

Lessons for the ex-ante evaluation of the CAP strategic plan in the Czech Republic

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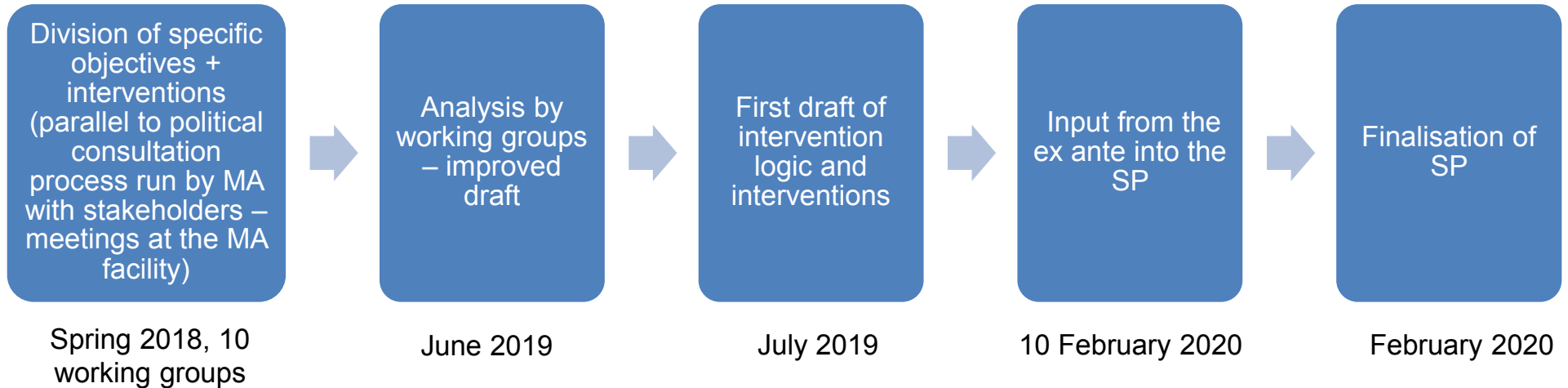


General Outline

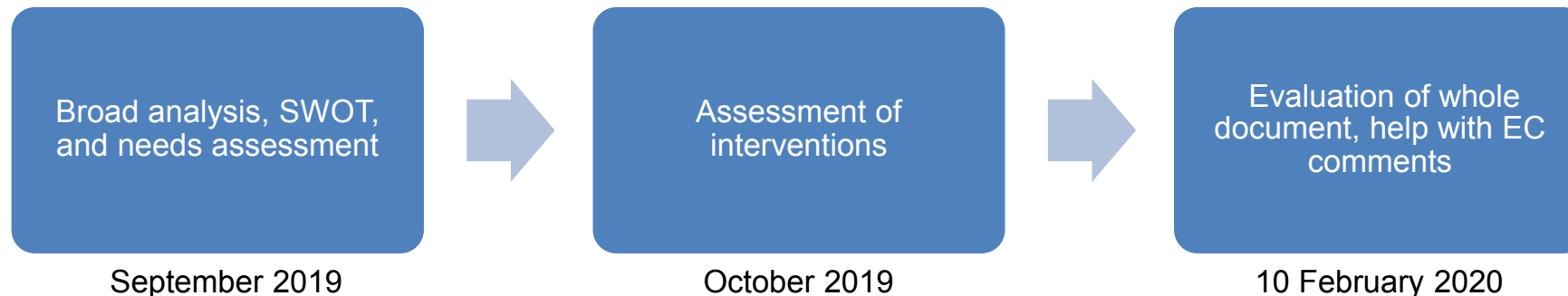
- Introduction
- Appraisal of the SWOT analysis and assessment of needs
- Appraisal of the intervention logic
- Appraisal of targets and milestones
- Conclusions and recommendations

