



**Good Practice Case Study within
ERA-LEARN 2020**

**Practices of Evaluation and
Impact Assessment - FACCE-JPI**



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**Good Practice Case Study within ERA-LEARN 2020
Practices of Evaluation and Impact Assessment**

**FACCE-JPI Applies a Stepwise Approach to
Assess Impact at Network Level**

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Abstract

During the Annual Joint Programming Conference 2016 the attendees stressed that the time is ripe for providing evidence of the impact achieved by Public to Public Partnerships (P2Ps). This requires adequate Monitoring and Evaluation approaches and their implementation. P2Ps, as highly complex system innovation platforms, are driven by “*collective search and learning*” - which also applies to their *Monitoring & Evaluation* processes. This is the first of three case studies that showcase processes that allow P2Ps to assess whether and how impact will be/has been achieved.

The Joint Programming Initiative on Agriculture, Food Security and Climate Change (FACCE-JPI) developed an evaluation framework with major *objectives* considered from the beginning. It therefore introduces three “Targets” as the foundation of the framework which are to be assessed *step-by-step*. FACCE-JPI succeeded in carrying out the evaluation on “Target 1” (“Alignment”) by making use of an online survey sent out to the Governing Board members.

The key preparatory document is the “FACCE-JPI Evaluation framework” published in 2013, elaborated with input from a number of external experts. During the *phased process*, the JPI co-coordinator was continuously involved.

FACCE-JPI presents an approach whose benefits are worth sharing within the P2P community. Nevertheless, this process also shows obstacles and provides valuable lessons learned.

- *Key benefits* of FACCE-JPI’s stepwise evaluation approach are improved feasibility by assessing “Targets” according to their measurability at a certain point in time. The focus on the JPI’s objectives ensures that the framework not only captures internal processes but integrates indicators beyond the P2P’s organisational structure and processes.
- *Major obstacles* are the time-consuming overall process, the tedious data collection, and initial scarce internal experience with this specific form of evaluation of research programming activities.
- *Lessons learned* were that early implementation of monitoring geared toward the P2P’s objectives is beneficial for future evaluations as is considering the feasibility (besides robustness) of the evaluation framework and its implementation from the beginning. Including a phased process that allows time for organisational learning seems to be a wise step to take provided links are created in order not to evaluate the achievement of different targets in isolation from each other. Boiling down the number of potential indicators to only few implemented items is also wise provided this is not done at the expense of the variety of potential impact types).

This case indicates that P2Ps profit from considering their objectives in their evaluation frameworks from the beginning and starting activities to assess impact in a timely manner respecting the time lag of impact creation. Early waves of data collection among internal and external stakeholders can build awareness, improve organisational learning and, in turn, improve the creation of impact.

The author is grateful to Heather McKhann (INRA; FACCE-JPI co-coordinator) and Paul Wiley, responsible for FACCE’s evaluation of Target 1: Alignment. She would also like to thank the ERA-LEARN Consortium partners for their useful suggestions on earlier drafts of this case study.



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1 Ambition and Background of FACCE-JPI

1.1 Ambition of FACCE-JPI's Monitoring & Evaluation Framework

This case study showcases how FACCE-JPI assesses impact through its Monitoring & Evaluation activities. Six years after its launch, the ambition is to show evidence for impact created in the course of time. This ambition requires adequate approaches and processes of evaluation. FACCE-JPI developed a **stepwise approach**. This case study also shows how Monitoring & Evaluation activities also serve as a reflection and learning tool.

FACCE-JPI set up its Monitoring & Evaluation framework relatively early in 2013. The *four-phased process* was executed under the funding scheme of two CSAs and took more than three years so far, while the JPI co-coordinator was continuously involved. The **key preparatory document is the “[FACCE-JPI Evaluation framework](#)”**¹ that was published in 2013 under the first CSA. It builds on the Logic Framework analysis of JPND, which was undertaken with external advisors, and the work done in JPIs To Co-Work and was adapted to the needs of FACCE-JPI. This document encompasses an indicator framework for different kinds of impacts and suggestions for data collection including a questionnaire to the Governing Board members.

The evaluation framework paper therefore introduces three “**Targets**”:

- **Target 1: Alignment (T1)**
- **Target 2: Scientific Impact (T2)**
- **Target 3: Societal Impact (T3)**

The FACCE-JPI evaluation framework provides potential indicators for the three Targets. For each Target, the indicators are identified according to the *three dimensions* “*organisational structure*”, “*process*”, and “*outcome*”.

According to the document, “it should be kept in mind that some of the expected results of FACCE-JPI will appear at a later stage than others, and the time frame has to be set appropriately.”² The FACCE-JPI monitoring & evaluation therefore focuses on the organisation, process, and outcomes of Target 1 using monitoring data and a questionnaire sent to the Governing Board.

