



European Union

European Regional
Development Fund



BASIS SUMMATIVE ASSESSMENT FINAL REPORT

Q1 2023



Sustainable Development Sustainable Regeneration Sustainable Communities

Capacity building
Project management Policy development
Technical advice

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LIST OF ACRONYMS

BASIS	Birmingham and Solihull Industrial Symbiosis
BCC	Birmingham City Council
BGP	Business Growth Programme
EEF	Education Endowment Foundation
IOD	Institute of Directors
ERDF	European Regional Development Fund
ESIF	European Structural and Investment Funds
GBSLEP	Greater Birmingham and Solihull Local Enterprise Partnership
ICT	Information and Communication Technology
ISL	International Synergies Ltd
LEP	Local Enterprise Partnership
MSME	Micro, Small and Medium Enterprise
PCR	Project Change Request
SME	Small and Medium Enterprise
SUD	Sustainable Urban Development
WMCA	West Midlands Combined Authority.

EXECUTIVE SUMMARY

BASIS project contract details following PCR:

PROJECT NAME	BASIS – Birmingham and Solihull Industrial Symbiosis	DELIVERY AREA	GBSLEP
PROJECT NUMBER		CATEGORY OF REGION	More Developed Transition
PROJECT LEAD	Birmingham City Council	INVESTMENT PRIORITY	6f
DELIVERY PARTNER	ISL (International Synergies Limited)	INTERVENTION RATE	50%
DELIVERY PERIOD	April 2017 to March 2020 extended by PCR to April 2023 and then June 2023		
PROJECT VALUE	£3,098,588	ERDF GRANT	£1,584,022
CONTRACTED OUTPUTS		DELIVERED to date	
C1 OUTPUTS	408		
C5 OUTPUTS	59		
C29 OUTPUTS	79		

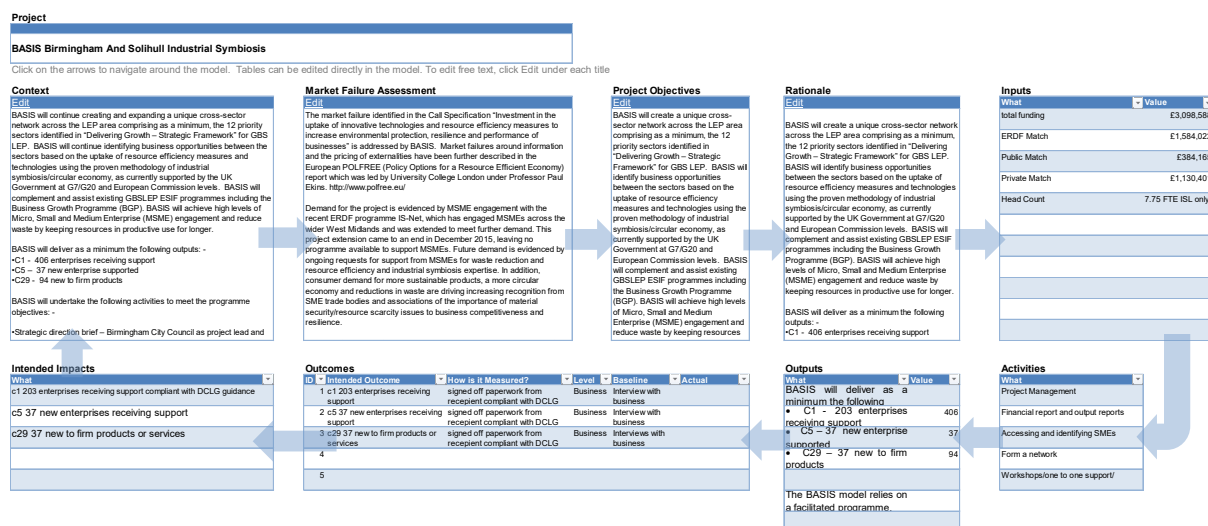


FIGURE 1 BASIS LOGIC MODEL

INTRODUCTION

ERDF projects in the current programme are required to complete a Summative Assessment to evaluate performance and delivery, showcase learning and make recommendations for the future. The assessment should provide impartial insights into the project delivery and impact. The rationale reinforces previous ERDF approaches to project evaluation and seeks to not only report on project delivery and outputs but to examine outcomes and impact, reflecting on lessons learnt and feedback learning into future programme and policy development. In the case of BASIS, the learning to support future Birmingham City Council activity to incorporate circular economy thinking into Council and business activities was a core objective.

As part of the Summative Assessment process the Government requires project beneficiaries to fill in an ERDF Summative Assessment Report Summary (ESIF-Form-1-014) in Excel. This is attached.

The research and analysis are constrained by the budget available so the focus of effort has been on understanding the key learning and recommendations that will be useful to Birmingham Council and to the UK Government in planning for further investment in business support on the circular economy theme whilst meeting ESIF requirements.

In the meantime, The BASIS team have summarised their feedback their notes from their inputs. An analysis of their notes from these meetings results in this word cloud):



FIGURE 2 **WORD CLOUD**

KEY LEARNING POINTS

Covid and the impact of Brexit had a significant drag on the project activities during the height of the pandemic. However, despite this the project was able to meet its targets by reorientating marketing and activity when face to face events and meetings were not possible.

The project was very well managed (particularly in the light of the above). BCC provided an oversight role. ISL were able to maintain project progress through regular meetings which used a traffic light system to flag up potential problems.

Interventions were required to be a minimum of 12 hours but project targets and resourcing essentially limited most assists to 12 hours. This time limit did not permit ISL to exploit the full potential of their expertise.

