



Good Practice Case Study within ERA-LEARN 2020

Practices of Evaluation and Impact Assessment

Recalibration of JPND's Evaluation Framework:
A tool for organisational learning, management, and impact creation

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Abstract

The Joint Programme Neurodegenerative Disease Research (JPND) is the largest global research initiative that enables participating countries to collaborate on tackling the challenge of age-related neurodegenerative diseases. JPND was among the first JPIs to establish a monitoring and evaluation framework. In 2016-2017, this framework was revised. This good practice case study focuses on the recalibration of the existing monitoring and evaluation framework and its underlying rationales. The case study highlights main sources and processes needed for performing the framework and highlights key benefits as well as challenges in this regard.

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The JPND recalibrated monitoring and evaluation framework can be retrieved on the JPND website:
<http://www.neurodegenerationresearch.eu/initiatives/monitoring-and-evaluation/>

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1 Background and ambition of JPND's evaluation framework

1.1 Objectives and achievements of JPND

As the **initial pilot of the Joint Programming Initiatives** (JPIs), the Joint Programme Neurodegenerative Disease Research (JPND) is the largest global research initiative that enables participating countries to collaborate on tackling the challenge of age-related neurodegenerative diseases.² JPND was launched in 2011 and its organisational structure encompasses the Management Board, the Executive Board, the Scientific Advisory Board, and the Secretariat. There are currently 30 member countries participating in JPND, including three Third Country members (non-voting).

JPND's **objective** is to enable efficient and goal-oriented research collaboration in order to optimise national research strategies and funding schemes that help to find causes, develop cures, and identify appropriate ways to care for those with neurodegenerative diseases more rapidly. The Strategic Research Agenda (SRA) "JPND's Research Strategy" (2012)³ therefore identified common research goals that would benefit from joint action between countries in order to accelerate progress on solutions that can alleviate the symptoms and lessen the social and economic impact for patients, families, and health care systems⁴. JPND therefore obtains the function as a network hub connecting policy makers and communities of practice. JPND is promoting strategic and institutional *alignment* of research across Europe through a number of activities designed to build on and increase the impact of existing programmes and initiatives. The second CSA JPsustaiND introduced *three updated objectives* that are integrated into the adjusted evaluation framework.

Key activities and achievements⁵, with focus on themes particularly relevant for the recalibration process, encompass *alignment, communication/outreach, and the three updated objectives*:

- Ensure awareness of JPND's importance among policy-makers (as an enabling activity) and push alignment activities by:
 - o improving national coordination structures to involve all relevant stakeholders (Ministries, Research Funding Organisations, etc.)
 - o motivating national key actors with a sufficient level of representativeness to accelerate the decision-making process
 - o collaborating with EC and H2020 to increase leverage effects and commitments from Member states

² JPI Factsheet (2016).

<https://www.faccejpi.com/Media/JPIs-Factsheet>

³ JPND – JPND Research Strategy (2012).

http://www.neurodegenerationresearch.eu/fileadmin/Documents/2012/SRA-related/JPND_brochure_final_Hyperlink_2012.pdf

⁴ JPND – About JPND.

<http://www.neurodegenerationresearch.eu/about/>

⁵ JPND – JPND Research Strategy (2012).

http://www.neurodegenerationresearch.eu/fileadmin/Documents/2012/SRA-related/JPND_brochure_final_Hyperlink_2012.pdf

⁵ Amouyal, P. (2016). Impacts of Public-Public Partnerships – expectations and experiences. Annual Joint Programming conference 2016, Nov 23rd.

- Creation of a 'real common pot' (funding for transnational projects)
- Establish a communications network with respective digital infrastructure to engage the community of JPND stakeholder groups
- Increase the number of participating countries globally

1.2 Ambition of the evaluation framework's recalibration

JPND's internal monitoring activities have already been designed and implemented.

In general, monitoring and evaluation activities are embedded in the overall structure of JPND because of the following **general ambitions of monitoring and evaluation**:

- Accountability: Explaining to the community what happened as a result of JPND (public) funds;
- Analysis: Learning on how to improve the way JPND activities are designed and managed and to generate evidence about the effectiveness of the activities to provide information on future decisions;
- Advocacy: Identifying success stories of JPND activities that can be promoted within relevant communities in order to increase (financial) commitment.