1.2 Background: Aims and achievements of FACCE-JPI's alignment activities

As FACCE-JPI's evaluation focuses on Target 1 that aims at alignment, the following describes the general background of the initiative and the JPI's aims and achievements with respect to alignment activities. FACCE-JPI was launched in October 2010 by the European Council. It brings together 22 countries committed to building an integrated European Research Area addressing the interconnect-

¹ Hansen, S. S., Waldo J., Götke, N. (DASTI), Breuer B., Bender, J. (BLE), Heather McKhann (INRA, FACCE Secretariat), Vetter S., Ropac, S. (BMLFUW), Pastori, G., Arkenberg, A. (BBSRC, FACCE Secretariat) (2013). FACCE-JPI EVALUATION FRAMEWORK - Framework for monitoring and evaluation of FACCE-JPI and its joint actions. FACCE CSA.

<https://www.faccejpi.com/Media/Monitoring-and-Evaluation-Framework>

² *ibid.* p 24

ed challenges of sustainable agriculture, food security and impacts of climate change.³ It aims to do so with a strong transdisciplinary research base, encompassing economic and social aspects in addition to scientific ones, and with a creative approach towards the *alignment of national programmes*.

FACCE-JPI's Strategic Research Agenda⁴ was validated by the FACCE Governing Board in 2012. An implementation plan was launched at the end of 2013, setting out short-term and mid-term priority actions to implement the SRA. An update to the original SRA took place in 2016. This update refreshed the original five core themes⁵ around new, *more impact-driven research priorities*.

In 2013, the Secretariat launched the ex-post evaluation "Retrospective Look on the First Three Years of FACCE"⁶ which was executed by an external evaluator (internal use). The study's objective was to identify how processes can foster collective ownership and *efficient alignment of research between the various actors*. Although FACCE-JPI managed to develop innovative instruments for alignment (FACCE being a reference regarding: knowledge hubs, thematic annual programming etc.⁷), the interviewees acknowledged that alignment was still a major challenge. The findings were *considered in the revision of Target 1 / Policy Impact indicators* and point to the *increasing significance of adequate monitoring and assessment of alignment activities*.

To date, FACCE-JPI's *key achievements with respect to alignment activities* are:

- Launch of 10 joint research actions, mobilising approximately €110M of funding for transnational research activities, 80% coming from national research budgets.
- Increase of visibility and influence on European and international policymaking. The P2P's core research themes are gradually taken into account by national research agendas in view of aligning national programmes.
- Development of innovative instruments (e.g. knowledge hub) that have been duplicated by other JPIs.

2 Assessment of Targets – Approach, Overall Process, and Implementation

This chapter firstly introduces the general approach (the idea of impact types and the strategy of their assessment), section 2.2 presents FACCE-JPI's overall Monitoring & Evaluation process, and 2.3

3 FACCE-JPI. About us.

<https://www.faccejpi.com/About-Us/What-is-FACCE-JPI>

4 FACCE JPI - Strategic Research Agenda. Revised Edition (2016).

https://www.faccejpi.com/content/download/4042/38829/version/1/file/FACCE-JPI%20_SRA.PDF

5 FACCE-JPI's five core research themes:

- Sustainable food security under climate change, based on an integrated food systems perspective: modeling, benchmarking and policy research perspective
- Environmentally sustainable growth and intensification of agricultural systems under current and future climate and resource availability
- Assessing and reducing trade-offs between food production, biodiversity and ecosystem services
- Adaptation to climate change throughout the whole food chain, including market repercussions
- Greenhouse gas mitigation: nitrous oxide and methane mitigation in the agriculture and forestry sector, carbon sequestration, fossil fuel substitution and mitigating GHG emissions induced by indirect land use change

6 Sébastien Treyer, S., Brun, M. (IDDRI) (2014). RETROSPECTIVE LOOK ON THE FIRST THREE YEARS OF FACCE - Achievements, perspectives and room for progress. Internal use.

7 For more information on these instruments, please see:

Götke, N., McKhann, H., Albouy, I., Bunthof, C., Bura, M., Lesser, C., Aller Moran, P., te Boekhorst, D., Wiley P. (2016) FACCE-JPI Implementation Plan 2016 - 2018. p 12

<https://www.faccejpi.com/Media/Implementation-Plan-2016-2018>

shows the operationalisation of the first impact type assessed (Target 1) and provides information on the data collection.

2.1 FACCE-JPI's approach: Three Targets and their stepwise evaluation

FACCE-JPI's approach and process is that it introduces three "Targets". The FACCE-JPI monitoring and evaluation framework describes the *relationship of Targets* as follows: the alignment and coordination of national and European programmes (Target 1) is needed to ensure high quality transnational research activities (Target 2). These research activities in turn will contribute to the overall goal of the JPI: [...] tackling the societal challenge (Target 3).