As the project developed, the project recognised the benefit that charities and other non-profit entities received from the project and were able to provide the necessary support. This has delivered a perhaps unquantifiable, but important social value.

Although dealing with waste, the relevant department at BCC were unable to participate fully in the project. This was compounded by their more pressing concerns, such as a strike by waste collection and concerns around flytipping.

All the BASIS project managers were fully engaged and co-operated wholeheartedly with the Summative Assessment process.

The two key drivers for the project were the need to aggregate the limited waste from MSMEs into a larger, sustainable resource; the second was the imposition of the Landfill tax which provided the financial impetus for MSMEs to seek alternatives from waste to landfill.

BCC and International Synergies had worked with businesses in GBSLEP area previously and the outputs and results proposed were developed based on previous business support projects to ensure that the metrics were realistic, achievable and deliverable.

The marketing budget was initially insufficient for the engagement strategies that had to be developed to respond to Covid 19 restrictions and to a slight reorientation to additional beneficiary sectors.

PROJECT BACKGROUND, CONTEXT AND RATIONALE

Birmingham City Council have been working towards a greener strategy for the city. BCC was aiming to work with ISL to provide waste management advice to MSMEs around industrial symbiosis and therefore diverting waste from landfill. The BASIS project was initiated in 2017.

On 11 June 2019, following a cross-party motion, a climate emergency was declared at Birmingham City Council. A report was presented to City Council in September 2020 setting out the progress made to date and an Action Plan based on work undertaken by consultants Anthesis. At that meeting, Council requested a further prioritised and costed action plan to be brought back to the City Council by the end of the year.

This was formalised in the Route to Zero (R20) document published in December 2020. The R20 identifies seven areas where BCC aims to reduce CO₂ emissions: new build houses, retrofit, transport, EV charging, waste, energy and natural environment.

The BASIS project under evaluation (although preceding the formal document) was designed to fall under the waste theme and to reduce waste to landfill by promoting a circular economy.

There is a significant push within the West Midlands for improving the circular economy. Two documents, The West Midlands Industrial Symbiosis Programme¹, and the West Midlands Circular Economy Routemap², summarise the ambition.

“The West Midlands’ circular economy will support the green industrial revolution. It will contribute to sustainable, inclusive growth, to the social economy and to a green recovery. The region’s circular economy will make better use of resources, generating more value and creating new jobs.”

The project was undertaken by International Synergies Ltd (ISL) under the supervision of BCC. ISL have both country and international experience in promoting circular economy networks (where the waste from one process provides the feedstock for another).

However, there was a key market failure that they had identified. SMEs were often too small (or their waste by-products limited), or their staff were unaware of the potential. A further constraint is that SME tend to be time poor and cannot devote as much time as they would like in exploring value added options. Cross sector working is also not a natural way of working for most businesses.

¹ <https://www.wmca.org.uk/documents/environment-energy/wmca-circular-economy-executive-summary/>

² <https://www.wmca.org.uk/what-we-do/environment-and-energy/creating-a-circular-economy/>

PROJECT AIMS AND OBJECTIVES

BASIS sought to create a unique cross-sector network across the LEP area comprising as a minimum, the 12 priority sectors identified in “Delivering Growth – Strategic Framework” for GBS LEP and to identify business opportunities between the sectors based on the uptake of resource efficiency measures and technologies using the proven methodology of industrial symbiosis/circular economy, as currently supported by the UK Government at G7/G20 and European Commission levels. BASIS aimed to complement and assist existing GBSLEP ESIF programmes including the Business Growth Programme (BGP). BASIS aimed to achieve high levels of Micro, Small and Medium Enterprise (MSME) engagement and reduce waste by keeping resources in productive use for longer.

Each business assist was limited to 12 hours. It was pointed out that given the strength of ISL in circular economy, this limited time per business did not really play to the strengths of ISL. Despite this, ISL have completed of the required number of outputs to date, and the final 10% will be completed within the project time frame. It was pointed out that it is likely that some businesses who have received assists under the project may feel that the time has not been sufficient and this was reflected to some extent in the response to the invitations to take part in post project surveys. The shortage of time for each engagement may have precluded a more sustainable outcome. It also may have prevented a longer-term involvement which could have multiplied the initial impact.

As the project progressed, the emphasis changed slightly to encompass more charities and social enterprises, where a greater impact has been found. This may be a reflection of a willingness of the third sector to engage in activity that was beyond that experienced with industry, particularly around sourcing material donations involving items that would otherwise constitute business waste.

Three workshops have been run during the project – one in partnership with South City College, one with Birmingham Chamber of Commerce and one with Birmingham Business Park. In terms of networks, the vast majority of organisations were new to ISL. The resource matches that were identified were facilitated through that newly established network that had social enterprises, academics, industry and other ERDF projects amongst its members. It is not considered a network in a truly formal sense but was called upon to provide solutions to resource opportunities as and when required.

The ISL resource management software, SYNERGie®, has not been used as extensively as hoped – although the reasons why have been identified. This means that the review of project documentation was more time-consuming than originally planned.

BASIS PROJECT METHODOLOGY

BASIS specifically focussed on building on existing local business networks that International Synergies had developed over the previous decade. Through this innovative approach, BASIS seeks to deepen local knowledge pools and clusters by encouraging MSMEs (Micro, Small & Medium-sized Enterprises) to exchange ideas, processes, as well as attempt to identify commercial transfer of waste products that could conceivably be productively exploited in another business.