Introduction – state of play

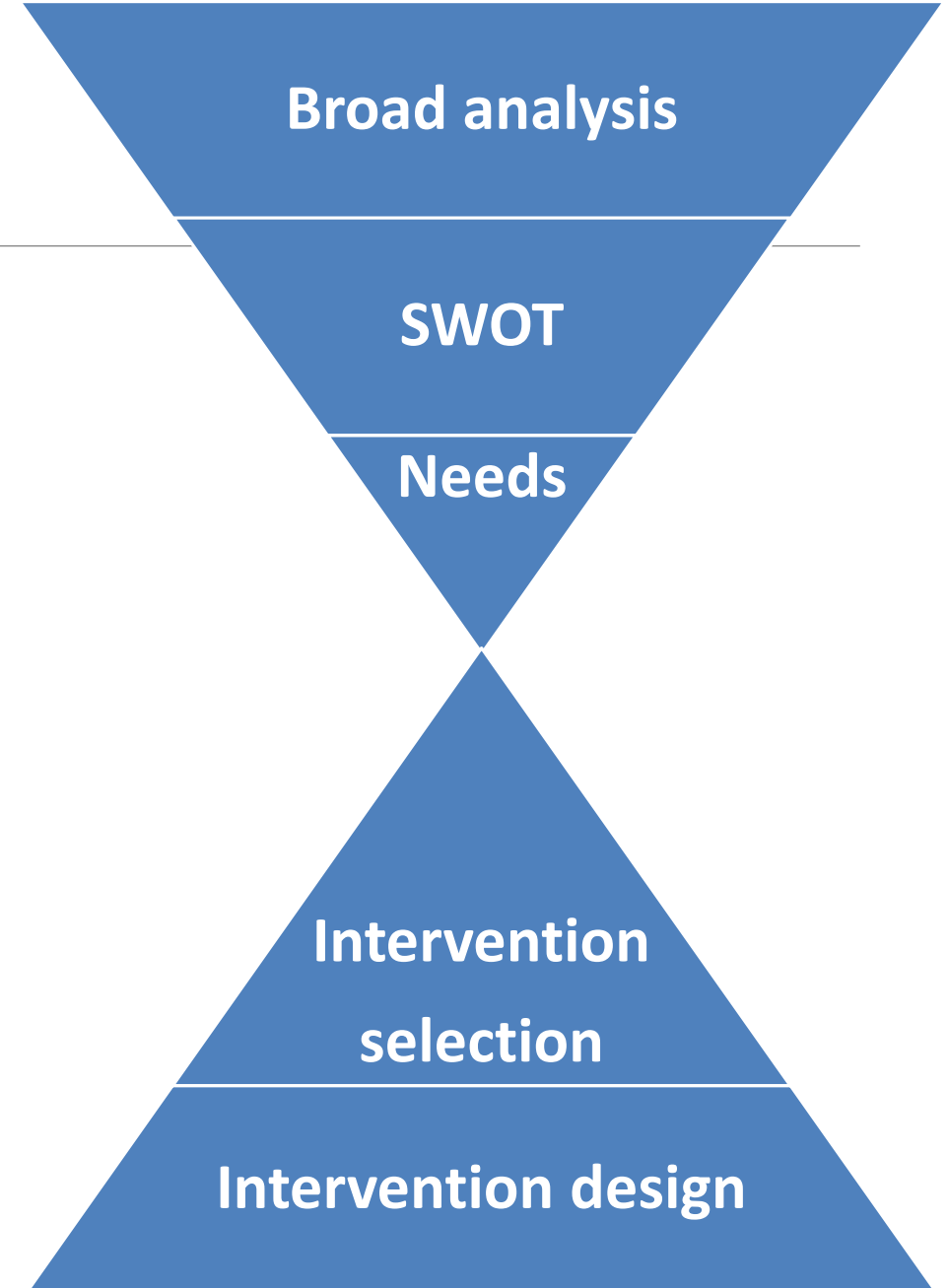
Programming of the CAP Strategic plan in CZ



Ex-ante evaluation (external organisation, drafts provided in 3 phases)



