PLEASE BEGIN BY SPENDING 5 MINUTES READING THIS SCENARIO

Scenario 1: Evaluation Design

You are finalising the ToR of an evaluation of SuCIP, a new 'Supply Chain Innovation Programme.' SuCIP encourages technical exchange and cooperation between larger national enterprises and regionally based SMEs with the goal of both strengthening supply chains and bringing high quality jobs to SMEs located outside existing industrial centres.

Two serious problems are making it difficult to complete the evaluation design.

1. Agreeing on Evaluation Questions so as to make evaluation focused and useful;
2. Ensuring that relevant data is available once the evaluation is underway.

You would like to ensure that Evaluation Questions (EQs) are relevant to stakeholders including enterprises and public authorities. In your experience relevant EQs are necessary to ensure evaluations are used.

Unfortunately there does not seem to be any agreement between different stakeholders as to the main evaluation questions – or even the purpose of the evaluation. Two large enterprises that have 'inward invested' from other EU member states want the evaluation to help identify which SMEs are most suitable to adopt robotic assembly and associated quality assurance methods. Other large firms are interested in 'quick wins' and using the evaluation to identify those SMEs that are already well-advanced and 'worth cooperating with'. Few are interested in promoting or evaluating technology transfer or as one manager put it 'waiting around for small businesses to modernise'.

SME federations are mostly interested in technician training subsidies – one element of SuCIP - and receiving subcontracts and want to focus evaluations on these aspect. Regional authorities and various national government departments have come forward with a long list of EQs of their own mainly concerned with demonstrating 'impact' and 'efficiency'….

This is not the first time data availability problem has come up. Up-to-date SME data is often not available; and all kinds of data – about local labour markets, wage levels, technical training etc. are owned by different state and regional bodies some broken down at national/sectoral levels, some at local authority level and some at NUTS 2 level. Owners of data don't always cooperate and there is ongoing uncertainty about GDPR rules. Data about supply chains is not routinely available – although some universities have conducted studies but MA links with Universities are not very strong.

In relation to each problem identify:

- ***Remedies in the short term*** that will allow you to launch this evaluation as soon as possible
- ***Anticipation*** and ***Prevention*** measures that would have avoided the problems now facing the SuCIP evaluation
- ***Evaluation capacity*** improvements so that evaluations of other programmes will not face similar problems in future

When considering the above think about:

- What the Evaluation Function can do ***on its own***
- What Evaluation Function can do ***with wider MA support***
- What requires ***collaboration with wider administrative system***
- What requires ***collaboration with stakeholders***