BASIS was designed to provide a minimum of 12 hours business assist to MSMEs but with that resource cap it meant it was not possible to provide more support to most of those engaging. The delivery was undertaken by experienced ISL staff and consultants who were able to identify, and where possible, implement, circular economy ideas. Some of the ideas in the original project had to be modified in the light of COVID restrictions (workshops were particularly affected). It should also be noted that the constraint on the time that was available to individual business support was reflected in the emphasis shifting from a purely industrial symbiosis approach to one of to a broader resource efficiency consultancy offering that could be more readily concluded within a 12 hour block.

MSMEs were identified using existing strong local business networks that International Synergies has built up over the last 11 years but also, as discussed above, through the development of links with the Third Sector, academics, and others. Strong ties to other network/membership/support organisations such as the Growth Hub, EEF and IOD were also used. BASIS identified MSMEs focussing on the 12 priority sectors detailed in the GBSLEP growth strategy “Delivering Growth – Strategic Framework”. Priority sectors are listed in approximate order of potential impact (waste sector is included within Low Carbon): Low Carbon & Environmental Technologies & Services, Advanced Manufacturing, Automotive & Manufacturing, Food & Drink, Construction, Healthcare, Logistics, Tourism & Hospitality, Business Professional & Financial Services, Life & Health Sciences, Digital & Creative, ICT. BASIS also explored innovative ways of accessing MSMEs, for example working with the banking sector. Banking sector involvement required BASIS to engage with front line staff – particularly the bank’s account managers of MSMEs. The keys were raising awareness of BASIS and providing the necessary training.

The initial project bid called for 203 business assists. This was revised upwards to 406 following a project change request. At the end of the project, BASIS delivered 408 C1 assists.

Traditional marketing approaches were used along with reach out to MSMEs not normally the focus of low carbon business support such as charities, who are involved in economic activities.

PROJECT ACHIEVEMENTS

Despite the effect of COVID, post-Brexit disruption and the resulting effect of both on business activity, BASIS has been able to achieve its numerical targets in terms of businesses reached. The figure below presents Assists by sector:

The sectoral structure of the local economy that BASIS attempts to support is a relatively balanced one, with many enterprises within it at or close to the proximity of global value-added supply chains, not just amongst larger corporates but notably a number of MSMEs occupying critical roles. Moreover, throughout the last decade (2010s) exports and re-exports were equivalent to between a fifth & a quarter of regional GVA, ensuring that the West Midlands was one of the leading exporting regions.

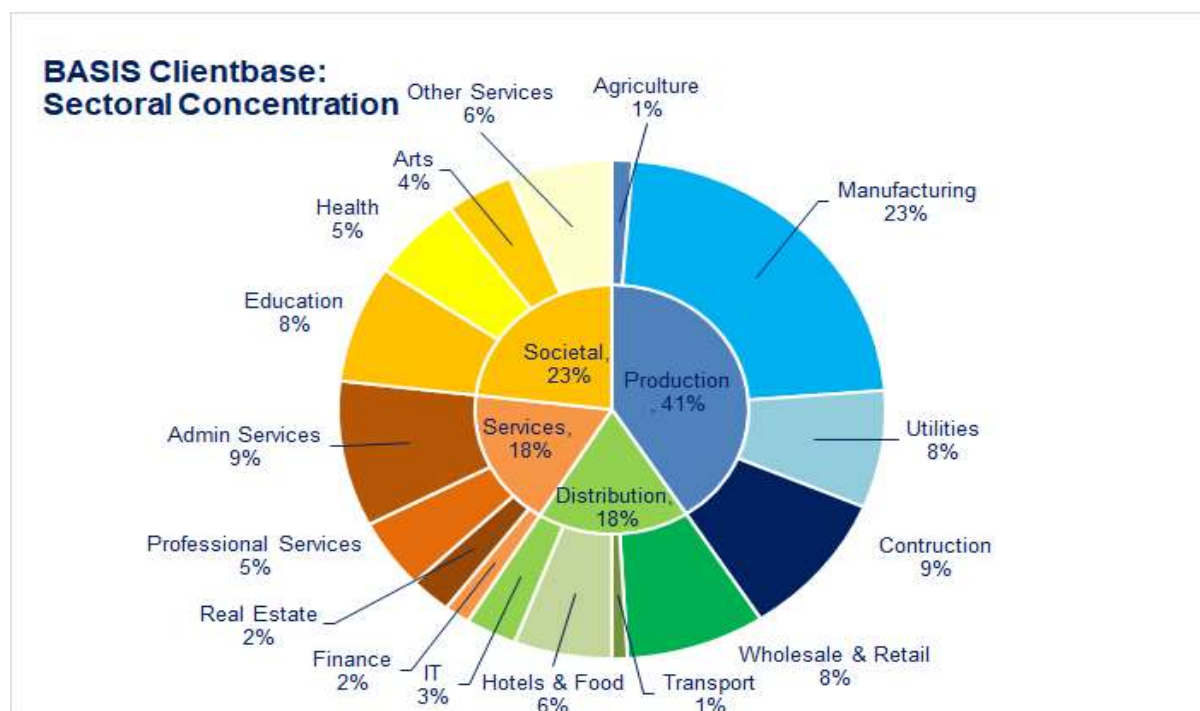


FIGURE 3 **SECTORIAL CONCENTRATION**

Manufacturing is equivalent to about 12% of regional output, with (traditionally defined) service-sector enterprises wholly or partially dependent on manufacturing industry for demand, equivalent to a further 4-5%. Including other production orientated sectors, overall, the production sector is equivalent to a third of regional output, with MSMEs both only playing a crucial role but also innovative ones, as many operate across sectors. Separating Distribution activities from other Services, such as finance and real estate, each is

equivalent to between a fifth & quarter of output, whilst Societal (public & private health, welfare & educational activities), close to a quarter of regional GVA creation.