The process consistency



SWOT/needs assessment

- What is the purpose of the broad analysis/SWOT and needs identification?
- Broad analysis/SWOT/needs consistency check.
- Needs prioritisation: 3 criteria (each has a weight) and process:
 - **Extent of the problems** behind the need (e.g. hectares, farmers affected)
 - **Seriousness** of the problem per unit (e.g. serious on one hectare)
 - **Public concern?**
 - **Process:** WG members put score, final points were calculated

Appraisal of the Intervention Logic - criteria

- Check: What are causal links between identified issues in the **analysis** - selection of change **needed** - and relevant **intervention**? Are these steps consistent?
- Key factor is to build well the theory of change after finding strong arguments for the needs selection and intervention selection. Here shortcomings could emerge (e.g. each step not supported by previous step)
- How is each intervention and related targets coherent with other specific objectives/interventions? Other policies?
- Method: following the process of building each step from needs to target setting while checking sufficient arguments from the previous step

Appraisal of Intervention Logic - steps

Are synergies assured by designing different types of interventions targeted at the same need? (e.g. climate change addressed by investments, knowledge transfer)

Are targets set for the result indicators consistent with: the needs; the seriousness of the problems behind them; other factors influencing target setting (e.g. uptake capacity)?

Is it well described how the intervention will initiate change in reality? (built on theory of change elaboration)

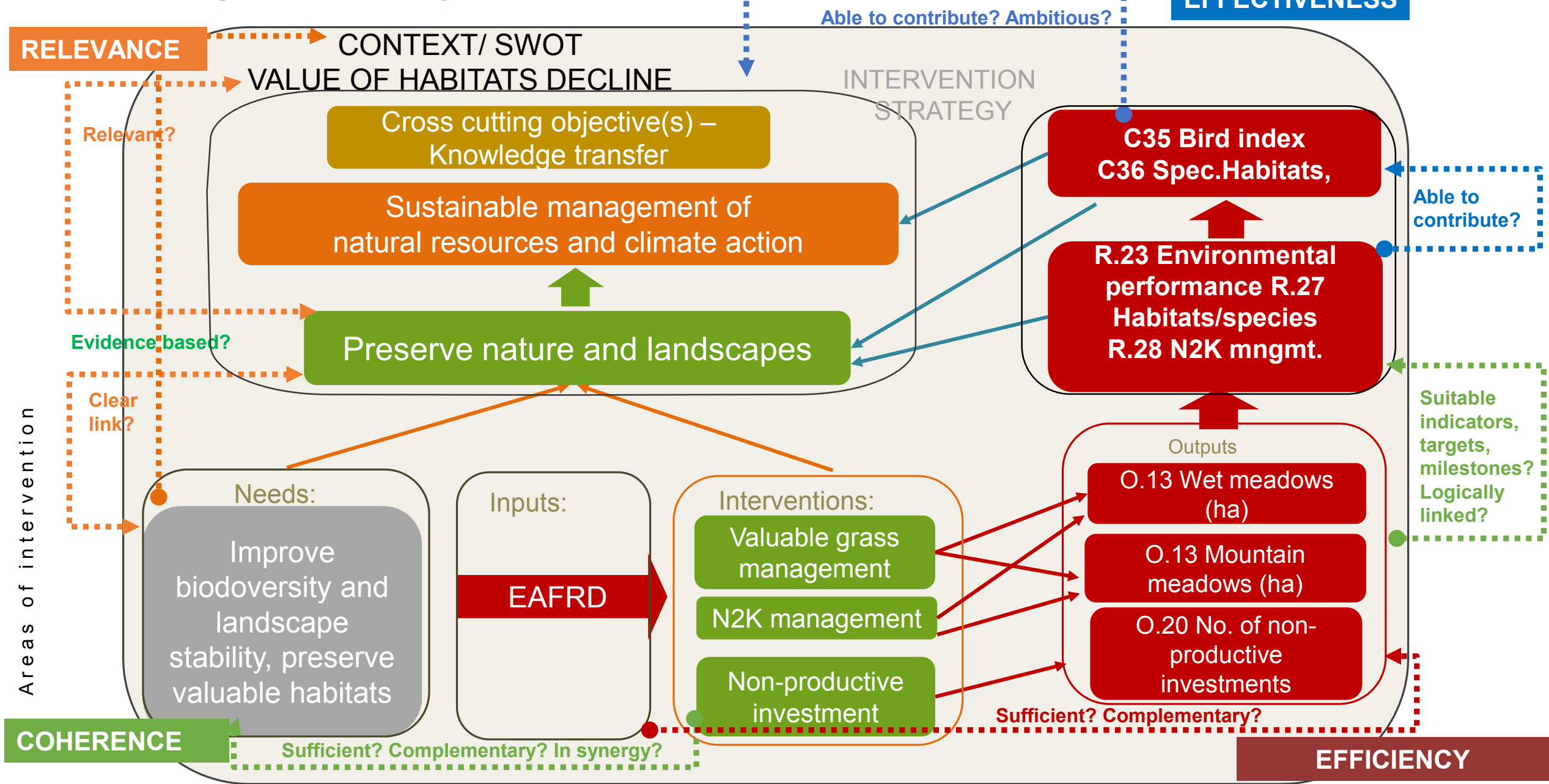
Does the intervention selection respond to the needs based on evidence?

