Evaluation (EV4)
Subject and Rationale	<p>This thematic study assessing effectiveness and efficiency and synergies in reaching objectives linked to Health is planned to be carried out in view of the over-arching spread of investments carried out in healthcare systems, but not limited to. The study will also seek to understand to what extent health determinants have also been positively contributed to, through such investments.</p> <p>As outlined in the Programme, Malta has been at the forefront of building resilience in health through continued investment in infrastructure and human resources, setting best practices amongst small states. The Programme is expected to provide further investment in the development of an acute mental health hospital, as well as in supporting advancements in health and digital technologies. This type of investment is in line with the National Health Systems Strategy 2020-2030.</p> <p>Through such investment Malta's health system will be more resilient to withstand and overcome increases in the demand that may arise due to the increasing population, demographics, health determinants as well as foster preventive mechanisms. Such measures are expected to contribute towards CSR 1 (2019), CSR 1 (2020), and SDG 3.4, in improving the resilience and fiscal sustainability of the healthcare system and will complement RRP reforms and investments; as well as ESF+ and AMIF investments. Moreover, investments in healthcare will also contribute towards the European Pillar of Social Rights.</p>
Methodological Approach	A theory of change (ToC) methodology combined with an impact assessment for a comprehensive evaluation. The designed ToC will be used as the foundation for identifying the types of outcomes and impacts that the ERDF/CF/JTF investments are intending to achieve, how they are being achieved, who are the direct

	<p>beneficiaries and what changes are being envisaged in terms of outcomes and impact.</p> <p>In order to increase the robustness of the evaluation and allow for better theory of change analysis factors, such as research with direct beneficiaries and project managers, case studies of specific projects which are considered as strategically important and systematic analysis of project summative assessments may all contribute towards ensuring the proposed evaluation activity is based on sound evidence.</p> <p>The methodology may include also identifying causal links and mechanisms of change, answering the questions why and how the interventions work which in turn would produce a qualitative estimate of the impacts.</p> <p>This may be corroborated by other approaches including contribution analysis, literature review, interviews, surveys, focus groups and case studies.</p>
<p>Main Evaluation Questions</p>	<p>The proposed evaluation questions may serve as a basis for evaluation. However, these may be modified at a later stage during the refinement of the terms of reference of the evaluation exercise.</p> <ul style="list-style-type: none"> - What are the key findings and results of the impact assessment? - To what extent did the programme achieve its intended outcomes? - Where applicable were there disparities in impact among different demographic groups? - To provide an impact overview from a gender perspective, with a view to enable a framework for gender responsive budgeting in the sector. In line with Gender Mainstreaming strategy for Malta 2022-2027.
<p>Data Requirements and Availability</p>	<p>In order to carry out the evaluation activity the following data may be required:</p> <ul style="list-style-type: none"> - Project reports compiled by project beneficiaries - Reference to studies already carried out on the subject. - MA Monitoring System - Surveys and Interviews - A careful assessment of the data that is already being collected, or needs to be collected specifically for this evaluation. - Secondary data from Ministries, departments and Authorities such as demographic information, public education, health services etc.
<p>Duration and tentative timeframes</p>	<p>Q3 2028 - Q4 2029</p>
<p>Estimated Budget</p>	<p>€150,000</p>

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