In terms of achieving an accurate sectoral penetration, BASIS seems to have been comparatively successfully, and with concentration on production has probably maximised its impact, as these sectors tend to achieve greater productivity measured in GVA.

In terms of assists achieved, BASIS established three types of support provided, coded as C1 (enterprises receiving support), C5 (new to firm products) & C29 (new enterprises supported)¹. Some 75% of enterprises received some form of contact discussion or basic support package, of 12 hours consultation & these entities tended to be existing ones, usually drawn from the established networks. However, 17% of enterprises contacted were newly created, whilst a further 15% were able to develop products/processes new to the client's existing inventory.

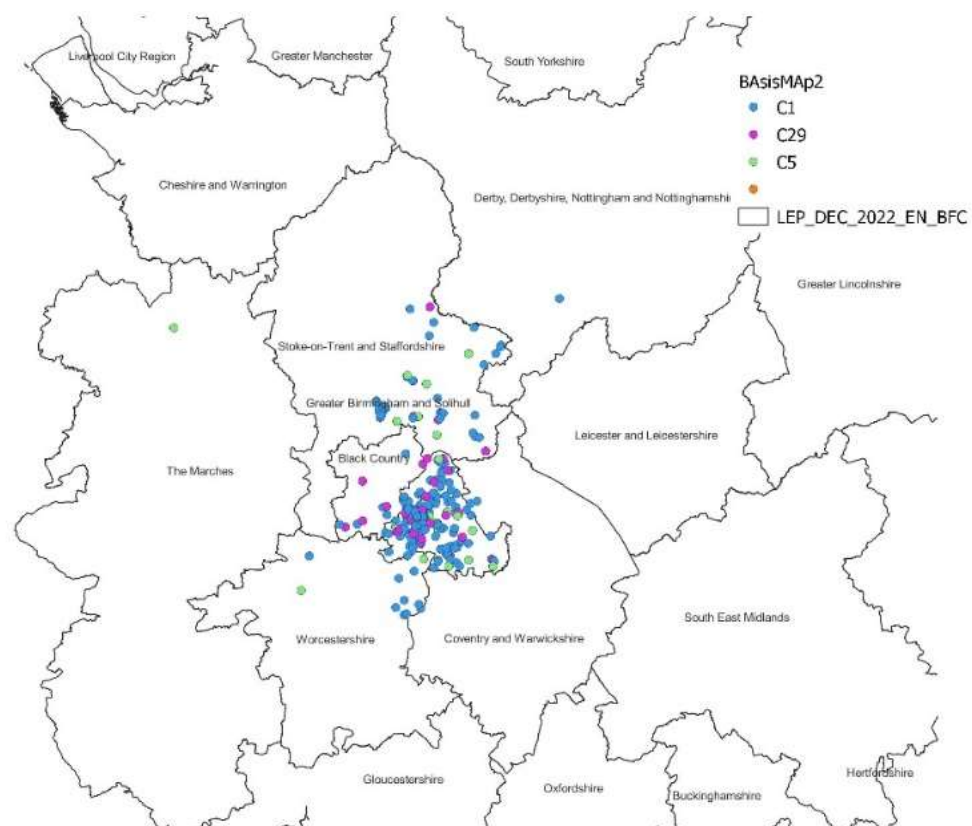


FIGURE 4 LOCATION OF ASSISTS

Assists were provided across the GSLEP More Development and some Transition areas with additional delivery outside GBSLEP in the Black Country, Worcestershire and Stoke on Trent

and Staffordshire, partly due to the joint membership by some Local Authorities in more than one LEP partly due to existing networks and SME engagement.

Widening the delivery of business assists allowed additional value to be built into the industrial symbiosis resource mapping to the benefit of GBSLEP organisations.

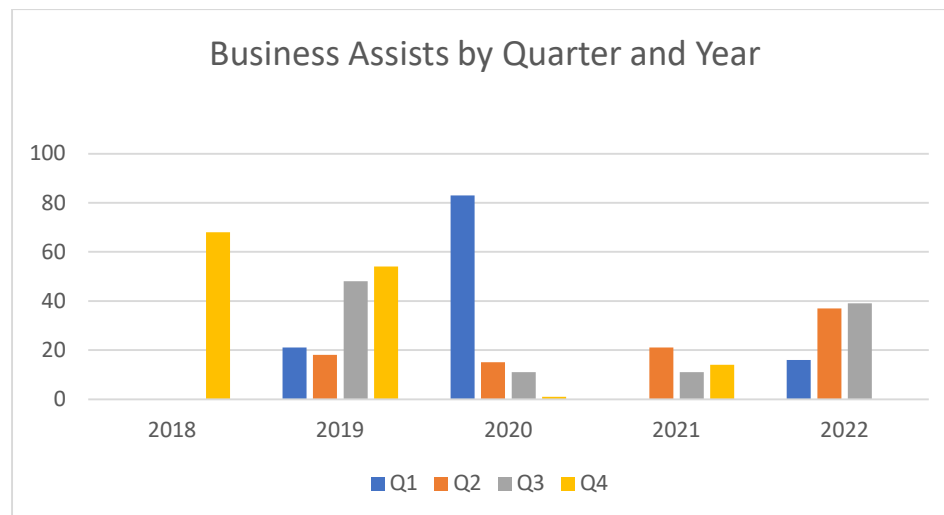


FIGURE 5 BUSINESS ASSISTS BY QUARTER

Figure 5 shows the number of assists by time. The effect of COVID can clearly be seen, with the decline output declining in the last three Quarters of 2020. The pickup in numbers is evident following 2nd Quarter 2021. Figure 4 shows the same information by output type.

