INTERREG V A Italy Croatia CBC Programme 2014-2020

EVALUATION SERVICE
Regulation (EU) No 1303/2013 art. 54, 56 and 114

Terms of Reference
Annex B1 - Evaluation Questions – Main elements

AUGUST 2020

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This document purpose

In line with the evaluation framework set in the Programme Evaluation Plan (Section V: Description of planned evaluations) and based on evaluation specific objectives and tasks detailed in the Terms of Reference (ToR) for the evaluation of the Italy-Croatia CBC Programme, proposed Evaluation Questions (EQs) were organized into the following themes:

- **Effectiveness and efficiency of the Programme management system;**
- **Focus on the indicators system;**
- **Effectiveness and efficiency of the Programme implementation;**
- **Relevance, consistency and complementarity of the Programme objectives;**
- **Cross-border cooperation added value and networking;**
- **Effectiveness and efficiency of the communication strategy;**
- **Thematic and territorial impacts of Programme implementation as well as contribution to macro-regional strategies and EU 2020 targets**.

Responses to EQs will be given in the framework of the following planned evaluations:

- **Operational (process) evaluation** aimed at appraising the efficiency and effectiveness of Programme management and implementation;
- **Impact evaluation** with the objective to assess the Programme (medium term) effects in the cooperation area;
- **Additional evaluations** that may be deemed useful in case of emerging needs and/or aimed at detecting inputs to feed the forthcoming preparation for Post 2020.

For each EQ, the following tables show:

- ➢ the **main topics** tackled by the EQ and the type of planned evaluation (operational and/or impact) in the framework of which the EQ will be given response;
- ➢ **non binding examples** of indicative methods/tools and of related sources of data that may be used to develop evaluation activities.

Subjects of additional evaluations will be agreed between the Programme bodies and the evaluator, following the Programme upcoming needs.

Methods/tools and data sources presented in this document are only examples aimed at giving hints on possible evaluation activities. In their technical offers, bidders are invited to make their own proposals according to the evaluation objectives and foreseen resources.

List of proposed Evaluation Questions per subject

Effectiveness and efficiency of the Programme management system

Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
Is the overall management and control system effective? What can be improved? **How efficient and effective are the Programme management bodies (MA, CA, JS, MC, FLC) in the implementation of their functions? What can be improved?**	• Efficacy and efficiency of Programme management bodies (MA, CA, JS, MC, first-level control).	• Operational	• Analysis of Programme documents and relating implementing tools • Interviews with Programme bodies/ beneficiaries • Survey to beneficiaries/ target groups	• Programme documents • Project application utilities • Project implementation documents • SIU system • Qualitative analysis/tools proposed by the evaluator
How efficient are the interactions between the programme bodies (MC, MA, CA, JS, AA, NAs, NCs, FLCs)? **Are Programme bodies functions and responsibilities (division of tasks and workloads) clearly established and efficiently implemented?**	• Efficiency of the Programme shared management	• Operational	• Analysis of Programme documents • Interviews/ survey with Programme bodies	• Programme documents • Interview/survey with Programme bodies • Qualitative analysis/tools proposed by the evaluator
How efficient are Programme bodies internal procedures, tools and communication modalities adopted	• Efficiency of the Programme shared management	• Operational	• Analysis of Programme documents • Interviews/ survey with Programme bodies	• Programme documents • Interview/survey with Programme bodies • Qualitative analysis/tools proposed by the evaluator

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Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
to guarantee the proper shared management, coordination and supervision of the Italy-Croatia CBC Programme implementation? Was it necessary any fine tuning or training for the Programme staff?				
What are the main strengths and weaknesses of the Programme shared management tools and procedures? What can be improved in the next programming period?	• Efficiency of the Programme shared management	• Operational	• Analysis of Programme documents • Interviews/survey with Programme bodies	• Programme documents • Interview/survey with Programme bodies • Qualitative analysis/tools proposed by the evaluator
Are decision making processes at Programme level clear and transparent?	• Clearness and transparency of decision-making procedures and mechanisms	• Operational	• Analysis of Programme documents • Interviews/ survey with Programme bodies	• Programme documents • Interview/survey • Qualitative analysis/tools proposed by the evaluator
How efficient are the project generation, selection and contracting processes with specific reference to each typology of call (capitalization, standard and strategic)?	• Efficiency and effectiveness of project selection and contracting processes	• Operational	• Analysis of Programme documents and relating implementing tools • Surveys to beneficiaries/Target groups • Interviews with Programme bodies	• Programme documents • Project application utilities • Project implementation documents • SIU system • Quantitative/ Qualitative analysis/tools proposed by the evaluator
How effective are project selection	• Effectiveness of project	• Operational	• Analysis of Programme	• Programme documents • Project application