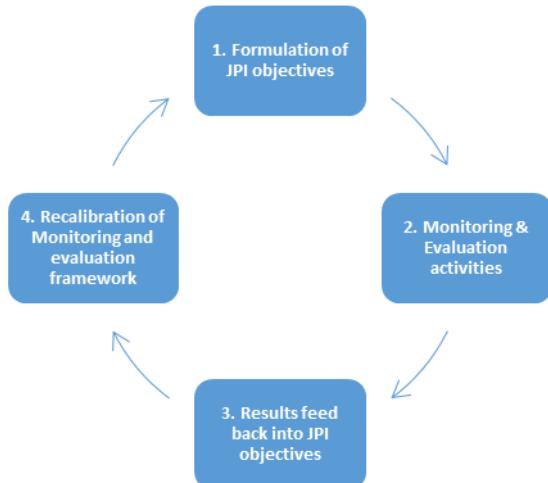
JPND reacted to new internal and external challenges with updated objectives after the ending of the first CSA. In order to account for these new challenges and respective objectives, a work package of the second CSA was dedicated to the adjustment of the existing evaluation framework.

The aim of recalibration was to adjust the existing monitoring and evaluation taking into account the aims and specific objectives of JPsustaiND. The **ambition of this recalibration** is:

- To consider the objectives and necessary activities to achieve this by applying the Logical Framework analysis (LFA) that follows the 'chain of impact' from the beginning. Through this, it is possible to *relate back the three updated objectives to concrete activities*.
- By reflecting on the initial evaluation framework, JPND also aims at *improving the value added* of its monitoring & evaluation instrument and at pushing the JPI's activities more efficiently *towards impact creation*.
- To provide an improved tool for *organisational learning* by reflecting on mechanisms of organisational processes and the *impact generation*. By understanding the JPI's mode of action the results of evaluation can provide useful information for the JPI's *management*.

In general, this case shows how the maturation of a Public-Public-Partnership (P2P) and the development of an evaluation framework go hand in hand: *Figure 1* shows how the evaluation framework is subject to an *open and alive development* resulting in a circular process. The stylized diagram depicts that the formulation of JPI objectives affects the setup of the evaluation framework and its activities. The results of the evaluation can reveal the need for organisational adjustments and can feed back into JPI objectives. In turn, the monitoring and evaluation framework might need to be adjusted. In the course of a recalibration, the new understanding and gained knowledge can be reflected and integrated within organisational processes.

Figure 1: Ideal typical circular process of the JPI's objectives and evaluation activities



Source: Own presentation

2 The Recalibration of the Evaluation Framework

2.1 JPND's evaluation approach at a glance: Two types of indicators

The [key preparatory document](#)⁶ for JPND's evaluation framework "Monitoring and evaluation of EU Joint Programming - Neurodegenerative Diseases Research (JPND)" contains i) the *framework for monitoring and evaluation* including a set of performance indicators and ii) a *questionnaire* amongst participating countries to investigate the attitude and opinions towards the initiative.

The document firstly presents the *Logical Framework Analysis (LFA)* as an analytical tool⁷ that provides a structured approach to look at the programme intervention (see figure A1 and table A2 in the annex). A fundamental distinction is made between Type A (upper part of figure A1) and Type B indicators (lower part). The document defines Type A and Type B indicators as follows (*ibid p11, 15*):

Type A: "Process of Joint Programming (Policy Level)"

These indicators monitor the effect of JPND on (European) research programming, research policy and funding (the concept of joint programming).

Type B: "Scientific focus and societal view"

These indicators monitor the scientific and societal impact of JPND research on degenerative diseases.

⁶ Mostert, B., Beem, E., Visser, P. J., Boekholt, P., Vullings, W. (2012). Monitoring and evaluation of EU Joint Programming – Neurodegenerative Diseases Research (JPND).

http://www.neurodegenerationresearch.eu/uploads/media/Monitoring_and_Evaluation_Framework_1.8Mb_.pdf

⁷ For detailed information on *Logical Framework Analysis*, please see ERA-Learn guide and background document (Box A3 in annex).

Type A indicators focus on internal processes and the policy level and do not feature a thematic focus, whereas Type B indicators refer to JPND's specific research field. They monitor the scientific and societal impact; indicators defined more generally can be used for other JPIs. Type A indicators are hence valid for all *Joint Programming interventions*. Many Type A indicators evaluate *alignment activities at network level*. The impact resulting from Type A related activities might be an *enabler* for impact related to Type B activities ("Scientific focus and societal view").

The ERA-Learn "Background Document on P2P evaluation / impact assessment" introduces different **impact types**. For the definitional work on impact types undertaken by ERA-Learn: please confer the Short guide and background document on P2P evaluation / impact assessment p14; annex Box A3, A4.

Three of these impact types largely correspond to the JPND's Type A and Type B indicators:

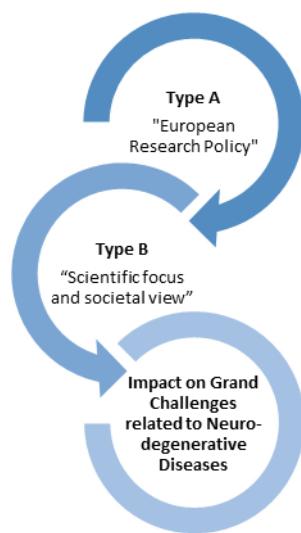
- Type A: **Policy Impact**
- Type B: **Scientific Impact and Societal Impact**

However, please note that these two concepts are **not identical**:

The ERA-Learn perspective relates to a more general and holistic understanding of network impact whereas JPND's understanding is closer to actual activities and internal processes. In the following, the terminology of ERA-Learn will be added where appropriate.