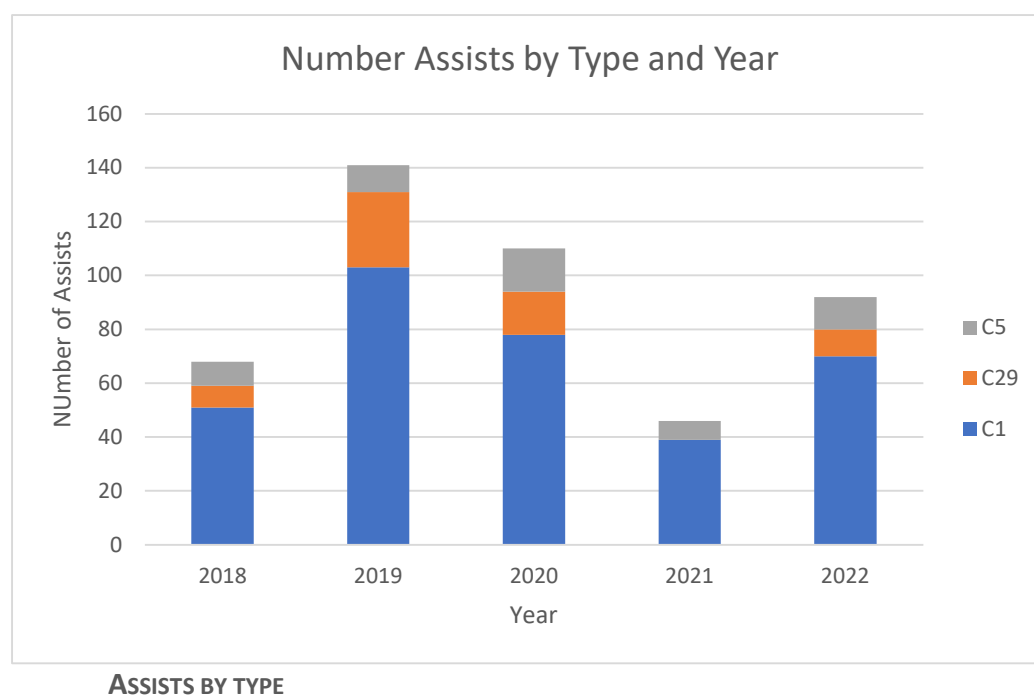


FIGURE 6

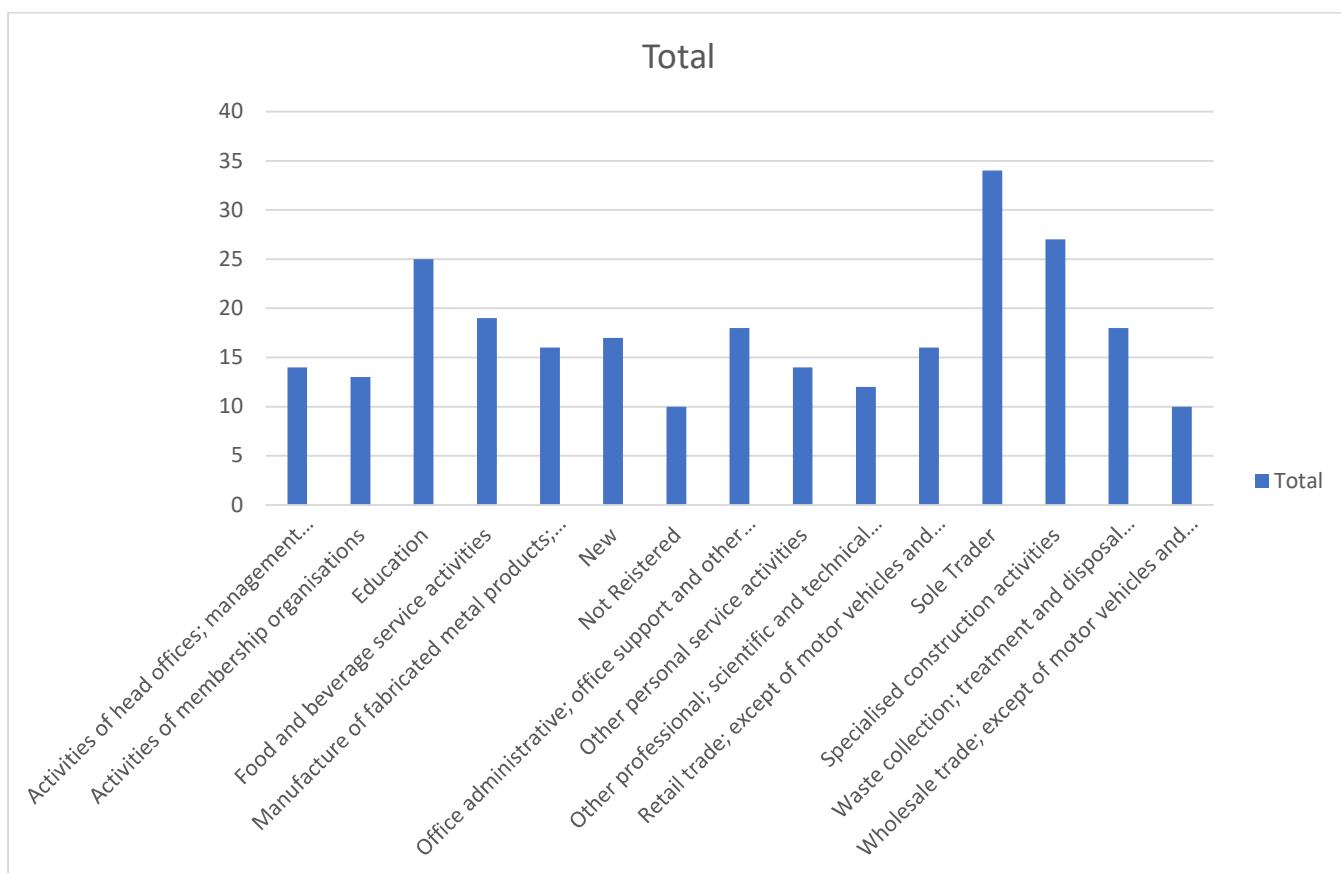


FIGURE 7 **ASSISTS BY SECTOR (10 OR MORE)**

The ability of the BASIS team to point businesses in the direction of financing, often concessional, technical product and process support, as well as relevant business, trade and product networks that provided effective support. Given the shortage of time available for BASIS support, that this direction would take months or years to achieve and embed results.

BASIS success would appear to have been in the delivery of qualitative advice, that ultimately led to business improvements, but was only one of a number of factors that ultimately contributed to quantitative gains – as result it is difficult to disaggregate the specific BASIS impacts.

Financial profile and actual spend

The BASIS financial performance has been excellent. As a revenue project with most costs related to salaries for contracted staff, even despite the Covid lockdowns, actual expenditure has met profiled spend.

The project was doubled through an initial PCR in and the intervention rate was amended from 50% across the project to 60% Transition and 40% More Developed. A second PCR was carried out by the grant funder to address the revised financial totals due to recalculation of

the split of ERDF against match funding and across Categories of Region. These figures are slightly different to those in the original and amended GFA and are as shown in Form 1-014.

Budget lines were slightly amended in the first PCR to allow more money for marketing, arising from the revised engagement strategy due to Covid restrictions.

GVA outcomes

GVA

The EU grant reporting requires analysis of the GVA associated with the ERDF investment.

It is important to note that the calculation of GVA from ERDF business assistance can be challenging due to the complexity of the economic relationships and the difficulty of isolating the impact of ERDF assistance from other factors that may affect business performance.

The steps involved would be:

1. Identify the businesses that received ERDF assistance and determine the amount of funding they received.
2. Determine the industry or sector of the businesses that received ERDF assistance.
3. Estimate the impact of ERDF assistance on the output or revenue of the businesses that received it. This can be done by comparing the performance of these businesses before and after receiving ERDF assistance, or by using statistical methods to estimate the causal effect of ERDF assistance on business performance.
4. Estimate the cost of inputs and raw materials used by the businesses that received ERDF assistance.