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Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
and contracting procedures per typology of call (capitalization, standard and strategic)?	selection and contracting procedures		documents and relating implementing tools • Surveys to beneficiaries/Target groups • Interviews with Programme bodies	utilities • Project implementation documents • SIU system • Quantitative/Qualitative analysis/tools proposed by the evaluator
How effective are application procedures and tools (access to the SIU online application system, SIU users manual and application package: factsheets, glossary, templates, online tools and utilities)? Do they guarantee clear and complete information on the application process and do they succeed in limiting administrative burdens on applicants?	• Effectiveness of application procedures and tools (SIU system and application packages)	• Operational	• Analysis of Programme documents and relating implementing tools • Surveys to applicants/beneficiaries/ Target groups • Interviews with Programme bodies	• Programme documents • Project application utilities • Project implementation documents • SIU system • Quantitative/Qualitative analysis/tools proposed by the evaluator
How efficient and relevant are projects selection criteria for both standard and strategic projects? Are they consistent with the Programme overall strategy and cross-border nature?	• Efficiency and relevance of project selection criteria keeping in mind differences between standard and strategic projects	• Operational	• Logical framework analysis • Overview of Programme documents • Interviews with Programme bodies	• Programme documents • Interviews • Quantitative/ Qualitative analysis/tools proposed by the evaluator

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Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
How effective is the Programme monitoring system? **What can be improved?**	• Effectiveness of the monitoring system	• Operational	• Analysis of Programme documents and relating implementing tools • Surveys to beneficiaries/ target groups • Interviews with Programme bodies	• Programme documents • Project application utilities • Project implementation documents • SIU system • Quantitative/ Qualitative analysis/tools proposed by the evaluator
How effective are the project implementation rules?	• Overall effectiveness of project implementati on rules	• Operational	• Analysis of Programme documents and relating implementing tools • Survey to beneficiaries/target groups • Interviews with Programme bodies	• Programme documents • Project application utilities • Project implementation documents • SIU system • Quantitative/ Qualitative analysis/tools proposed by the evaluator
How effective are the project implementation tools (manuals, factsheets, templates, online tools and utilities)? **Do they guarantee clear and complete information on the implementation process and do they succeed in limiting administrative burdens on beneficiaries?**	• Effectiveness of project implementati on tools (SIU manuals and other project implementati on tools)	• Operational	• Analysis of Programme documents and relating implementing tools • Survey to beneficiaries/ target groups • Interviews with Programme bodies	• Programme documents • Project application utilities • Project implementation documents • SIU system • Quantitative/ Qualitative analysis/tools proposed by the evaluator
Did the use of simplified cost options prove to be efficient?	• Effectiveness of project implementati on rules with particular	• Operational	• Analysis of Programme documents and relating implementing tools	• Programme documents • Project application utilities • Project implementation documents

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Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
	reference to the use of simplified cost options		• Survey to beneficiaries/ target groups • Interviews with Programme bodies	• SIU system • Quantitative/ Qualitative analysis/tools proposed by the evaluator
What are the major difficulties faced by the beneficiaries? What measures could be taken to overcome them?	• Administrative burdens on beneficiaries and related corrective measures	• Operational	• Analysis of Programme documents and relating implementing tools • Survey to beneficiaries/ target groups • Interviews with Programme bodies	• Programme documents • Project application utilities • Project implementation documents • SIU system • Quantitative/ Qualitative analysis/tools proposed by the evaluator
Are there any specific factors hindering the effective use of Technical Assistance funds? **Are there any steps in the use of Technical Assistance funds that could be made more efficient?**	• Effectiveness in the use of Technical Assistance funds	• Operational	• Analysis of Programme documents • Interviews to Programme bodies	• Programme documents • SIU system • Quantitative/ Qualitative analysis/tools proposed by the evaluator