This logic implies not only a parallel generation of Type A and Type B related impact but also the progression of impact generation: the "Process of Joint Programming (Policy Level)" relates to the concept of "Policy impact". A well-working process supports "scientific" and "societal impact". Figure 2 illustrates this relationship in an ideal typical diagram highlighting the *enabler function* of Type A related impact. A well-coordinated "Process of Joint Programming" on "scientific" and "societal impact" that, finally, makes impact on Grand Challenges related to Neuro-degenerative Diseases is depicted as a 'trickle down' effect.

Figure 2: Type A related impact (Internal processes and "Policy impact") support Type B related impact ("Scientific and Societal Impact")



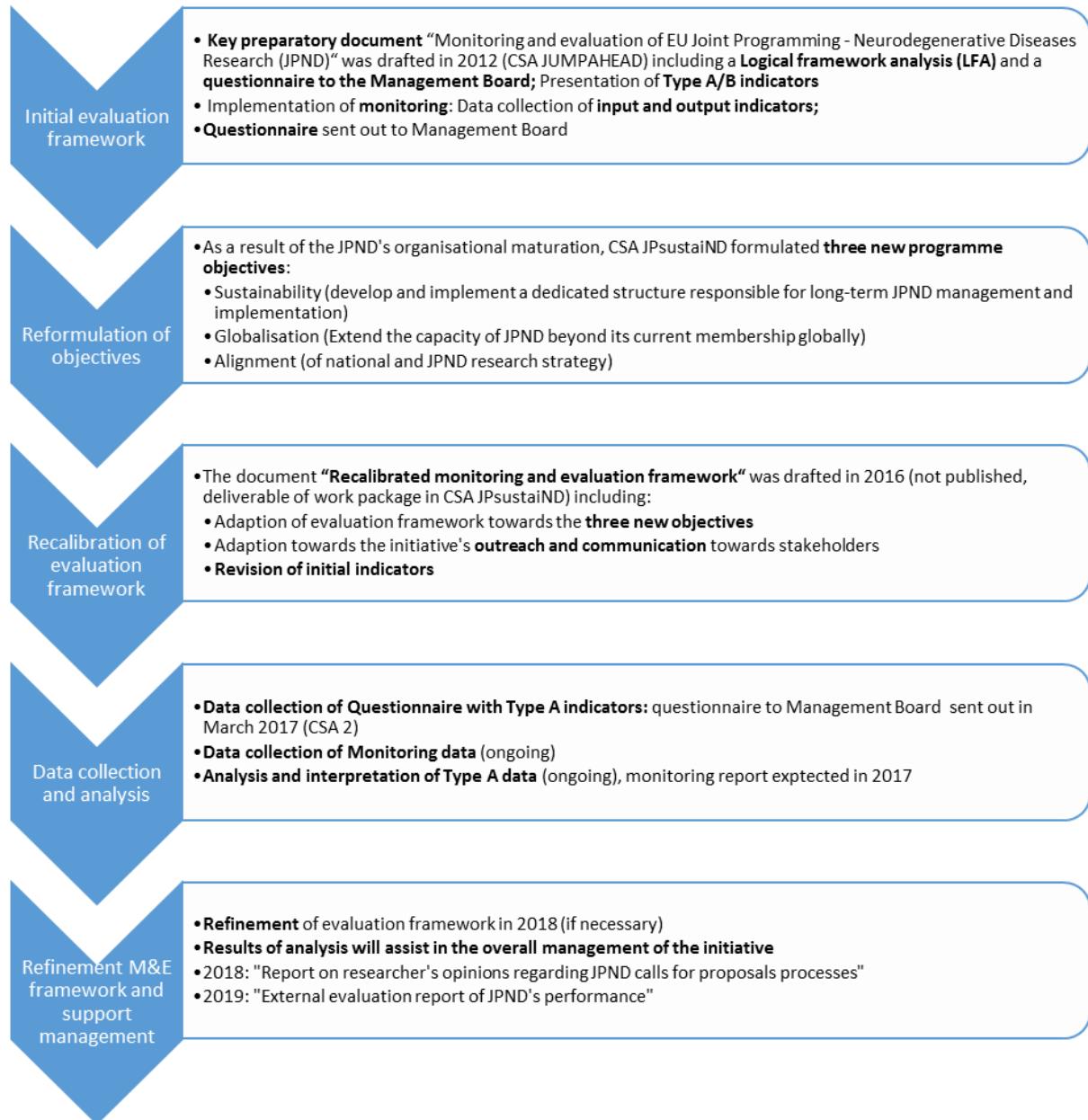
Source: Own presentation

Both documents present a questionnaire to the Management Board that aim at Type A indicators in their annexes.