FACCE-JPI's framework paper presents a **definition of the three Targets**:

Definition of FACCE-JPI Targets

- **Target 1 (Alignment, narrow concept of Policy Impact, see chapter 2.4)**
The alignment of national and European research programmes covers the extent to which FACCE-JPI is able to increase the alignment and coordination of the national and European research activities. This constitutes the political aspects of the FACCE-JPI in terms of e.g. commitment of member states.
- **Target 2 (Scientific Impact):**
Increasing high quality transnational research activities within food security, agriculture and climate change covers the FACCE-JPI's ability to launch joint calls, fund research projects and increase the scientific impact of the European research within food security, agriculture and climate change. This includes the ability, e.g., to implement the FACCE-JPI strategic research agenda and to mobilise research communities.
- **Target 3 (Societal Impact):**
The societal impact on the challenge of food security, agriculture and climate change covers the FACCE-JPI's ability to create an impact on the societal issue of the JPI: food security under climate change. This includes the FACCE-JPI contribution to, e.g., a more efficient use of scarce resources or the development of the European bio-economy.

FACCE-JPI Evaluation Framework, p23

For each Target, the indicators are identified according to the *three dimensions* "organisational structure", "process", and "outcome".

- The **structure** – the ability of the JPI to construct the **necessary structures**
- The **process** – the ability of the JPI to ensure efficient **decision making**
- The **outcome** – the ability of the JPI to produce **long-term outcome or impact**

Time lag of intended impacts and suggested method of data collection

According to the FACCE-JPI evaluation framework document, "it should be kept in mind that some of the expected results of FACCE-JPI will *appear at a later stage than others, and the time frame has to be set appropriately.*"⁸ The FACCE-JPI evaluation therefore focuses on the organisation, process and outcomes of Target 1 "which requires a *continuous monitoring effort and which forms the organisational basis of the JPI and for targets 2 and 3.* The latter are outcome-based targets and focus on the projects generated by FACCE. Here only the outcome dimension is relevant" according to the

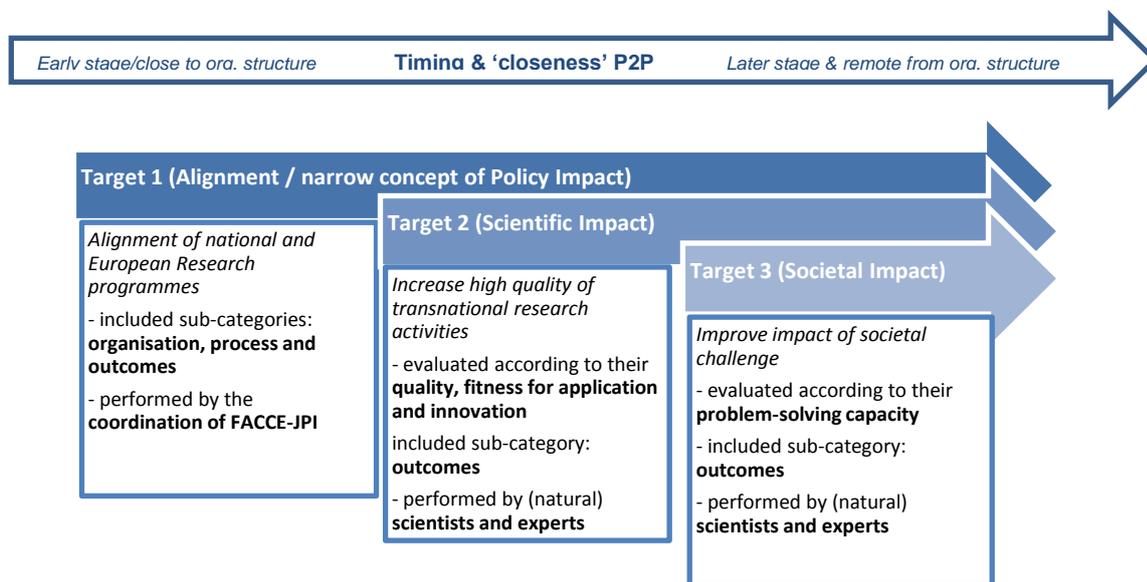
⁸ Hansen, S. S., Waldo J., Götke, N. (DASTI), Breuer B., Bender, J. (BLE), Heather McKhann (INRA, FACCE Secretariat), Vetter S., Ropac, S. (BMLFUW), Pastori, G., Arkenberg, A. (BBSRC, FACCE Secretariat) (2013). FACCE-JPI EVALUATION FRAMEWORK - Framework for monitoring and evaluation of FACCE-JPI and its joint actions. FACCE CSA. p24
<https://www.facejpi.com/Media/Monitoring-and-Evaluation-Framework>

FACCE-JPI evaluation framework. With respect to Target 2 and Target 3, “mainly science parameter and problem-solving capacity are the items to assess/measure, which are evaluated according to their quality, fitness for application and innovation (T2), and to their problem-solving capacity (T3).”⁹

The “Monitoring/evaluation of T1 should be performed by the coordination of FACCE-JPI (as the most practical model) in order to guarantee the functionality/good performance of FACCE, while monitoring/evaluation of T2 and T3 would best be performed by (natural) scientists and experts in the field and generate both an impact assessment and a feedback to the Strategic Research Agenda.”