5. Subtract the cost of inputs and raw materials from the estimated output or revenue of the businesses that received ERDF assistance to obtain the GVA generated by these businesses as a result of ERDF assistance.

The calculation of GVA directly attributable to the BASIS project is, of course, problematic due to:

- lack of accessible data
- the budget allocated to the Summative Assessment
- the lack of time between project practical and financial completion
- the fact that many impacts of the project in promoting industrial symbiosis will take time to show due to the lead time between assistance and impact.

The Summative Assessment is taking place immediately at the conclusion of the project, so any longer-term impacts of the project will not be visible. Nor will the effect of persistence be captured. Persistence is defined as the likelihood of a positive impact being carried forward for years to come and the likelihood that if profitable the level of activity is likely to increase. Typical persistence models are assumed to decline to zero five years after the initial impact/intervention. In addition, the net Total Economic Value Added (TEVA) is greater than GVA as it takes into account the environmental benefits such as carbon reduction.

Therefore, proxy analyses (likely to be an underestimate as does not account for TEVA) have been undertaken to highlight immediate short term potential benefits based.

C1 outcomes assessment

Based on expertise in economic analysis and forecasting, it is proposed that the multiplier of 3 is applied to derive the impact of each £1,200 assist:

C1 outputs x value of assist x multiplier = GVA estimation

$$408 \times £1200 \times 3 = £1,468,800$$

C5 outcomes assessment

An indirect indicator of GVA is to assess the new business assists provided by BASIS. For these assists, based on documents filed with Companies House until the end of 2022 – the latest data available – the combined assets of the 21 of the 59 companies helped under the C5 strand was £ 1,775,931. How much of this can be attributed to BASIS is impossible to state but establishment or commencement of trading is the activity on which the C5 output is claimed.

C5 outputs value of combined assets reported on Companies House

Active on Companies House = 21

21 submitted accounts by December 2022 have combined assets of £1,775,931

Of the 59 companies involved in the C5 of BASIS, the Figure 8 shows the status of 53 as at the end of 2022³ (Source: Companies House)

Active	21
Dormant	8
No Accounts	5
Dissolved	5
Not Registered	2
Non-profit	5
Sole Trader	7

³ The failure rate of small businesses in the UK varies depending on several factors such as the industry, location, and size of the business. However, according to a study by the Office for National Statistics (ONS), about 40% of UK businesses fail within the first five years of operation.