2.2 The overall process of the evaluation framework's recalibration

The overall process of JPND's Monitoring & Evaluation activities are shown in figure 3. The phased process reflects the '*evolution of evaluation*' and the role of recalibration with respect to the updated objectives and the feedback of evaluation results into the revision of the SRA. In order to give a brief overview, the subsequent paragraphs describe the overall process in five phases⁸.

Figure 3: Overall process of the monitoring & evaluation framework's recalibration



Source: Own presentation

⁸ For more general information, please see JPND's Monitoring & Evaluation [website](#).

1. Initial evaluation framework

The initial document "[Monitoring and evaluation of EU Joint Programming - Neurodegenerative Diseases Research \(JPND\)](#)"⁹ was drafted in 2012 and is still used as a **reference** for JPND's monitoring and evaluation. As the first evaluation framework published among JPIs, it also influenced subsequent Joint Programming evaluation frameworks as well as the work of JPIs to Co-Work and ERA-Learn. This evaluation framework focuses on the **programme level**. ZonMw is the work package leader for Monitoring and Evaluation activities. The development of the initial evaluation framework was subcontracted to an external partner. The document contains two parts:

- i) The first part focuses on the framework of monitoring and evaluation and is based on a *logical framework analysis (LFA)* / intervention logic of JPND and suggested indicators (figure A1 and A2 in annex).
- ii) The second part consists of an online *questionnaire*¹⁰ to the Management Board (first wave in the end of 2012 in order to investigate the attitudes and opinions towards the initiative from a *member states' and organisational perspective*).

As a result of the LFA, the evaluation framework categorised the proposed Type A and Type B indicators as: Input, Output, Outcome, and Impact indicators (see also ERA-Learn Guide and Background material¹¹). According to the evaluation framework document, outcomes and impacts are not to be expected during the lifetime of the JUMPAHEAD runtime and need to be assessed at a later stage. Therefore, data collection (i.e. monitoring data and questionnaire) was *only executed for input and output indicators*

2. Reformulation of objectives

With maturation of JPND, the objectives needed to be adapted to new challenges. The overall aim of JPsustaiND is to support the development and extension of the JPND capacities, by creating a dedicated structure responsible for the long term JPND management and implementation. In doing so, these capacities will be extended globally and to EU Member States not yet participating. In order to achieve this aim, new objectives are added to build long-term sustainability for JPND, support further alignment activities and push globalisation. With this, JPND's objectives *shift from rather internal to external processes*. The **three updated objectives** are (for details, please see Annex A5):

⁹ Beem, E., Mostert, B. Framework for Monitoring & Evaluation of JPND. JPND Overview presentation.

http://www.neurodegenerationresearch.eu/uploads/media/Overview_Presentation_480kb.pdf

¹⁰ Software: SurveyMonkey

¹¹ 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

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

<https://www.era-learn.eu/monitoring-and-assessment/Monitoring-and-impact-assessment-of-networks/ERALEARN2020D3.4bBackgroundDocumentfortheP2PIAGuideprefinal.pdf>

- *Objective 1: Sustainability*

Explore possible scenarios for long-term sustainability by Member States, create political awareness to prepare their implementation, and develop and implement a dedicated structure responsible for long-term JPND management and implementation.

- *Objective 2: Globalisation*

Extend the capacity of JPND beyond its current membership globally and in particular to EU Members States that do not yet participate in JPND and map the available resources for neurodegenerative disease research.

- *Objective 3: Alignment*

Alignment of national and JPND research strategy by developing and implementing innovative strategies and initiatives¹². In JPsustaiND, this updated objective supports the involvement of different key stakeholders to further develop and achieve better alignment and outreach; e.g. GPC, Member States, EC, research institutions, researchers, and European citizens.

3. Recalibration of the evaluation framework

These updated objectives called for the recalibration of the evaluation framework. The document “Recalibrated monitoring and evaluation framework”¹³ was finalised in summer 2016 by ZonMw and heavily builds on the initial framework developed in 2012.

The whole process of conceptualisation, management, and execution of the monitoring & evaluation framework is executed by ZonMw in **close collaboration** with the Management Board, the Executive Board and other work package Leaders of JPsustaiND (mainly written and oral consultation). The intense recalibration work took **six months for harmonisation**.

The recalibration document encompasses:

- the recalibration of the evaluation framework, including an *adjusted set of performance indicators* for JPND in general and JPsustaiND in particular.
- an *adjusted questionnaire* to be distributed amongst participating countries to investigate the attitudes towards and opinions of the initiative and the (perceived) effectiveness and usefulness of JPND.