Figure 1 presents a plan for the stepwise evaluation of the three Targets according to the timing and the data sources ‘closeness’ to the P2P’s organisational structure according to the FACCE-JPI evaluation framework document. It furthermore displays its suggestions for the indicators’ focus, relevant sub-categories, and the actor performing the evaluation.

Fig. 1: Suggested Plan for the Stepwise Evaluation of Targets 1-3 (Timing and data collection)



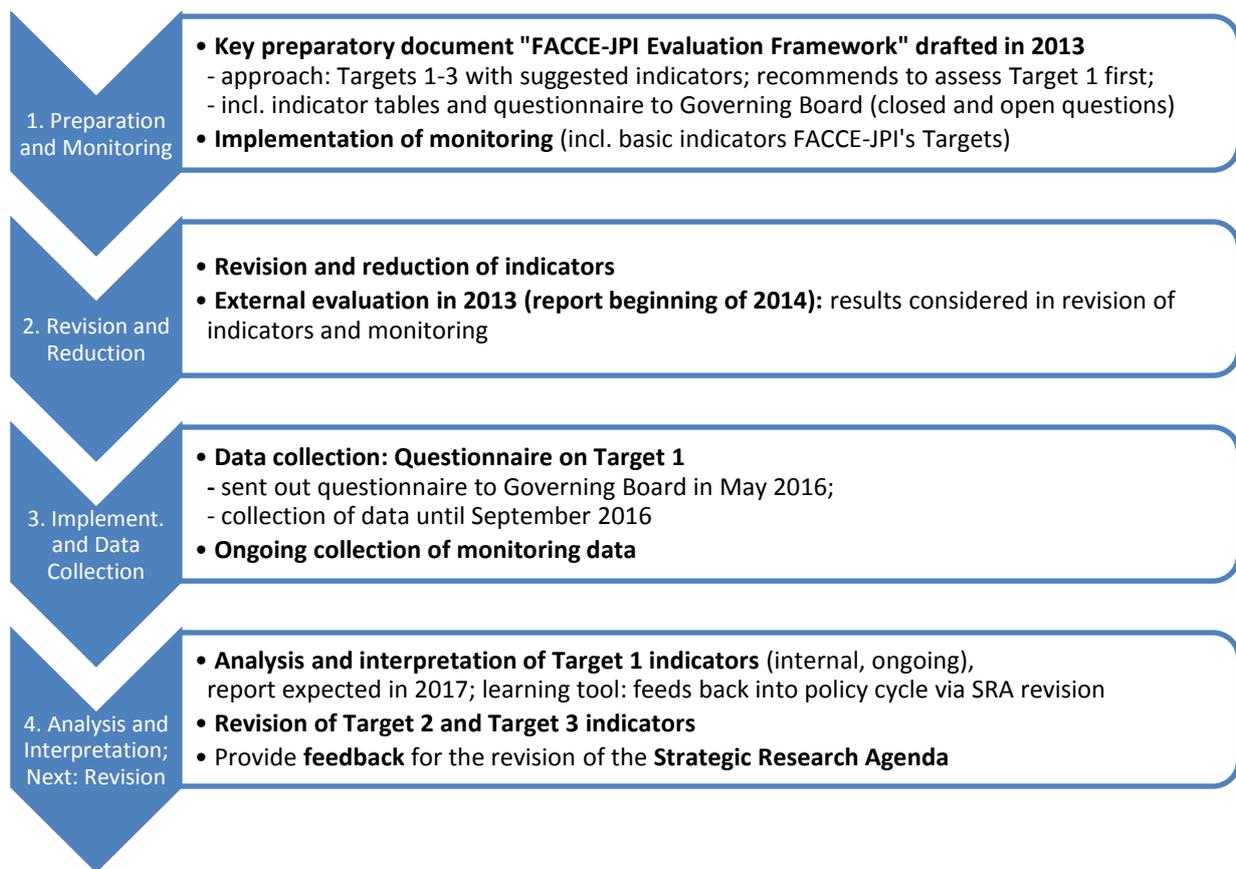
Source: Own presentation, based on FACCE-JPI evaluation framework

⁹ ibid. p 25

2.2 Overall process

Figure 2 displays the Monitoring & Evaluation activities of FACCE-JPI as a **four-phased process** which reflects the '**evolution of evaluation**'. The subsequent paragraphs describe the four phases (for general information, see [FACCE-JPI's Monitoring & Evaluation web page](#)).

