

Assessment of Impact and of Management and Implementation System of the Swiss-Polish Cooperation Programme

Final Report

Consortium:

IDEA Institute Ltd.

Authors:

Stanisław Bienias (Project Leader), Tomasz Gapski, Małgorzata Kachniarz, Maciej Kolczyński, Alicja Weremiuk

Policy & Action Group Uniconsult Ltd. (PAG Uniconsult)

Authors:

Maciej Gajewski, Robert Kubajek, Jan Szczucki, Justyna Witkowska

Warsaw, June 2017

Table of contents

- Abstract 3
- List of abbreviations 7
- Research objectives and its scope..... 9
- Methodology and research conducted 12
- Effects in particular areas of SPCP implementation..... 15
 - Promotion of economic growth and improvement of conditions of employment 15
 - Initiatives for regional development 15
 - Private sector..... 29
 - Research and development..... 38
- Improved social security..... 47
 - Health promotion 47
 - Social aid..... 57
- Improved quality of life due to sustainable development..... 62
 - Waste management 62
 - Energy efficiency 73
 - Transport 91
 - Biodiversity 103
- Improvement of the security and protection..... 116
 - Measures to secure borders..... 116
- Strengthening civil society..... 127
 - Block Grant – Fund for Non-Governmental Organisations 128
 - Block Grant – Partnership Fund 141
- Impact of the SPCP implementation on reducing social and economic disparities..... 149
- Assessment of the SPCP management and implementation system..... 159
- SWOT/TOWS analysis..... 175
- Conclusions and recommendations 177
 - Summary and most important conclusions 177
 - Recommendations 180
 - Horizontal recommendations..... 180
 - Sector recommendations 188
- List of tables 197
- List of figures 200

Abstract

Objective, scope and methodology of the research

The research objective has been to assess the effects and impact of the Swiss-Polish Cooperation Programme. The research has covered 58 projects and sub-projects financed within 19 projects in 11 different support areas attributable to 4 SPCP objectives. Apart from existing data, the research has been based on a wide range of raw data collected by quantitative and qualitative methods such as: 74 in-depth individual interviews, 5 questionnaires of quantitative research (CAWI, CATI), 19 case studies at the level of projects and communes.

Effects in particular areas

Promotion of economic growth and improvement of conditions of employment

Initiatives for regional development

Projects implemented in this area have contributed to the regional and local development of the territories at which they were targeted. The projects frequently combined an investment component with soft initiatives. Within this area the following initiatives, among others, were taken: support for entrepreneurs, trainings for local leaders and people willing to start their own business as well as development of local and regional partnerships. In general, the support should be assessed as highly satisfactory.

Private sector

The support has contributed to creating favourable conditions for doing business, including the transparency and reliability of financial reporting. A positive assessment of the project outcomes in view of the basic criteria for public policy evaluation confirms that replicating such projects is appropriate. In general, the support should be assessed as highly satisfactory.

Research and development

The support for 31 research projects that was provided within the Swiss-Polish Cooperation Programme should be assessed as highly satisfactory. Particular attention should be paid to the very good adjustment to the adopted rules of implementing research projects (long project durations, sufficient funding, a wide range of eligible costs) and also to the possibility of funding basic research. The supported projects were implemented in partnership with science institutions from Poland and Switzerland. The partnerships have proven to be a very good and effective solution that increases the research quality and creates good perspectives for further bilateral or broader cooperation.

Improvement of social security

Health promotion

The effectiveness of the projects in the area of preventive care and health promotion should be assessed very high – the effects obtained are much higher than it was planned. Moreover, many innovative solutions were used, and the initiatives and results themselves have been assessed very positively by ultimate recipients. High relevance, in turn, could be confirmed by the continuation of the initiatives financed from other sources.

Social aid

The effectiveness, efficiency and utility of the support in the area of social aid should be assessed equally high. The factor that positively influenced the effects obtained was making it possible to implement multidimensional projects, including 'hard' and 'soft' initiatives (such as trainings for staff but also initiatives targeted at residents). As for strengthening the impact locally, geographical concentration facilitating the implementation of large and complex projects was equally important.

Improvement of the quality of life as a result of sustainable development

The SPCP support in the areas below should be assessed as highly satisfactory.

Waste management

The effects obtained, including the removal of over 131 thousand tons of asbestos products from ca. 44 thousand buildings, have considerably exceeded the original assumptions and they have been of great significance for improving the environment and people's health at the regional scale (Lubelskie and Małopolskie Voivodeships). The effects also stand out from those related to other programmes implemented at the national scale.

Energy efficiency

The support for initiatives in favour of improved energy efficiency was an important factor stimulating the changes that occurred in the area nationwide. Fitting solar installations on private and public buildings has brought in the SPCP effects of significant scale – the overall surface of the installations amounts to ca. 14% of the solar collectors installed nationwide within the accessible grant schemes (40% in Małopolskie Voivodeship). Also, an impact of the projects on popularising RES use has been observed.

Transport

The projects implemented within the area are supposed to positively influence an interest in using rail transport. They should also result in a substantial improvement of the travelling standard due to the purchases of modern rolling stock and/or the construction of user-friendly transfer points. The support within this area should be assessed as highly satisfactory.