4. Monitoring report: Data collection and analysis

Although outcome and impact indicators are defined, the data collection, as in the initial document, is again only executed for input and output indicators. To collect the information needed for the first monitoring report (expected 2nd quarter of 2017), different **sources** are consulted, for example:

- The minutes of the Management Board meetings (information about the countries' attendance)
- The composition and minutes of the different working and action groups

¹² E.g. strategies for further coordination of national and JPND research agendas; Initiatives for knowledge management, brokerage and transfer; Innovative strategies for the creation of infrastructures and tools that support international research activity; Novel strategies for industry-academia collaborations.

¹³ ZonMw (2016). JPND – Recalibrated monitoring and evaluation framework. Deliverable 6.1 (internal use only).

- Information on the supported projects in the joint calls for proposals and the annual reports of the supported projects
- Information on the progress of the mapping exercise and outreach and communications activities
- Information on alignment and capacity extension of research agendas in neurodegenerative disease research

The semi-structured questionnaire was sent out in March 2017. The collection of monitoring data has been continuously executed. The *analysis and interpretation of data* will be done by ZonMw. No subcontracting in this phase. (For the final evaluation in 2019 subcontracting is considered.)

5. Ongoing Monitoring and feedback for overall management of the initiative

Monitoring in the context of JPND consists of the on-going collection of information from the various activities (and work packages of JPsustaiND) to assist in the overall management of the initiative. Evaluation on the other hand is looking at longer-term perspective by investigating the effects in terms of short-term outcomes and scientific and socio-economic impacts.

The framework and performance indicators (Type A and Type B), if necessary, will be refined again in 2018 according to new insights.

Monitoring activities of JPND will be continuously performed and a "Report on researcher's opinions regarding JPND calls for proposals processes" is planned for 2018. These activities will provide *input for the final evaluation* (planned in 2019) that will also collect data for outcome and impact indicators.

2.3 Major adjustments in the course of recalibration

The recalibration of the evaluation framework lead to adjustments that mainly affect the scope and the number of indicators. In particular, the integration of the three new objectives resulted in an *increase of indicators*. These new objectives include the themes *outreach and communication*. The recalibration improves the ability of the evaluation framework to 'chase' the JPI's effects from internal processes towards its outreach and wider influence. Through this, the number of indicators rose from *17 to 46 for Type A indicators* and from *12 to 17 for Type B indicators*.

- **Many new Type A indicators were added** which seem to result from an **improved understanding of the "Process of Joint Programming"** (possibly due to the closeness to the JPI's sphere of influence). The new indicators mainly concern four sub-dimensions:

- o Explore possible scenarios for long-term *sustainability*, e.g. "creation of a legal entity for long-term JPND management" and "(increase in) financial commitment of Member States for future partnership (6 years or more)"
- o Alignment encompassing *strategic alignment*, e.g. "Changes in national research priorities", "New or updated country strategies that mirror the impact of JPND", and *institutional alignment* concerning harmonised rules and funding.
- o *Globalisation*, e.g. "the number of new EU (i.e. 13 missing Member states) and non-EU (i.e. third countries) states joining / participating in JPND activities".

- An additional sub-dimension is the *communication objective*: the usage of media and stakeholder involvement is stressed, e.g. the usage of website and social media, “expansion of website to multilingual online platform”, “increased number of policy-making stakeholders in JPND database”, the “incorporation of stakeholders and stakeholder concerns into the communication content”.
- **Few Type B indicators were added** which target ambitions of
 - *stakeholder involvement via online platforms* e.g. “existence of web portal and database for researchers”, “satisfaction of researchers about accessibility of information by means of web portal” and
 - the *potentials of impact creation*, e.g. “number of products applied in policy and practice as a result of granted JPND supported projects [e.g. guidelines, protocol standards, changes in professional practice]”; “innovative strategies to facilitate wider access to technology platforms and infrastructure”.

When having a closer look at the divide between input/output/outcome/impact indicators¹⁴, the major growth is found for input, output (and outcome) indicators. According to the interview partner, it is aimed at reducing the amount of indicators for the final evaluation of CSA JPsustaiND due to the long duration of data collection.

Besides the new objectives, additional reasons for the adaptation of indicators are:

- **Improved understanding of organisational processes:** The experience gained during the first years of JPND has disclosed more concrete knowledge on how the JPI can create impact. This knowledge leads to more specific indicators, in particular in the JPI’s sphere of influence (Type A indicators; input and output indicators).
- **Additional sub-dimension concerning communication:** To account for the increasing importance of the JPI’s outreach, the communication and advocacy sub-dimension is added “with the aim of developing a sustainable infrastructure and web-based platform, accessible to citizens and stakeholders” (only Type A indicators).
- **Initial indicators less appropriate than originally thought:** For example, data is not available, sensitive or expensive to collect. Indices with sub-indicators are partly introduced.