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Focus on the indicators system

Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
Has the selection of the overall set of common and Programme specific indicators turned out to be suitable and exhaustive for monitoring and evaluation purposes?	• Effectiveness of the overall set of common and Programme specific indicators	• Operational	• Logical framework analysis • Interviews/ survey with Programme bodies	• Programme documents • Interview/survey
Are baseline, milestones and target values realistic and clearly defined?	• Adequacy of baseline, milestones and target values to describe Programme achievements	• Operational	• Analysis of programme documents • Overview of monitoring data • Overview of other available statistical data • Benchmarking with similar ETC programmes • Interviews with Programme bodies	• Programme documents • SIU system • Statistical data • Other ETC programmes documents • Interviews with managing bodies • Quantitative/Qualitative analysis/tools proposed by the evaluator
Is the set of indicators clearly described and measurable?	• Effectiveness of adopted indicators to measure both quantitative and qualitative Programme results	• Operational	• Logical framework analysis • Overview of monitoring data	• Programme documents • SIU system • Quantitative/ Qualitative analysis/tools proposed by the evaluator
Is information needed to quantify indicators available at a	• Availability of quantitative and	• Operational	• Overview of monitoring data • Interviews with Programme bodies/	• Programme documents • SIU system • Interviews • Surveys

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Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
reasonable cost?	qualitative data needed to valorize indicators at a reasonable cost		stakeholders • Survey to stakeholders/beneficiaries	• Quantitative/ Qualitative analysis/tools proposed by the evaluator
Are indicators adopted at project level consistent with the Programme indicators system? **To what extent is it possible to scale-up findings from project to Programme level?**	• Coherence of indicators used at project level with the Programme indicators system	• Operational	• Logical framework analysis • Overview of monitoring data • Survey to managing bodies/ stakeholders/ target groups	• Programme and project documents • SIU system • Surveys • Quantitative/Qualitative analysis/tools proposed by the evaluator
At this stage of the programming period, is the system of indicators still relevant according the Programme strategy and in line with Programme bodies and stakeholders needs? **How can it be improved in view of the next programming period?**	• Relevance, efficacy and actuality of the current set of indicators	• Operational	• Logical framework analysis • Overview of monitoring data • Interviews with Programme bodies/ stakeholders • Survey to managing bodies/stakeholders/ target groups • Comparison with indicator sets adopted by other Programmes	• Programme documents • SIU system • Interviews • Surveys • Quantitative/Qualitative analysis/tools proposed by the evaluator

Effectiveness and efficiency of the Programme implementation

Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
What is the progress towards the overall Programme goal, specific objectives and expected results? How is the progress in relation to the means and resources mobilized?	• Progress towards Programme specific objectives and expected results	• Operational • Impact	• Analysis of monitoring data at Programme and projects levels • Interviews with Programme bodies	• Programme documents • SIU System • Projects progress reports • Interviews • Quantitative/Qualitative methods/tools proposed by the evaluator
To what extent has the Programme achieved its general and specific objectives? **Were there any internal or external factors hindering the achievement of the Italy Croatia CBC Programme goals?**	• Achievement of Programme general and specific objectives with evidence of internal and external factors affecting it.	• Impact	• Analysis of monitoring data at Programme and projects levels • Interviews with Programme bodies	• Programme documents • SIU System • Projects progress reports • Interviews • Quantitative/Qualitative methods/tools proposed by the evaluator
Are there any risks/problems (including de-commitment risks) hindering the smooth Programme implementation? **What specific actions should be taken in order to minimize the risks?**	• Possible risks affecting the Programme implementation and relating corrective measures	• Operational	• Analysis of monitoring data at Programme and projects levels • Interviews with Programme bodies	• SIU System • Projects progress reports • Interviews • Quantitative/Qualitative methods/tools proposed by the evaluator
To what extent did the Programme achieve the expected results linked to the Performance Framework? **How efficient were the corrective**	• Achievement of the Performance Framework and corrective measures adopted to overcome	• Operational	• Analysis of monitoring data at Programme and projects levels • Interviews with Programme bodies • Survey to	• SIU System • Projects progress reports • Interviews • Quantitative/Qualitative methods/tools proposed by the evaluator

