



II stage: evaluation of implementation Overview of main findings

Katrin Pihor

Anne Jürgenson

Mai Rell

Laura Kirss

17. August 2011



Methodology

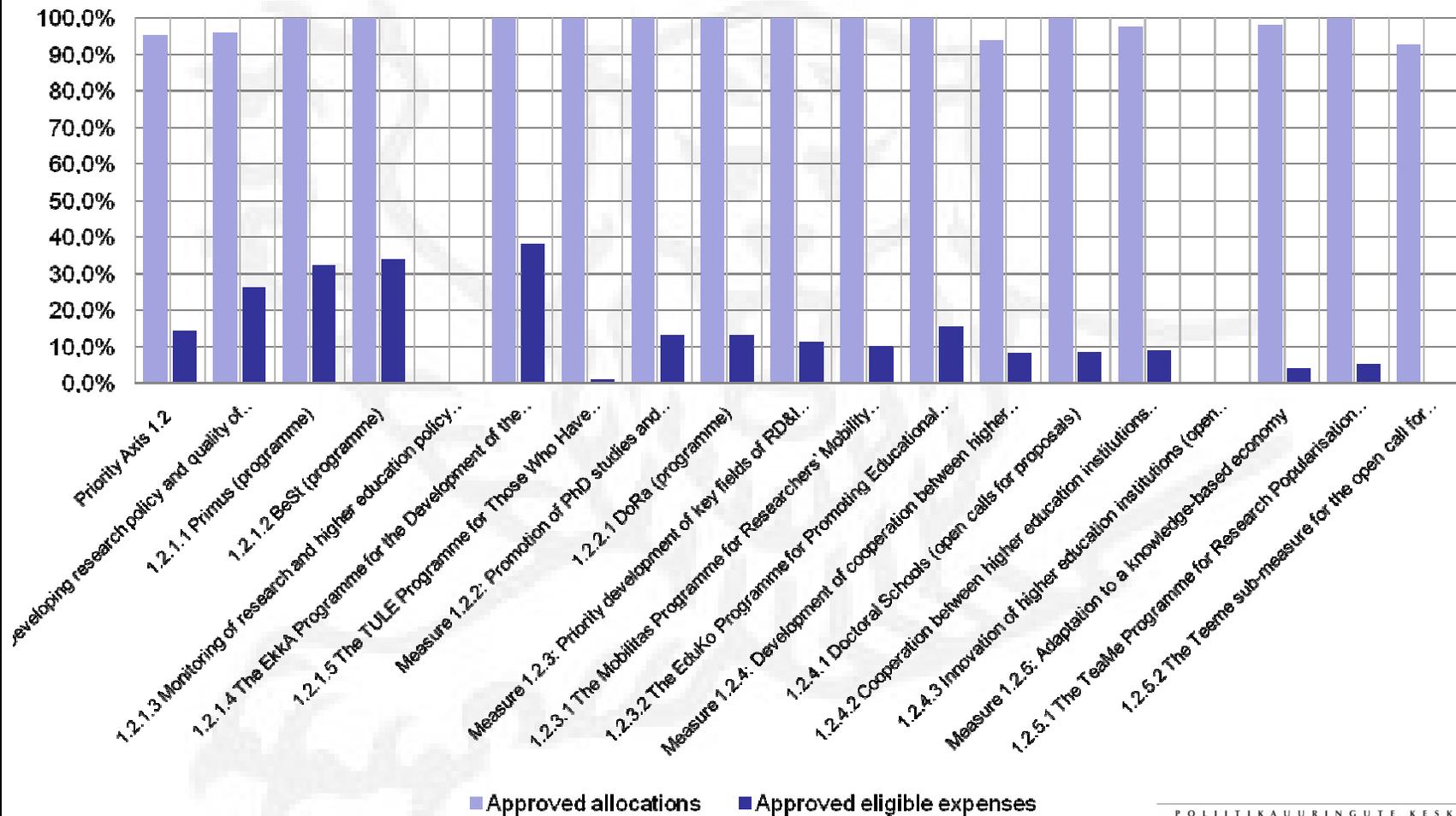
- Data analysis based on SF central system
- Interviews (12 interviews + input from I stage)
- 3 case studies:
 - Groups of measures:
 - Internationalization of Research and Mobilities
 - Promotion of cooperation btw Business sector and Higher education
 - Institution based
 - Testing interaction and cumulative effect of measures

“Without SF we would not even dream on things that we do today ...”