3 Key Results

JPND succeeded in the recalibration of their monitoring & evaluation framework by integrating the updated objectives of CSA JPsustaiND and learning from the experiences with the initial set of indicators.

¹⁴ Number of indicators by CSA and indicator type:

CSA 1 Type A indicators: 17 (8 Input, 5 Output, 2 Outcome, 2 impact)
CSA 2 Type A indicators: 46 (24 Input, 14 Output, 6 Outcome, 2 impact)
CSA 1 Type B indicators: 12 (2 Input, 5 Output, 2 Outcome, 3 impact)
CSA 2 Type B indicators: 17 (3 Input, 5 Output, 7 Outcome, 1 impact)

3.1 Key benefits

To ensure the added value of evaluation activities, JPND's evaluation framework is in need of adaptation during the lifetime of the initiative in order to account for its 'moving targets'. JPND's recalibration provides the subsequent key benefits:

- **Include outreach and communication indicators:** The evaluation framework added the themes outreach and communication. By this, indicators gradually capture the effect on stakeholders. The evaluation's recalibration aims at 'chasing' the effects of the JPND initiative and it can continuously improve understanding of the mechanisms of impact creation.
- **A tool for organisational learning:** The JPND's recalibration of the evaluation framework provides the opportunity to reflect on internal organisational processes, helps *identify modes of impact creation*, as well as their relationship so that internal *success factors* can be identified.
- **Management tool for coordination and setting future objectives:** Results of analysis will assist in the overall management of the initiative and gives direction for future activities.
- **Communicate the programme's impact to stakeholders:** According to the interview partner, the information collected will allow for better communication of the programme's impact to stakeholders. This can raise credibility and communicability which can be crucial for public relations, staff morale, as well as attracting and retaining support from current and potential funders.
- **Improve sustainability:** Sustainability of the initiative can be improved by the above mentioned benefits. At the moment, the recalibration focuses on integrating the current and developing perspective of JPND (sustainability, alignment and globalisation). The evaluation activities and reflection of results related to "Policy impact" (see chapter 2.1 and Box A4 in annex) can trigger alignment activities by involving survey respondents (raise awareness among key stakeholders).

3.2 Obstacles and lessons learned

Evaluation activities and impact assessment periodically challenge P2Ps. JPND's recalibration of the evaluation framework discloses new as well as known **obstacles**:

- **The overall process is time-consuming:** In total, the harmonisation of the recalibration's indicators took six months because this exercise requires intense collaboration between numerous partners, e.g. collect information and harmonise adjustments of evaluation framework, take up work of external advisor (responsible person cannot be contacted anymore to gain from the person's expertise).
- **Sparse evidence on impact achieved:** JPND (as a forerunner with respect to evaluation) works its way towards impact assessment. However, despite the recalibration, the evaluation framework will probably only provide sparse concrete evidence on impact achieved.
- **Missing digital infrastructure and insufficient shared expertise and standards:** It would be helpful to make use of a joint digital infrastructure (e.g. data base and software solutions) and shared expertise and standards (e.g. data collection, some fixed evaluation criteria) according to the interview partner.

- **Measurement of items sometimes unclear:** JPND's initial framework and the recalibration document do not always clearly define how indicators are quantified/qualified. For the sake of transparency and reproducibility it would be beneficial to display this information precisely.

Major lessons learned and key success factors of the recalibration are

- **Centralised and internal organisation beneficial:** ZonMw as a work package leader is responsible for conceptualisation, management and execution and implementation of monitoring & evaluation activities. As internal and implicit knowledge is essential, the centralised internal organisation is considered to be critical for its successful harmonisation.
- **Boiling down the number to only few actually implemented key performance indicators:** As per the interviewee, it currently takes too long to collect information for the increased number of indicators. A recalibration shall aim at partly substituting indicators.
- **Reconsidering initial indicators during recalibration:** During the monitoring and evaluation activities, it turned out that some indicators are less useful than originally thought. Partly because they are inappropriate proxy indicators (indirect measures) or data is difficult to collect (not available, sensitive, or expensive). In this case, recalibration shall be used to substitute these indicators (e.g. think about new proxy indicators, other kinds of sources, and indices with sub-indicators).
- **Considering management process in evaluation framework:** In order to attribute impacts to a programmatic intervention, the examination of the management process is needed to accurately assess the impact of a programme and understand the context in which the programme / intervention takes place. According to the interview partner, it is not efficient to focus exclusively on measuring changes in the target. If the causal relationship is explicit, one will be able to demonstrate progress towards ultimate impacts by identifying intermediate outcomes along a causal chain.