Appraisal of internal coherence (fragment)

(interventions contributing to SOs, using indicators to demonstrate)

Interventions Specific objectives	Eco-schemes	Investments	Conversion of arable to grassland
Income support	R.18 Soil , R.19 air, R20 water, R 21 nutrients, R27 Habitats, improvements, R.12		R.14, R.18 Soil , improvements, R19, R20, R21,	
Competition increase		R.9 Modernisation R.15 Green energy, R.16 Energy efficiency,		
Climate change	R.12 Climate adaptation	R.15, R.9, R.23 Environmental performance	R.14 Carbon storage	
Natural resource management	R.18 Soil , R.19 air, R20 water, R 21 nutrients, R27 Habitats, improvements, R.12	R18, R20, R.9, R.23,	R18, R20, R17 (secondary)	
Nature and landscape	R 27, R.37 Pesticides mngmt.	R27 Habitats	R28	
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Intervention logic – Biodiversity (simplified)



Appraisal of targets/milestones – what are the challenges?

- Too ambitious vs. not ambitious at all – how to assess? Ambitious in terms of what?
- Interventions already running with moderate changes from previous period
- New interventions with no experience in implementation

Appraisal of targets/milestones - how to overcome the challenges to assess targets/milestones?

- Typology of interventions
 - Distinguish between different types of interventions (e.g. investments, area payments, knowledge transfer, cooperation incl. EIP).
- Past experience
 - Take into consideration what was the experience from the previous period. Why was uptake as it was? (e.g. size of the issue targeted, administrative burden, support level, cost of borrowing, willingness to participate – e.g. in training events).
- Data values
 - Take into consideration any changes in the size of data values (e.g. sensitive soils reduced? Eligible farmers number / change?).

Appraisal of targets/milestones – what guiding questions to use for the appraisal?

- How did the administration react to experiences from the previous period?
- What are planned changes in support level, administrative burden, etc.?
- Do farmers get sufficient information? Is it going to be improved?
- Other factors influencing uptake?
- Are there interventions similar in nature to take experience from (for new interventions)?

Method: check the level of ambition of the targets against these criteria and ask MA for explanations in cases of potentially too high or too low ambition of targets.

Conclusions and recommendations

- Keep in mind the purpose of each step in the CAP Strategic Plan design.
- Knowledge of programming is of great value for evaluators.
- Be aware of potential shortcomings in strategy design (sound SWOT/Needs assessment are a solid basis for intervention logic/ target setting).
- For the ex-ante evaluation to be useful, the careful planning of programming is recommended. Short time could lead to superficial conclusions.
- Close cooperation and good relationship between ex-ante evaluators and MA is crucial.

Thank you

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