Figure 2: Overall Process – Four Phases



Source: Own presentation

1. Preparation and Monitoring

The **key preparatory document** "[FACCE-JPI Evaluation framework](#)"¹⁰ serves as a starting point for Monitoring & Evaluation of FACCE-JPI and its joint actions. This paper presents procedures and tools for Monitoring & Evaluation of joint activities. It was written by FACCE partners with input from external experts. The Governing Board adopted this document in 2013. This document explores different approaches to monitoring and evaluating JPIs (and similar P2Ps) as a first step – concluding that overall experience is weak. The document presents an *“encyclopaedia” of possible indicators* for each target.

Based on the definition of Targets, basic indicators for Target 1 **monitoring** were defined and implemented.

2. Revision and Reduction of suggested indicators

¹⁰ Hansen, S. S., Walldo J., Gøtke, N. (DASTI), Breuer B., Bender, J. (BLE), Heather McKhann (INRA, FACCE Secretariat), Vetter S., Ropac, S. (BMLFUW), Pastori, G., Arkenberg, A. (BBSRC, FACCE Secretariat) (2013). FACCE-JPI EVALUATION FRAMEWORK - Framework for monitoring and evaluation of FACCE-JPI and its joint actions. FACCE CSA. <https://www.faccejpi.com/Media/Monitoring-and-Evaluation-Framework>

Firstly, indicators for Target 1 were refined. The **indicators were therefore revised and significantly reduced** under the funding of a second CSA. According to the JP co-coordinator, a “real-life adaptation” took place in order to improve feasibility of monitoring & evaluation, e.g., use a relatively small set of indicators and avoid data difficult to collect (not available, sensitive, expensive, time-consuming).

3. Implementation: Data Collection

The data collection encompasses the **monitoring data** (see [FACCE-JPI evaluation framework](#) p 28 ff) held by the Secretariat (such as participation and financial contribution to joint actions, member state participation in Governing Board meetings and other high level meetings) and the **questionnaire to the Governing Board** (ibid. p 34 ff) that provides the basis to analyse the perceptions and expectations of the board on the ability of FACCE-JPI to align national research programmes.

The Governing Board members received the survey by email beforehand in order to make it possible to see the questions and plan the answers. The questionnaire was sent out as an online survey¹¹ in May 2016. The final response (in total 22) was received in September.

4. Analysis and Interpretation of results; Revision of indicators

The **analysis of Target 1** is ongoing. This task is planned to be executed internally. The report will be published in due course after being considered by the Governing Board.

Indicators for Target 2 and Target 3 are currently being further refined.

2.3 Implementation: Operationalisation of Target 1 and data collection

This chapter presents a practical example of how the scope of Target 1 (Policy Impact) is defined and linked to alignment activities at network level as well as the Target’s operationalisation, and data collection.

As indicated above, the FACCE-JPI Evaluation Framework describes Target 1 mostly as activities towards the “Alignment” of national and European research programmes. The present paper suggests that the scope of Target 1 indicators at network level encompasses aspects of¹²:

- National awareness
- National commitment
- Strategic alignment
- Structural alignment

Operationalisation and presentation of indicators

¹¹ Software: SurveyMonkey

¹² The “Short Guide on P2P evaluation / impact assessment” and the “Report on the Definition and Typology of Alignment” adds supplementary information. INRA (2015). Deliverable 4.1- Report on the Definition and Typology of Alignment. ERA-Learn 2020 https://www.era-learn.eu/alignment/definition-typology/D4.1_ReportontheDefinitionandTypologyofAlignment_INRA_final_Nov2015.pdf

According to the FACCE-JPI Evaluation Framework, the data on Target 1 is best collected within the organisational structures of FACCE-JPI due to the low remoteness of impact generation of this impact type (see chapter 2.1). The recommended methods for data collection are the i) questionnaire to the Governing Board and ii) monitoring data provided by the Secretariat.

According to the previous definitional work, *six objectives* of alignment activities are introduced as a part of the Evaluation framework in order to develop indicators and items from it:

Six Objectives of Policy Impact at network level

- Aligning national programmes across Member States
- Avoiding duplication and filling gaps between Member States and creating critical mass
- Alignment of funders' schedules to that of the JPI
- Member States identify and exchange information on relevant nat. programmes and research activities
- Implementation of joint activities
- Development of funding specifically tailored to each joint activity

FACCE-JPI Evaluation Framework, p28ff

The operationalisation of these six objectives resulted in 57 questionnaire items, most of them being closed questions (Likert scale 1-5), and only few open ones. In comparison to the latest evaluation on JP by the expert group¹³, the FACCE-JPI framework suggests a similar operationalisation. Here, Policy Impact at network level can be observed by e.g. mobilisation of co-investment, the adoption of national research agendas, and new funding regulations.