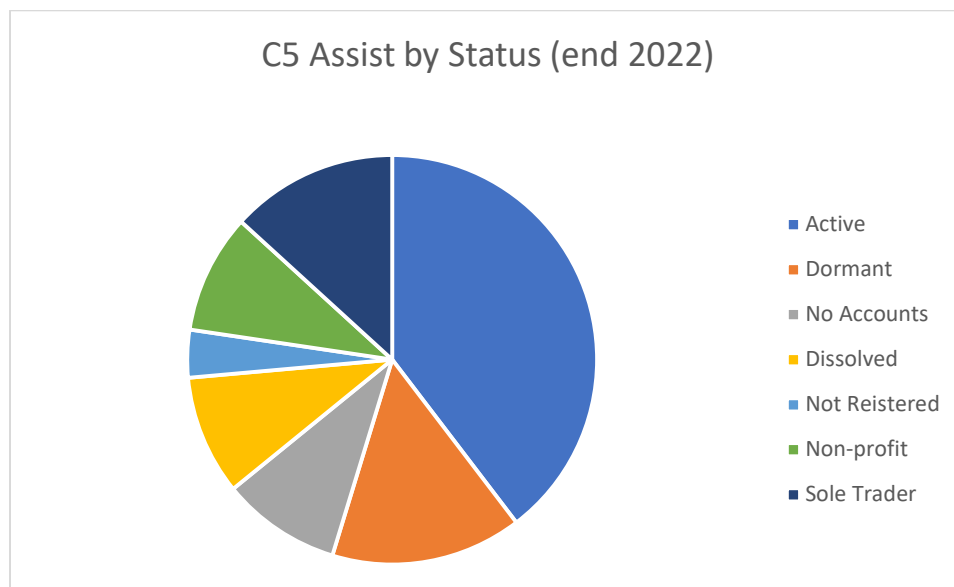


FIGURE 8 C5 STATUS (COMPANIES HOUSE 2022)

C29 outcomes assessment

Based on expertise in economic analysis and forecasting, it is proposed that the multiplier of 10 is applied to derive the impact of each £1,200 assist:

C29 outputs x value of assist x multiplier = GVA estimation

$$79 \times £1,200 \times 10 = £948,000$$

The total immediate beneficial impact for 1 year for most but not all of the company assist outputs is £4,192,731 but it is important to note that this is estimated and does not attempt to quantify the long-term outcomes (persistence) of the relationships created and the activity that will follow over subsequent years.

Finally, a recent study carried out on behalf of WMCA (Case for investment in a West Midlands industrial Symbiosis programme 2022) suggests that the Benefit Cost Ratio (BCR) of industrial symbiosis activity (albeit not restricted by hours of support/target numbers of business assists etc) are between 10 and 49. HM Treasury ⁴ Green Book says a factor of 4 is very good. The implication being that despite the limitations of the programme it has achieved a BCR greater than that which is considered 'very good' by HMT.

⁴ <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government/the-green-book-2020>

PARTICIPANT SURVEY

It was not possible within the scope and budget of the evaluation of the impact of BASIS to interview all participating enterprises, much as that have provided greater insights into the programme's effectiveness. Therefore, of the 408 assists provided it was decided to randomly sample every 9th client and from that draw up on list of clients with whom interviews would be held. Of those invited to interview there was a response rate of approximately 20% (which is comparatively high for most business surveys).

There were some problems conducting the survey, particularly given the length of time since many of the firms participated in BASIS and the conducting of the telephone survey, notably staff changes. As a result, some internal leads had moved on, either internally or externally. Moreover, the fact that support amounted in sum to 12 hours ensured that at the time of participation only one, perhaps two company officers were involved.

Although it was not possible to clearly identify specific GVA, FTEs or new product impacts attributable to BASIS, anecdotally a number of respondents indicated they had benefited from BASIS. This took the form of stimulating fresh approaches, or more strategic or lateral approaches to business problems. For other it was the confidence gained in confirming the suitability and effectiveness of their existing approach to business. Some attributed new modes of operations and waste disposal, although they were not able to identify specific output or financial gains attributable to BASIS.

CONCLUSIONS

During a period of immense upheaval in the global economy (COVID and the Ukraine), and national (Brexit), the BASIS project was able to achieve the project outputs. It was able to reach 408 business assists against a target of 406 (C1) outputs, 39 (C5) and 79 (C29) which is regarded as exceptionally successful given the most challenging economic conditions in recent history.

The strong support of BCC (and WMCA) in the circular economy as part of the Birmingham City Council Route to Zero commitment and WMCA Circular Economy Routemap has been both a driver of, and support for, the project.

The success of the project was based on two key factors: firstly, the proactive management by both ISL and BCC; and secondly, the institutional knowledge of ISL and their ability to interact with wide range of businesses – both long established and more recently founded.

As mentioned above the one major limitation to the longer term development of the circular economy in the targeted MSMEs is the comparatively short time that the project was able to spend with each (12 hours). This has two major implications: there is no time available for a detailed follow up of the businesses for longer term support which may have improved sustainability; the time available means that the number of staff in each business who can be involved is constrained – by their availability mainly. The rapid turnover of these staff (both within the company and leaving the company) leads to a failure to build institutional knowledge.

Working with MSMEs to create significant industrial symbiosis and low carbon outcomes is resource intensive. The recommendations for further business support to MSMEs to accelerate their engagement in industrial symbiosis would be to build on the effective ability of the BASIS team in what they were able to do in 12 hours and develop a programme closer to the ISL model of ongoing engagement with the ability to check back on earlier engagement and build capacity and economic benefit over time. Without effective ongoing business support over the long term which allows for innovation, it is likely that the transformation to a low carbon, circular economy with strong industrial symbiosis building blocks will take much longer and may not reach a critical tipping point to make this 'business as usual'.