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Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
measures adopted?	possible negative financial performances		beneficiaries/ target groups	
Considering the overall expenditure management process (from the reporting by the partners up to the Declaration of the expenditure to the European Commission), what are the performing elements that maximize and speed up the process and what are the main bottlenecks ? **If corrective measures were taken, were they effective in speeding up and improving the overall expenditure management process?**	• Possible risks affecting the expenditure management process and relating corrective measures	• Operational	• Analysis of monitoring data at Programme and projects levels • Interviews with Programme bodies	• SIU System • Projects progress reports • Interviews • Quantitative/ Qualitative methods/tools proposed by the evaluator
To what extent has the Programme contributed to enhancing the framework conditions for innovation in the relevant sectors of the blue economy within the cooperation area? **Have performances in the field of blue innovation improved?**	• Achievement of Specific Objective 1.1 (Priority Axis 1 "Blue innovation")	• Impact	• Analysis of Programme documents • Analysis of monitoring data • Survey to relevant stakeholders/ beneficiaries • Case studies	• Programme documents • SIU System • Projects progress reports • Surveys • Case studies • Quantitative/Qualitative methods/tools proposed by the evaluator

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Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
To what extent has the Programme contributed to improving the climate change monitoring and planning of adaptation measures tackling specific effects in the cooperation area?	• Achievement of Specific Objective 2.1 (Priority Axis 2 "Safety and resilience")	• Impact	• Analysis of Programme documents • Analysis of monitoring data • Survey to relevant stakeholders/ beneficiaries • Case studies	• Programme documents • SIU System • Projects progress reports • Surveys • Case studies • Quantitative/ Qualitative methods/tools proposed by the evaluator
To what extent has the Programme contributed to increase the safety of the cooperation area from natural and man-made disaster?	• Achievement of Specific Objective 2.2 (Priority Axis 2 "Safety and resilience")	• Impact	• Analysis of Programme documents • Analysis of monitoring data • Survey to relevant stakeholders/ beneficiaries • Case studies	• Programme documents • SIU System • Projects progress reports • Surveys • Case studies • Quantitative/Qualitative methods/tools proposed by the evaluator
To what extent has the Programme contributed to make natural and cultural heritage a leverage for sustainable and more balanced territorial development in the cooperation area?	• Achievement of Specific Objective 3.1 (Priority Axis 3 "Environment and cultural heritage")	• Impact	• Analysis of Programme documents • Analysis of monitoring data • Analysis of statistical data concerning tourism • Survey to relevant stakeholders/ beneficiaries • Case studies	• Programme documents • SIU System • Projects progress reports • Statistical data concerning tourism • Surveys • Case studies • Quantitative/ Qualitative methods/tools proposed by the evaluator
To what extent has the Programme contributed to protecting and restoring the biodiversity in the cooperation area? Has the Programme	• Achievement of Specific Objective 3.2 (Priority Axis 3 "Environment and cultural heritage")	• Impact	• Analysis of Programme documents • Analysis of monitoring data • Survey to relevant stakeholders/	• Programme documents • SIU System • Projects progress reports • Surveys • Case studies • Quantitative/ Qualitative

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Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
succeeded in strengthening the shared management and protection of cross-border ecosystems also for developing economic and employment opportunities?			• beneficiaries • Case studies	methods/tools proposed by the evaluator
To what extent has the Programme contributed to improving the environmental quality conditions of the sea and coastal area by use of sustainable and innovative technologies and approaches? **Did the Programme succeed in improving the quality of the sea and bathing waters?**	• Achievement of Specific Objective 3.3 (Priority Axis 3 "Environment and cultural heritage")	• Impact	• Analysis of Programme documents • Analysis of monitoring data • Survey to relevant stakeholders/ beneficiaries • Case studies	• Programme documents • SIU System • Projects progress reports • Surveys • Case studies • Quantitative/ Qualitative methods/tools proposed by the evaluator
To what extent has the Programme contributed to improve the quality, safety and environmental sustainability of marine and coastal transport services and nodes by promoting multimodality in the cooperation area?	• Achievement of Specific Objective 4.1 (Priority Axis 4 "Maritime transport")	• Impact	• Analysis of Programme documents • Analysis of monitoring data • Survey to relevant stakeholders/ beneficiaries • Case studies	• Programme documents • SIU System • Projects progress reports • Surveys • Case studies • Quantitative/ Qualitative methods/tools proposed by the evaluator
What is the actual level of achievement of Programme result and output	• Level of achievement of expected outputs and results along	• Operational	• Analysis of monitoring data at Programme and projects levels	• Programme documents • SIU System • Projects progress reports • Interviews

Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
indicators? Which are the internal and external factors affecting the achievement of the set targets?	with possible internal and external factors that might jeopardize the achievement of planned targets		• Interviews with Programme bodies • Surveys to beneficiaries	• Surveys • Quantitative/ Qualitative methods/tools proposed by the evaluator
Are the relevant target groups of the Programme successfully involved? **How is the participation in terms of beneficiaries' type as well as in relation to the geographical coverage of the Programme area?**	• Type and geographical coverage of target groups successfully involved in the Programme implementation	• Operational	• Analysis of Programme/project documents • Interviews with Programme bodies • Survey to target groups/beneficiaries	• Programme documents • Project application utilities • Project implementation documents • SIU system • Interview/survey • Qualitative analysis/tools proposed by the evaluator
To what extent are horizontal principles integrated in the Programme management arrangements and in the activities of funded projects?	• Integration of horizontal principles in Programme management arrangements and project activities	• Operational	• Analysis of Programme/project documents • Interviews with Programme bodies • Survey to target groups/beneficiaries	• Programme documents • Project application utilities • Project implementation documents • SIU system • Interview/survey • Qualitative analysis/tools proposed by the evaluator
To what extent horizontal principles (sustainable development, equal opportunities and non-discrimination, equality between men and women) were integrated in the project selection,	• Success in promoting horizontal principles in project selection, implementation, monitoring and evaluation	• Operational	• Analysis of Programme/project documents • Interviews with Programme bodies • Survey to target groups/beneficiaries	• Programme documents • Project application utilities • Project implementation documents • SIU system • Interview/survey • Qualitative analysis/tools proposed by the evaluator

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Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
implementation, monitoring and evaluation?				

Relevance, consistency and complementarity of the Programme objectives

Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
Are the Programme objectives still relevant, consistent and complementary in the policy context?	• Current relevance, consistency and complementarity of Programme objectives in the policy context	• Operational	• Intervention logic analysis • (Updated) SWOT analysis • Interviews with Programme bodies	• Programme documents • Interviews • Qualitative analysis/tools proposed by the evaluator
Is the Programme properly addressing the current development needs in the Programme area? Are there any stringent needs that have not been covered by the Programme?	• Programme capacity to properly address current development needs in the cross-border cooperation area	• Operational	• (Updated) SWOT analysis • Interviews with managing bodies • Survey to relevant stakeholders	• Programme documents • Interviews • Survey • Qualitative analysis/tools proposed by the evaluator
Are there any stringent uncovered needs that could be tackled under this or future cross-border Programme?	• Possible uncovered needs that may be tackled under the current or next cross-border Programme	• Impact	• (Updated) SWOT analysis • Interviews with Programme bodies • Survey to relevant stakeholders • Focus group	• Programme documents • Interviews • Survey • Focus • Qualitative analysis/tools proposed by the evaluator
Which are the main lessons learned relating the elaboration of Programme strategy during this programming period? **What can be improved to better address development needs in the next future?**	• Lessons learnt and hints for the next programming period	• Impact	• Intervention logic analysis • (Updated) SWOT analysis • Interviews with Programme bodies • Survey to relevant stakeholders • Focus group	• Programme documents • Interviews • Survey • Focus • Qualitative analysis/tools proposed by the evaluator

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Cross-border cooperation added value and networking

Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
Are created partnerships relevant and coherent with the Programme cross-border nature? **Are all relevant stakeholders at cross-border level duly represented?**	• Cross-border relevance and representativeness of created partnerships	• Operational	• Programme/projects intervention logic analysis • Overview of Programme/project documents • Surveys • Case studies	• Programme/projects documents • Monitoring data • Survey • Case studies • Qualitative analysis/tools proposed by the evaluator
Are created partnerships relevant according to Programme/projects objectives?	• Relevance of created partnerships following Programme/projects objectives	• Operational	• Programme/projects intervention logic analysis • Overview of Programme/project documents • Surveys • Case studies	• Programme/projects documents • Monitoring data • Survey • Case studies • Qualitative analysis/tools proposed by the evaluator
Are the partnerships, of the financed projects ,balanced in terms of number of partners, represented areas, roles and budget?	• Relevance and quality of partnerships in terms of number of involved actors, represented cross-border areas, roles and budget	• Operational	• Overview of Programme/project documents • Surveys • Case studies	• Programme/projects documents • Monitoring data • Survey • Case studies • Qualitative analysis/tools proposed by the evaluator
Are promoted partnerships based on previous experiences and how do they ensure their sustainability in time?	• Strength and sustainability of partnerships	• Operational	• Overview of Programme/project documents • Surveys • Case studies	• Programme/projects documents • Monitoring data • Survey • Case studies • Qualitative analysis/tools proposed by the evaluator

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Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
To what extent has the Programme contributed to improve partners' administrative competences/skills at Programme and project levels? **Do involved partners efficiently contribute to achieving Programme/project expected results?**	• Administrative capacities of involved partners at Programme and project levels	• Impact	• Overview of Programme/project documents • Surveys • Case studies • Interviews to managing bodies, stakeholders, beneficiaries	• Programme/projects documents • Monitoring data • Survey • Case studies • Qualitative analysis/tools proposed by the evaluator

Effectiveness and efficiency of the communication strategy

Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
Do the communication activities carried out by the Programme lead to the achievement of the general and specific objectives set out in the Communication Strategy? If not which changes are needed?	• Effectiveness of the communication strategy	• Operational	• Analysis of communication strategy and relating indicators • Interviews with Programme bodies • Survey to relevant stakeholders/ beneficiaries	• Communication strategy • Annual communication plans • Annual Implementation reports • Follow up of specific indicators of the communication strategy • Interviews/survey • Quantitative/Qualitative analysis/tools proposed by the evaluator
To what extent the communication strategy and relating activities have enhanced cooperation in involved public administrations and strengthened internal communication capacities? **Are there any good practices that may be replied in the next programming period?**	• Enhancement of cooperation in public administration and improvement of internal communication through communication strategy and relating activities	• Operational	• Analysis of communication strategy and relating indicators • Interviews with Programme bodies • Survey to relevant stakeholders/ beneficiaries	• Communication strategy • Annual communication plans • Annual Implementation reports • Follow up of specific indicators of the communication strategy • Interviews/survey • Quantitative/Qualitative analysis/tools proposed by the evaluator

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Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
To what extent communication activities have succeeded in raising awareness on Programme objectives and in involving relevant stakeholders and beneficiaries to reach Programme objectives?	• Involvement of relevant stakeholders and beneficiaries through effective communication activities	• Operational	• Analysis of communication strategy and relating indicators • Interviews with Programme bodies • Survey to relevant stakeholders/ beneficiaries	• Communication strategy • Annual communication plans • Annual Implementation reports • Follow up of specific indicators of the communication strategy • Interviews/survey • Quantitative/Qualitative analysis/tools proposed by the evaluator
Has the Programme raised awareness about its activities and achievements?	• Programme capacity to raise awareness on its activities and results	• Impact	• Overview of documents relating to the communication strategy at project level • Survey to relevant stakeholders/ beneficiaries	• Communication strategy • Annual communication plans • Annual Implementation reports • Progress reports on communication strategy • Survey • Quantitative/Qualitative analysis/tools proposed by the evaluator

Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
To what extent the communication strategy has contributed to improve the knowledge on EU funds and the CBC Programme objectives and opportunities in the cooperation area?	• Effectiveness of communication tools	• Impact	• Overview of documents relating to the communication strategy at project level • Survey to relevant stakeholders/ beneficiaries	• Communication strategy • Project Brand Manual • Annual communication plans • Annual Implementation reports • Progress reports on communication strategy • Survey • Quantitative/Qualitative analysis/tools proposed by the evaluator
Were communication tools effective in increasing awareness on Programme objectives and offered opportunities? Which tools were most successful?	• Effectiveness of communication tools	• Operational • Impact	• Overview of documents relating to the communication strategy at Programme/project level • Survey to relevant stakeholders/ beneficiaries	• Communication strategy • Project Brand Manual • Annual communication plans • Annual Implementation reports • Progress reports on communication strategy • Survey • Quantitative/Qualitative analysis/tools proposed by the evaluator

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Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
Does the communication strategy need to be updated for the remaining Programme period based on the evaluation findings?	• Relevance of the communication strategy	• Operational	• Overview of Programme documents • Interviews with Programme bodies • Survey to relevant stakeholders/ beneficiaries	• Communication strategy • Project Brand Manual • Annual communication plans • Annual Implementation reports • Progress reports on communication strategy • Interview/survey • Quantitative/Qualitative analysis/tools proposed by the evaluator
Have Programme bodies been efficient in ensuring a well-functioning communication flow in the Programme area?	• Effectiveness of communication flow in the Programme area	• Operational	• Overview of Programme documents • Interviews with Programme bodies • Survey to relevant stakeholders/ beneficiaries	• Communication strategy • Project Brand Manual • Annual communication plans • Annual Implementation reports • Progress reports on communication strategy • Interview/survey • Quantitative/Qualitative analysis/tools proposed by the evaluator

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Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
Have the Programme communication measures reached the relevant target groups efficiently?	• Programme ability to reach key target groups through communication activities	• Operational	• Analysis of the communication strategy and relating documents at Programme/project level • Survey to relevant stakeholders/ beneficiaries	• Communication strategy • Project Brand Manual • Annual communication plans • Annual Implementation reports • Progress reports on communication strategy • Survey • Quantitative/Qualitative analysis/tools proposed by the evaluator
Has the Programme contributed to increase the capacity of projects to communicate their own achievements?	• Improvement of beneficiaries capacity to disseminate projects results	• Impact	• Analysis of the communication strategy and relating documents at Programme/project level • Survey to relevant stakeholders/ beneficiaries	• Communication strategy • Follow up of specific indicators of the communication strategy • Progress reports • Survey • Quantitative/Qualitative analysis/tools proposed by the evaluator

Thematic and territorial impacts of Programme implementation as well as contribution to macro-regional strategies and EU 2020 targets

Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
What change can be observed in relation to the objectives of the Programme? How they are distributed at a territorial level?	• Programme achievements	• Impact	• Logical framework analysis • Overview and processing monitoring data • Interviews with Programme bodies • Survey to relevant stakeholders/ beneficiaries	• Programme document • Annual Implementation Reports • Monitoring data from SIU system • Interview/survey • Quantitative/Qualitative analysis/tools proposed by the evaluator
To what extent can observed changes be directly attributed to the Programme? **Are there unintended impacts?**	• Programme added value	• Impact	• Logical framework analysis • Counterfactual analysis • Overview and processing monitoring data • Interviews with Programme bodies • Survey to relevant stakeholders/ beneficiaries	• Programme document • Annual Implementation Reports • Monitoring data from SIU system • Statistical data • Interview/survey • Quantitative/Qualitative analysis/tools proposed by the evaluator
What mechanisms delivered the impact? What are key contextual features for these mechanisms?	• Programme effectiveness and impacts	• Impact	• Logical framework analysis • Counterfactual analysis • Benchmarking with other Interreg Programmes	• Programme document • Annual Implementation Reports • Monitoring data from SIU system • Statistical data • Other Interreg Programmes documentation

Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
			- Overview and processing monitoring data - Interviews with Programme bodies - Survey to relevant stakeholders/ beneficiaries	- Interview/survey - Quantitative/Qualitative analysis/tools proposed by the evaluator
Does the impact vary by subgroup within the main target group?	Programme impacts on different target groups	Impact	- Logical framework analysis - Counterfactual analysis - Benchmarking with other Interreg Programmes - Overview and processing monitoring data - Interviews with Programme bodies - Survey to relevant stakeholders/ beneficiaries	- Programme document - Annual Implementation Reports - Monitoring data from SIU system - Statistical data - Other Interreg Programmes documentation - Interview/survey - Quantitative/Qualitative analysis/tools proposed by the evaluator
Did the Programme succeed in achieving the expected impacts on the different target groups?	Programme impacts on different target groups	Impact	- Logical framework analysis - Overview and processing monitoring data - Survey to relevant stakeholders/ beneficiaries	- Programme document - Annual Implementation Reports - Monitoring data from SIU system - Survey - Quantitative/Qualitative analysis/tools proposed by the evaluator
Will short-run effects	Programme	Impact	Logical	Programme document

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Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
of the intervention differ from those in the long run?	results and impacts on the long run		framework analysis • Overview and processing monitoring data • Interview with Programme bodies • Survey to relevant stakeholders/ beneficiaries	• Annual Implementation Reports • Monitoring data from SIU system • Survey • Quantitative/Qualitative analysis/tools proposed by the evaluator
To what extent has Italy-Croatia CBC Programme contributed to the EU 2020 Strategy for a smart, sustainable and inclusive growth?	• Programme contribution to the EU 2020 Strategy	• Impact	• Overview of Programme document • Logical framework analysis • Analysis of monitoring data • Benchmarking with other Interreg Programmes • Interviews with Programme bodies • Focus Group with relevant stakeholders	• Programme document • Annual Implementation Reports • Monitoring data from SIU system • Interview, survey, focus group • Quantitative/Qualitative analysis/tools proposed by the evaluator
To what extent has Italy-Croatia CBC Programme contributed to EUSAIR macroregional strategy? **The solutions adopted by the Programme in order to support the implementation of the**	• Programme contribution to macro-regional strategies	• Impact	• Overview of Programme and macro-regional strategies document • Logical framework analysis • Benchmarking with other	• Programme documents • Macro-regional strategies documents • Other Interreg Programmes documents • Interview/survey • Quantitative/Qualitative analysis/tools proposed by the evaluator

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Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
EUSAIR through the projects have been effective?			Interreg Programmes involving the Programme and macro-regional strategies areas • Interviews with Programme bodies • Survey to relevant stakeholders	
Has the Italy-Croatia CBC Programme contributed also to other macroregional strategies (EUSALP, EUSDR) involving the cooperation area?	• Programme contribution to macro-regional strategies	• Impact	• Overview of Programme and macro-regional strategies document • Logical framework analysis • Benchmarking with other Interreg Programmes involving the Programme and macro-regional strategies areas • Interviews with Programme bodies • Survey to relevant stakeholders	• Programme documents • Macro-regional strategies documents • Other Interreg Programmes documents • Interview/survey • Quantitative/Qualitative analysis/tools proposed by the evaluator
Which kind of synergies with other Interreg and mainstream programmes involving the cooperation area have been activated?	• Synergies with other Interreg and mainstream Programmes involving the	• Impact	• Overview of Programmes documents • Logical framework analysis	• Programme documents • Other Interreg Programmes documents • Interview/survey • Quantitative/Qualitativ

Evaluation Question	Topic	Type of evaluation	Examples of methods/tools	Examples of data sources
To what extent such synergies produce enhanced results in terms of integration and complementarities and what is the Italy-Croatia CBC Programme added value?	same cooperation area		• Benchmarking with other Interreg Programmes involving the same cooperation area • Interviews with Programme bodies • Survey to relevant stakeholders	e analysis/tools proposed by the evaluator
What are the main lessons learnt during the 2014/2020 period concerning both the programming and implementation phases? **What can be replied or improved in the next CBC Programme?**	• Lessons learnt during the 2014/2020 programming period and proposals for the upcoming CBC Programme	• Impact	• Analysis of Programme documents • Overview of operational and impact evaluations • Interviews with Programme bodies • Survey/focus group with relevant stakeholders	• Programme documents • Outcomes of operational and impact evaluations • Interviews, survey, focus group • Quantitative/Qualitative analysis/tools proposed by the evaluator