The FACCE-JPI evaluation framework document presents tables of indicators (ibid. p28ff). For each indicator, the table shows its objective, criteria, and source. The questionnaire items are assigned to these indicators (ibid. p34ff):

Table 1: Example for presentation of indicators

Objective	Criteria	Indicator	Source	Item
Aligning national programmes across member states	The content of research funding programmes is adapted based on the scientific priorities as defined in FACCE-JPI research strategy to be complementary or match with programmes in other countries	Extent of member states indicating that national research funding programmes is adapted to match or complement FACCE-JPI research strategy	Questionnaire to the Governing Board / Member State representatives	On a scale from 1-5, where 5 is highest, to which extent do you assess that specific content from the FACCE - JPI Strategic Research Agenda has been taken up in national research programmes within food security, agriculture and climate change in your country?

Source: own presentation, FACCE-JPI Evaluation Framework, p24f

Data collection: Questionnaire to the Governing Board

13 see also operationalisation in: Hunter A., Hernani J. T., Giry C., Kristin Danielsen K., Antoniou L. (2016). Evaluation of Joint Programming to Address Grand Societal Challenges - Final Report of the Expert Group. European Commission, Directorate-General for Research and Innovation; Directorate B — Open Innovation and Open Science
<https://www.era-learn.eu/publications/ec-publications/evaluation-of-joint-programming-to-address-grand-societal-challenges-final-report-of-the-expert-group>

The Governing Board members received the survey items beforehand by email in order to make it possible to see the questions and plan the answers. In May 2016, the questionnaire was sent out as an **online survey** (software: “Survey monkey”).

The final response was received in September with responses from all 22 Governing Board members (the initial deadline of July was extended to September). **Chasing non-responses** was successful but time-consuming. All in all, **an extra six weeks was needed from the original deadline** to the final responses (considering that this was over the summer period):

- A **group email reminder** to all Governing Board members was sent before and after the first deadline that explained the importance of the survey for the on-going success of FACCE-JPI.
- After the second deadline, individual emails were sent to non-respondents, followed by **individual phone calls** to encourage the last missing answers.

2.4 Linking concepts of FACCE-JPI and JPIs to Co-Work / ERA-LEARN

This case study also aims at indicating *similarities of the FACCE-JPI's (2013) and JPIs To Co-Work/ERA-LEARN 2020's (2016) evaluation concepts*. The three Targets of FACCE-JPI correspond to the concept of ‘**impact types**’ presented by JPIs To Co-Work/ERA-LEARN 2020 (see Background Document on P2P evaluation / impact assessment p14; cf. also definitions in annex Box A1):

- **Narrower form of Policy Impact with focus on alignment** (Target 1)
- **Scientific Impact** (Target 2)
- **Societal Impact** (Target 3)

Concepts of “periodicity” and “remoteness”

FACCE-JPI's approach also takes into account the different **degrees of measurability** of the Targets. The concepts of “periodicity” and “remoteness” introduced by the ERA-LEARN “Short Guide on P2P evaluation / impact assessment” (definition see annex Box A4) are relevant to estimate the impact type's measurability.

- The FACCE-JPI Evaluation Framework refers to the concept of “**periodicity**”. This concept assumes that impact types tentatively emerge along a *timeline*. In a qualified sense, the order corresponds to the Targets' order 1-3. Policy Impact (partly corresponding to Target 1) can take on an *enabler* function with respect to Scientific and Societal Impact.
- The “**remoteness**” of impact creation from the P2P is implicitly considered by FACCE-JPI:
 - The creation of impact can occur relatively *close to the P2P's sphere of influence*, e.g. when national delegates directly influence national alignment activities (cf. Target 1 / Narrower form of Policy Impact with focus on alignment; data collection via questionnaire to the Governing Board).
 - Impact creation can also take place rather far from the P2P's sphere of influence, e.g. the uptake of scientific results created by the P2P's beneficiaries (Target 2 / Scientific Impact) and then applied in the economic/societal sphere (Target 3 / Societal Impact). Another perspective is more *actor-centred*: the impact can spread from direct stakeholders towards more ‘distant’ beneficiaries and end-users.

3 Key results

FACCE-JPI elaborated and implemented an evaluation framework that assesses FACCE-JPI's alignment activities and their effects (as a narrow concept of Policy Impact) as a first step. We identify two major *milestones* of the overall process according to the JP co-coordinator: 1) the development of the *FACCE-JPI Evaluation Framework* document, as the initial milestone, serves as a reference point for current and future work and the 2) *actual data collection*.

3.1 Key benefits

By showing evidence of impact, this exercise can create legitimacy of *Joint Programming and improve support of stakeholders*. The planned evaluations especially can provide information on the impact created and can be partly related back to alignment activities. Furthermore, it can initiate organisational learning. Through this, the evaluation does not only illuminate the current status of Target 1 (Alignment) but can also provide organisational learning opportunities and *shape future alignment activities and expectations* around it.

As the data analysis is ongoing, the key results focus on the evaluation framework in general and its practical implementation.