ANNEX 1 SUMMATIVE ASSESSMENT METHODOLOGY

The Summative Assessment process has been divided into four stages (with some overlap):

Stage 1 – Inception and Scoping

Meeting(s) with Project Managers

Pre-meeting communication. Including (but not limited to) a request for a list of documents available, agenda preparation and agreement.

An initial meeting will be held with the nominated project managers (with an agreed agenda), which will be based on the required outputs of the evaluation.

The inception meeting was held on the 15/12/22 (on-line attended by Ian Humphreys (ISL, BASIS Project Manager); Rosemary Coyne (SDRC Ltd, Assessment Lead);

Robert Aston (SDRC Ltd, Data Management); Paul Forrest (West Midlands Economic Forum, Economic Evaluation).

The agenda was based on the questions developed in the ERDF Summative Assessment (Questions attached at Annex 1).

A follow up meeting was held on 3rd March 2023 when points raised in the initial meeting were expanded,

Post – meeting communication. Including, but not limited to, the request and supply of required documents and an agreed progress map for the evaluation. Identification of any documentation unavailable and potential solutions. Identification of opportunities for triangulation of data.

The project was able to supply a full database of their interventions. This database has been analysed.

Stage 2 – Document Review Process

Documentation identified from Stage 1 will be reviewed to develop a thorough understanding of the project and how it evolved, as well as assisting in developing the structured interview process. The Project Management Plan and Logic Model will be reviewed to gain an understanding of the range of services available to the businesses and the objectives and outputs of the project. The project will be contextualised by an examination of relevant literature including (but not limited to), ESIF, GBLSEP key documents including the Strategic Economic Plan, Local Economic Strategy/Plan for Growth,

the Route to Zero commitment, SUD Strategy, WMCA key low carbon and economic strategy documents and relevant national policy and guidance will be reviewed to check how strategic fit has informed both ERDF projects.

The information will be used to:

Review the bid document project context and how that has changed over the life of the projects.

Develop an initial assessment of the programme activity and value for money, for testing in later evaluation.

Refine what and how to gather the necessary further information to demonstrate project impact.

Develop the online and interview process and tools to use with beneficiaries and other stakeholders in a way which would fill any gaps in available information, test findings and provide qualitative impact on businesses on the value of specific activities.

Stage 3 – Stakeholder Survey and Structured Interviews

A questionnaire will be developed and agreed with the Project Management team and then used as the basis of phone interviews. The aim of the questionnaire is to explore whether (and how) the beneficiaries have benefited from the project or, of key importance, those that were dissatisfied. This will guide the evaluation team in developing the interview structure and to define the selection criteria and numbers for the structured interviews the number.

The exact number of structured interviews needed will depend on the range of responses from the online survey in order to generate a statistically valid sample size; for planning purposes the sample size is estimated at 10% of those benefitting in some form. It is recognised that those receiving support earlier in the project may be reluctant to reengage. It should be recognised that those who did not complete the support process including provision of paperwork evidence plus those not satisfied with the process are unlikely to engage with the evaluation.

Stage 4 – Reporting and Dissemination – final report

The results and analysis will be in alignment with the Summative Assessment summary table as detailed in below (ERDF Summative Assessment Report Summary (ESIF-Form-1-014) and presented in both narrative and where needed for clarity in graphic form. Key findings will be highlighted and summarised for wider dissemination.

ANNEX 2 SUMMATIVE ASSESSMENT DISCUSSION QUESTIONS

These questions have been developed from the Summative Assessment guidance and have formed the basis for stakeholder interviews.

What was the project seeking to do?

What was the economic and policy context at the time that the project was designed?

What were the specific market failures that the project was seeking to address?

Was there a strong rationale for the project?

Was it appropriately designed to achieve its objectives? Was the delivery model appropriate?

Were the targets set for the project realistic and achievable?

How did the context change as the project was delivered and did this exert any particular pressures on project delivery?

Bearing in mind any changes in context or weaknesses in the project design / logic model, can the project reasonably be expected to perform well against its targets?

Has the project delivered what it expected to in terms of spend and outputs?

What are the factors which explain this performance?

When the project draws to a close, is it expected to have achieved what it set out to?

As the Summative Assessment may be conducted prior to the completion of the project, it would be appropriate in these instances to forecast the expected lifetime outturn for the project and the assumptions which underpin the analysis.

Was the project well managed?

Were the right governance and management structures in place and did they operate in the way they were expected to?

Has the project delivered its intended activities to a high standard?

Could the delivery of the project have been improved in any way?

For projects with direct beneficiaries: did the project engage with and select the right beneficiaries?

Were the right procedures and criteria in place to ensure the project focused on the right beneficiaries?

How are project activities perceived by stakeholders and beneficiaries? What are their perceptions of the quality of activities / delivery?

to what extent have the horizontal principles (environmental and EDI) been integrated into and shaped delivery?

What progress has the project made towards achieving the outcome and impacts set out in its logic model?

To what extent are the changes in relevant impact and outcome indicators attributable to project activities?

What are the gross and net additional economic, social and environmental benefits of the project (where relevant and applicable to project activities)?

Can these benefits be quantified and attributed to the project in a statistically robust way and to what extent has / will the project contribute to the achievement of ERDF programme result indicators?

What are the main sources of Strategic Added Value that the project has created?