4 Conclusion and Outlook

JPND succeeded in updating its initial evaluation framework according to the JPI's updated objectives. This case shows how the recalibration provides the opportunity to *reflect on mechanisms of organisational processes and impact generation* as well as its potential to provide *feedback for the intervention's strategic orientation*. In general, this case study shows that evaluation / Impact assessment is an *open and alive tool for multiple purposes* and can provide *added value* for all P2Ps.

JPND's recalibration of the evaluation framework is thus both a result and a means of the organisational learning process. Major findings of this case study are:

- The key purposes of a recalibrated evaluation framework are: better understand mechanisms of impact creation, communicate the programme's impact to stakeholders, maintain a tool for organisational learning, as well as making use of a management tool for coordination and setting future objectives.
- The 'evolutionary' development of JPIs demands *regular reflection* of the evaluation framework to ensure its added value ('*evolution of evaluation*'). The recalibration of the evaluation framework evolves in close *interplay* with the JPI's objectives, its *organisational development*, as well as its presumed *mode of action*. The evaluation results can reveal the *need for adjustment* of the P2P's *objectives and processes*. In addition, improved understanding of organisational processes resulted in the specification of indicators and gearing them towards the JPI's outcome and impact.

- However, the evaluation currently undertaken will assess alignment activities and can provide relevant information on its achievements and communication/outreach. In addition, it has the potential to link internal processes (input, output) to observable external effects (outcome and impact) in the final evaluation.

As an **outlook**, it would be helpful if P2P management structures lay the foundations for measuring impact via a well *implemented progress monitoring* that include, e.g. information on number of actors reached, number of actions running/finished by year etc. As a joint objective, it seems promising to *work collectively on methods of evaluation/impact assessment* which can be more easily implemented and geared towards the JPIs' objectives. P2Ps are – and JPIs to an even greater extent - highly complex system innovation platforms that develop in an evolutionary manner. The evaluation procedures likewise develop in such an incremental way. To ensure an evaluation's added value, it is critical to *integrate updated objectives*, think about impact creation as a 'chain of impacts', and apply appropriate indicators from the beginning.

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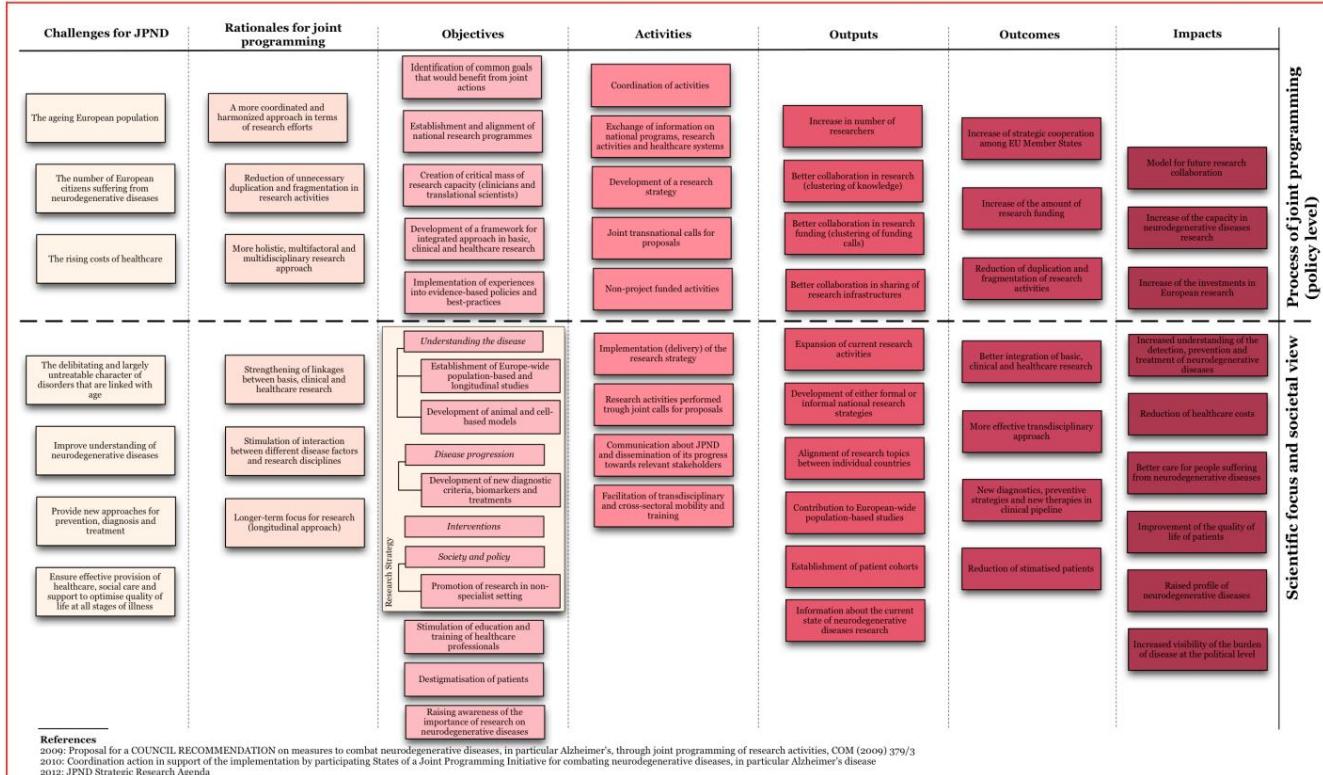
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Interview:

Abida Durrani (Programme Officer, ZonMw; WP leader)

Annex

Figure A1: Intervention Logic of JPND



Source: Technopolis Group analysis, based on JPND documentation (2012).

Source: Technopolis Group analysis based in JPND documentation (2012)

Scientific focus and societal view | Process of joint programming (policy level)

Annex A2: Overview of the initial framework's proposed indicators

Figure 4 Overview of all proposed indicators of performance

Indicator category	Type A	Type B
Input	<ul style="list-style-type: none"> • Participation grade of Member States in Management Board meetings (a.1). • Attitude towards JPND goals and objectives (a.2). • Opinion on the progress and anticipated results of JPND (a.3). • The drop out of countries (a.4). • Participation grade of Member States in JPND Research Strategy implementation working groups (a.5). • The number of new joint transnational calls for proposals (a.6). • The share of granted projects versus the number of applications (a.7). • The number of new initiatives for non-project funded activities (a.8). 	<ul style="list-style-type: none"> • The number of collaborative research projects funded through JPND joint calls that address the various scientific priorities (b.1). • The number of non-project funded activities that address the various scientific priorities (b.2).
Output	<ul style="list-style-type: none"> • The national research (funding) priorities adapted as result of JPND and the (scientific) priorities of JPND's Research Strategy (a.9). • Alignment of national research funding programmes (a.10). • New or updated country strategies that mirror the impact of JPND (a.11). • Efficiency benefits through pooling (a.12). • Allocated funding through joint transnational calls for proposals or non-project funded activities (a.13). 	<ul style="list-style-type: none"> • The existence of an up-to-date overview of neuro-degenerative diseases research programmes and initiatives (b.3). • The number of Europe-wide population-based studies with contribution of JPND (b.4). • The number of large-scale longitudinal and cross-sectional population cohorts initiated since the start of JPND (b.5). • Satisfaction of researchers about accessibility and availability of information by means of databases (b.6). • The number of databases that is widely accessible for researchers in the domain of neurodegenerative diseases (b.7).
<i>Not included in monitoring cycles of JPND during lifetime of the JUMPAHEAD project</i>		
Outcome	<ul style="list-style-type: none"> • The amount of JPND common research funding for neurodegenerative diseases as share of total EU research funding (a.14). • The total amount of European funding available for neurodegenerative diseases research (a.15). 	<ul style="list-style-type: none"> • The number of scientific publications in high ranked journals focusing on prevention, diagnosis and treatment over the years as a result of granted JPND projects (b.8). • Regular interactions between JPND and stakeholder groups (b.9).
Impact	<ul style="list-style-type: none"> • The number of publications in high impact journals of European researchers as share of world in neurodegenerative diseases research (a.16). • Investment in European R&D in neurodegenerative diseases research as share of total investment in R&D (a.17). 	<ul style="list-style-type: none"> • Public opinion of neurodegenerative diseases (b.10). • Exchange of practices across different types of research (basic, clinical and healthcare) (b.11). • Quality of life judgement by patients and caregivers in existing studies (b.12).

Box 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.

Box A4: 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

**Annex A5: Objectives of JPsusaiND¹⁵
Recalibration document – confidential**

Objective 1:

Explore possible scenarios for long-term sustainability by Member States, create political awareness to prepare their implementation, and develop and implement a dedicated structure responsible for long-term JPND management and implementation.

Objective 2:

Extend the capacity of JPND beyond its current membership globally and in particular to EU Members States that do not yet participate in JPND and map the available resources for neurodegenerative disease research, by:

- Establishing collaborations with other initiatives or partners at the European and global levels;
- Extending the capacity and capabilities of JPND globally and to the missing EU-13 Member States and non-EU countries;
- Identifying available national research and innovation resources in the area of neurodegenerative diseases.

Objective 3:

Alignment of national and JPND research strategy by developing and implementing:

- Strategies for further coordination of national and JPND research agendas;
- Initiatives to promote patient and carer perspectives;
- Initiatives for knowledge management, brokerage and transfer;
- Innovative strategies for the creation of infrastructures and tools that support international research activity;
- Novel strategies for industry-academia collaborations.

¹⁵ ZonMw (2016). JPND – Recalibrated monitoring and evaluation framework. Deliverable 6.1 (not published), p4