- **A stepwise evaluation approach improves its feasibility:** Assessing Targets / impact types according to their degree of measurability and, hence, focus the efforts on Target 1 seems beneficial.
- **Indicators beyond internal processes:** In the past, there was criticism on over-focusing on operational objectives. This approach builds on indicators that aim at objectives beyond the P2P's organisational structure and processes.
- **Potential for awareness building among key stakeholders:** A questionnaire to the Governing Board involves national delegates who can potentially initiate alignment activities at national level. By being part of the evaluation, awareness is raised which can shape the respondents' self-perceived role as active contributors to (national) alignment activities.
- **Organisational learning feeds back into revision of the SRA** (and the whole P2P community): This impact assessment also serves as a learning exercise for FACCE-JPI. Internally, a high degree of reflection and organisational learning is expected that can feed back into the revision of the Strategic Research Agenda. According to the JPI co-coordinator, the whole P2P community might also profit from these experiences and results.

3.2 Obstacles and lessons learned

This process reveals barriers and lessons learned that are worth considering for future work on evaluation frameworks and their implementation.

Obstacles of this exercise

- **Time-consuming overall process and tedious data collection:** Elaborating the framework, refinement of indicators and gathering disparate types of data from several sources were among the reasons that the implementation took relatively long. The issue of non-response caused considerable delay and extra work time.

- **Challenges in establishing common concepts and terminology:** Although concepts and terminology for evaluation and impact assessment are known in the respective communities, it seems to require constant efforts to establish common evaluation concepts and build capacities.
- **Scarce internal experience:** There has been limited experience and expertise with this specific form of evaluation of research programming activities. Relevant capacities have been developed; further support and development of capabilities seem essential.

Lessons learned and key success factors

- **Also considering the feasibility (besides robustness) of the evaluation framework and its implementation from the beginning:**
 - It proves necessary to boil down the number of potential indicators to only a *few implemented items*. According to the JPI co-coordinator, it is important to “get down to the essence what we really need to know”, reflect the aims of the assessment, and think about the indicators’ added value.
 - The *phased process allows time for organisational learning*: the stepwise advancement proved beneficial, as it enabled continuous feasibility checks. There is, nevertheless, room for improvement with regard to project scheduling, i.e. starting the data collection earlier for future assessments.
- **Early implementation of monitoring geared toward the P2P’s objectives:** The monitoring shall mirror the P2P’s objectives and be implemented from the start. The adaptation of monitoring indicators according to the P2P’s new updated objectives needs to be considered continuously.
- **Monitoring & Evaluation needs to be adapted - not reinvented:** Making use of the Logic Framework Analysis developed by JPND and work done by JPIs To Co-Work and to adapt them to the needs of FACCE-JPI proved reasonable.
- **Chasing non-responses encouraged the last missing answers:** with the help of a group email reminder to all Governing Board members and individual phone calls.

4 Conclusion and Outlook

Feasibility, timing, and showing evidence are key success factors of a sound evaluation / impact assessment. Continuous reflection and work on the 'evolutionary' development of evaluation practices of the P2P community seem inevitable.¹⁴ FACCE-JPI has conceptualised and operationalised Target 1 (Alignment), developed a questionnaire to the Governing Board, and collected monitoring data.

Major conclusions from this case study are:

- **Planning the assessment of impacts as early as possible** in the life cycle of a P2P reduces costs and time required. The consideration of the P2P's objectives from the beginning and the timely assessment of impact types in their respective order facilitated the Monitoring & Evaluation process. Although still work in progress, the stepwise evaluation approach seems to improve feasibility of the evaluation task.
- **Indicators beyond internal processes:** This approach builds on indicators that aim at objectives beyond the P2P's organisational structure and processes and, hence, overcomes the over-focus on operational objectives.
- **Added value by involving actors who can create (policy) impact.** By being part of the evaluation, national delegates might redefine their self-perceived role as active contributors to (national) alignment activities in the JP context which can result in activities that drive strategic and structural alignment.

JPIs as highly complex system innovation platforms develop in an evolutionary manner which implies a continuous "collective searching and learning". The evaluation procedures likewise develop incrementally. By using Monitoring & Evaluation activities as a **reflection and learning tool**, it seems promising to integrate stakeholders/beneficiaries in the process of impact assessment to a larger extent.

As an outlook, **Target 2 (Scientific Impact) and Target 3 (Societal Impact)** are to be assessed in the near future. These will again **require tailored methods** of identification and measurement. These *methods that aim at scientific and societal impact need to be discussed*. They will consider the impact types' generation mechanisms, such as the time it takes until the type of impact is observable, the degree of remoteness from the P2P, the stakeholders/beneficiaries involved, and how to provide them with incentives to contribute to an impact assessment.