University representative

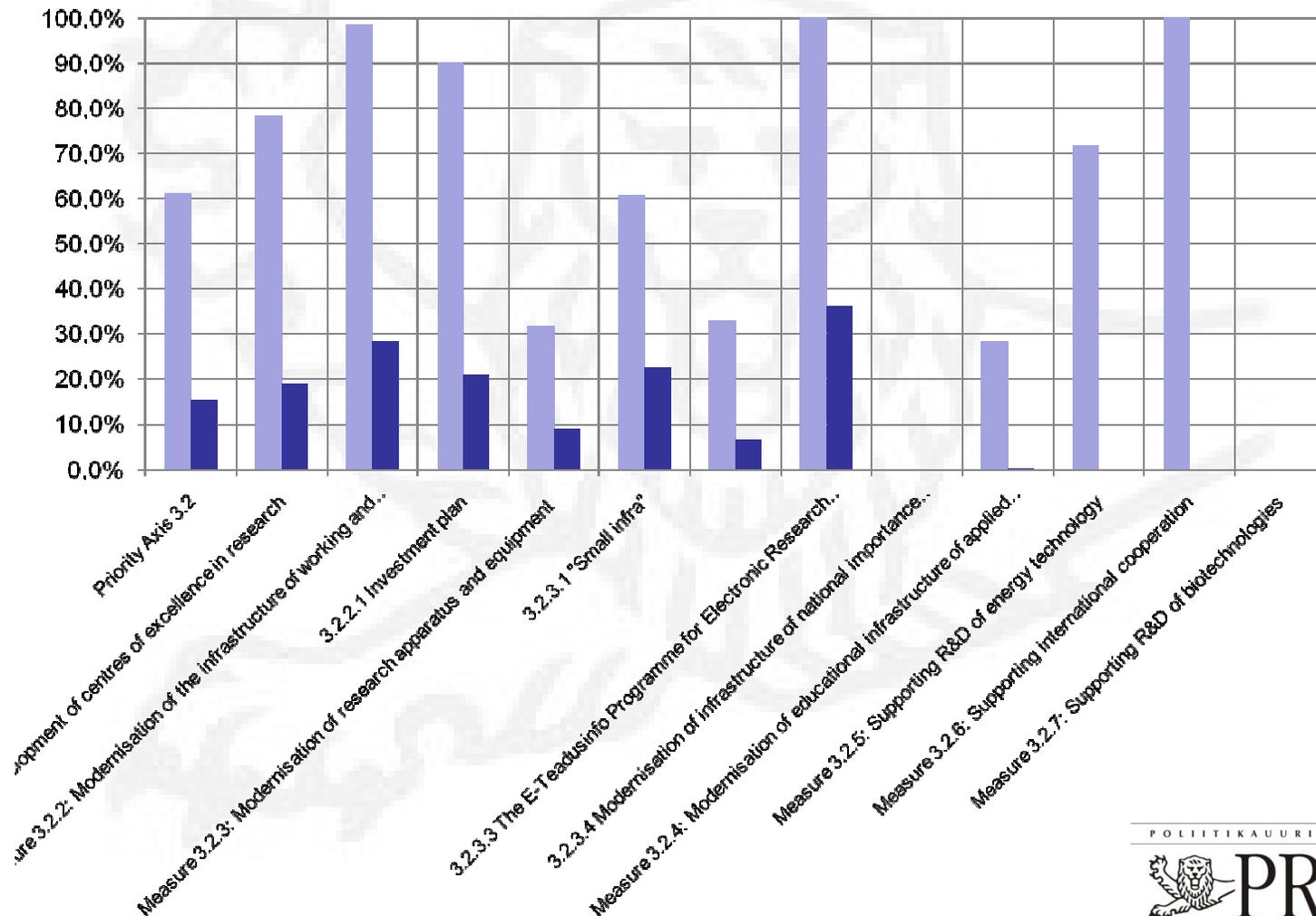
Some statistics ... (22.03.2011)

HE measures



Some statistics ... (22.03.2011)

R&D measures



Q3: What are the reasons of the slower than planned launching of the HE and R&D policy measures? What mistakes have been made in the planning of the actions and financial objectives; in the programming and implementation of the measures?

- Too many different measures
 - (3.1.) lead to the **considerable administrative burden** (regulations, reporting, monitoring)
 - (3.2.) **reduces the efficiency of implementation** (need to match different kind of funding and projects each having different set of rules, requirements, deadlines)
 - (3.3.) **The logic of sequencing/timing** of opening different measures has been somewhat hectic
 - (3.4.) Lack of **comprehensive overview** of the activities in one thematic field on the level of implementing agency

Q3: What are the reasons of the slower than planned launching of the HE and R&D policy measures? What mistakes have been made in the planning of the actions and financial objectives; in the programming and implementation of the measures?

- Too little “trust” in final beneficiaries / applicants
 - Risk aversion, instead of risk sharing/reduction
 - (3.5.) Prescribing eligible activities by the implementing agencies
 - Emphasis on inputs (finances, actions) instead of results and outputs

Q3: What are the reasons of the slower than planned launching of the HE and R&D policy measures? What mistakes have been made in the planning of the actions and financial objectives; in the programming and implementation of the measures?

- 3.6. Limited support from implementing bodies on assisting the applicants in more complex problems
- 3.7. Lack of co-financing/cash flow problems may hinder the application (especially in smaller institutions)
- 3.8. Limited administrative capacity in MoER in the programming process (= too few people); unused potential in terms of engaging external expertise.

Q4: Do the delays in the payments pose any risks to the actual achievement of the SF objectives and/or to the utilisation of the resources available?

- **4.1. No considerable risk on reaching the target levels** (“as they are low enough”)
- 4.1. there is a clear **question** of **whether the set target levels are enough** to contribute to the overall objectives of the SF
- Clear risk that in the case of “soft measures” utilisation of resources may be delayed or funds will be used under heavy time pressure.
 - Beneficiaries do not have clear financial plans, open calls in many cases
- **4.2. Sustainability** of the actions is the major concern

Q5:How can the implementation of the HE and R&D policy measures be speeded up, so that the objectives would be met and the resources would be wisely spent?

- NB! Applicants strongly disapprove changes in implementation regulations during the lifetime of the programme/project, therefore **formal changes need to be considered very carefully**
- Allow more flexibility in actions (instead of listing eligible actions, list not eligible actions) and focus more on outcomes.
- Speed up the processing of financial statements
- Strengthen the marketing and publicity activities of the implementing body
- Share information on best practises of implementation
- Encourage potential applicants' planning for the next period

Most important recommendations for the implementation in the next planning period

- Consider broadening thematic programmes
 - Precondition: strategic planning (“Joint Action Plans”) on the level of thematic programmes (State, R&D institutions, private sector)
 - intrelinkages must be clear
- Allow for more flexibility in actions, focus more on results (in line with EC expectations)
- Opening of the measures should reflect the priorities and take into account the absorption capacity of applicants



Questions?

Thank you!



<http://www.praxis.ee>