¹⁴ Amanatidou, E., Cunningham, P., Cox, D., contr. Hunter, A., Dinges, M., Köngeter, A., Meyer, S. (2016). Short guide on P2P evaluation / impact assessment, ERA-Learn 2020, Deliverable: 3.4a

https://www.era-learn.eu/monitoring-and-assessment/Monitoring-and-impact-assessment-of-networks/ERALEARN2020D3.4aGuiderevision_DEC2016_final.pdf

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Annex

A1: Definition of impact types at project level of P2Ps (extract)

Policy impact:

Research influences how policy makers and policies act. It can provide evidence that influences policy decisions and can enhance citizens' participation in scientific and technological decisions.

Science impact:

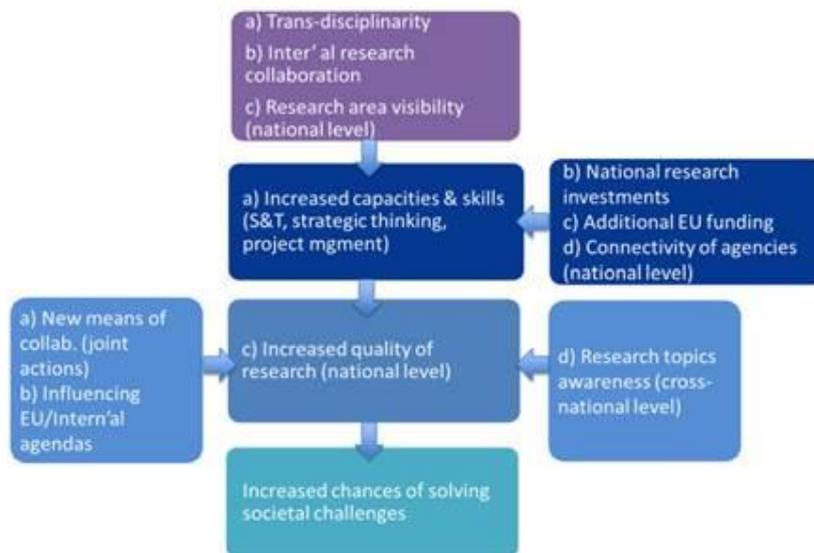
Research results have an effect on the subsequent progress and contribution to the body of knowledge. They affect the formation and development of disciplines as well as training and can also affect the development of a research field itself, generating interdisciplinary and international projects.

Societal impact:

Research affects the welfare, behaviour, practices and activities of people and groups, including their well-being and quality of life. It also concerns customs and habits: consumption, work, sexuality, sports, and food.

Extracted from Background Document on P2P evaluation / impact assessment, ERA-Learn 2020, p14

A2: The 'chain of impacts' perceived in the ERA-NET experience



Source: Deliverable D 3.5, Updated report on the impact of networks, p17 (example ERA-Nets)

A3: Short guide and background document on P2P evaluation / impact assessment

In December 2016, the ERA-Learn 2020 portal published practical guidance documents for P2Ps' monitoring and impact assessment:

- **Short guide on P2P evaluation / impact assessment - [Download](#)**

Evaluation and impact assessment has become an imperative need for all P2Ps. Following a process of consultation with the P2P community, ERA-LEARN 2020 has published a Guide for P2P impact assessment (Deliverable 3.4a) drawing on relevant evaluation theories and good practices.

- **Background Document on P2P evaluation / impact assessment - [Download](#)**

It is advised that this Guide be read in conjunction with this Background document, which provides additional information on the concepts used in the Guide as well as examples from P2P-relevant work. Naturally, the Background Document is a living document that can and should be updated in the course of ERA-LEARN 2020 reflecting on the evolving needs for evaluation / impact assessment of P2Ps.

A4: Periodicity and remoteness if impact

Periodicity

Impact assessment exercises oriented towards intermediate/long-terms impacts are not usually done earlier than 3-5 years after the end of the measure/programme. It should also be noted, however, that the longer the time has passed since the end of the intervention, the less the ability for direct attribution of the impacts identified to the specific intervention. (p13)

Remoteness

Networks have a 'chain of impact' that includes the network's impact on its members, the members' impacts on their local environments, and the members' combined impact on their broader environment. (p8).

Extracted from Short Guide on P2P evaluation / impact assessment, ERA-Learn 2020

A5: Impact types at network level (extract): "Conceptual impact" and "Structural impact"

Conceptual impact

This kind of impact refers to the impact on the knowledge, understanding and attitudes of policy-makers. In this category of impact we identify examples of changed thinking amongst policy makers, influences on policy issues and increased awareness in the policy world due to participation in a P2P. [...]

Structural impact

Structural impact relates to changes in institutions and structures in the national or European research landscape due to changed thinking amongst policy makers and influences on policy issues stemming from the acquired knowledge from participating in a P2P. The set-up of specific formal or informal structures in order to improve coordination at national level is an example of this type.

Extracted from Short guide on P2P evaluation / impact assessment, ERA-Learn 2020, Deliverable: 3.4a