Biodiversity

In the area of biodiversity the support was provided for the projects regarded as innovative, complex and responding to realistically identified needs. Some of them are model examples of how to efficiently take monitoring and inventory, as well as revitalisation and renaturalisation initiatives in terms of costs and organization. Due to a wide range of themes and areas, the project impact on the protection of biodiversity in Małopolskie and Podkarpackie Voivodeship should be assessed as significant.

Improvement of security and safety

Border protection measures

The projects implemented within this area have represented a wide range of initiatives aimed at strengthening border protection and at an increase in security. Their impact is definitely going

to be positive, although a lot depends on factors that are beyond control of project promoters such as: a political situation and hence relations of Poland with neighbour states. In general, the support should be assessed as satisfactory.

Strengthening of civil society

Funds for Non-Governmental Organisations

The support in the area of strengthening civil society should be assessed as highly satisfactory, particularly with reference to the Fund for Non-Governmental Organisations, whose financial resources were allocated for 336 projects aimed at an increased participation of citizens in public life. Attention should be paid to the very good adjustment of the Fund assumptions to the needs of beneficiaries. It took account of the needs of non-governmental organisations at different stages of development (such as e.g., the volume of funding, the project duration, various themes). The programme impact on increased civil activity that is reflected, for example, in a number of people participating in the financed ventures and a number of initiatives taken (the assumptions exceeded by a thousandfold) as well as the impact on the institutional strengthening of beneficiaries, which leads to continued and extended initiatives aimed at strengthened civil participation, confirms the need for further continuation of the support in this area.

Partnership Fund

Partnership cooperation initiated within the Partnership Fund should also be assessed as satisfactory. The financed ventures allowed to locally implement new solutions inspired by the experiences of foreign partners and they gave rise to implementing further joint ventures. Undoubtedly, the SPCP support has contributed to strengthened bilateral cooperation, although the impact scale is limited due to thematic diversity, territorial dispersion and a small number of financed initiatives.

Assessment of management system

Based on the evaluation results, the assessment of the organisational structure of the Programme and of the management and implementation system is generally satisfactory. The organisational structure of the system is quite complicated, which to a large extent is a result of the project approach applicable to the Programme. The system complexity had some influence on the conditions of the Programme implementation, however, the system eventually proved to be functional enough to ensure the achievement of the Programme objectives. It should be noted that the respondents of the research conducted within this evaluation most frequently expressed positive opinions on particular solutions as well on the functioning of the management and implementation system as a whole. For example, the two-stage SPCP procedure of the project adoption was regarded as efficient, taking account of its substantive aspect. On the other hand, it was also stated that its serious drawback was the fact that putting it into effect was time-consuming, which ultimately left a shorter time for project implementation.

SPCP impact on the socio-economic situation

The Swiss Funds have had an insignificant impact on the socio-economic situation in the macroeconomic dimension and a considerable impact at the local level and as for selected support areas. Due to the concentration of the Funds (almost 60% of the contracted Funds), the Programme has had the greatest significance for the regions in the area of geographical

concentration, including the most underdeveloped voivodeships in particular, i.e. in Świętokrzyskie, Podkarpackie and Lubelskie.

Assessment of cooperation

The effectiveness and efficiency of the partnerships established were mainly influenced by their facultative character. Cooperation was established within the projects, if a real value added could have been generated. Also, the main reasons why the projects were implemented in partnership with other entities – that is willingness to continue and establish new cooperation as well as previous good experiences with regard to the implementation of ventures in cooperation – had a considerable impact on the effectiveness of this solutions.

Key conclusions and recommendations

To sum up, the effectiveness, efficiency, utility and relevance of the implemented SPCP projects and subprojects should be assessed very high. The assessment of the same parameters with regard to the SPCP as a whole is satisfactory. In the future it would be advisable to strengthen the programme approach and the support concentration on a smaller number of areas, which would allow to strengthen the SPCP impact scale. The main factors of the SPCP success are: great commitment of all the institutions in the system (the Donor Country and Polish ones) and a good preparation of projects with an individual and flexible approach. Equally important factors were: geographical and thematic concentration, a possibility of taking 'hard' and 'soft' initiatives within one project and a multi-sectoral approach as well.

List of abbreviations

CATI	Computer-Assisted Telephone Interview
CAWI	Computer-Assisted Web Interview
CHF	Confederatio Helvetica Franc
CIEP	Chief Inspectorate of Environmental Protection
CSR	Corporate Social Responsibility
DPPC	Digital Poland Projects Centre
EA	Executing Agency
ECG	Electrocardiography
EU	European Union
GOPR	Volunteer Mountain Rescue Service
HCV	Hepatitis C Virus
IB	Intermediate Body
ICT	Information Communication Technologies
IDU	Injecting Drug Users
IOM	International Organisation for Migration
MFLSP	Ministry of Family, Labour and Social Policy
MH	Ministry of Health
NARP	National Asbestos Removal Programme
NCU	National Coordination Unit
NFEPWM	National Fund for Environmental Protection and Water Management
NGO	Non-Governmental Organisation
NIPI	National Information Processing Institute
NSRF	National Strategic Reference Framework
OPIE	Operational Programme Infrastructure and Environment
ORT	Office of Rail Transport

PAED	Polish Agency for Enterprises Development
PAS	Polish Academy of Science
PF	Partnership Fund
PLN	Polish zloty
PSRP	Polish Swiss Research Programme
R&D	Research and Development
RDP	Rural Development Programme
RES	Renewable Energy Sources
ROP	Regional Operational Programme
SAO	Supreme Audit Office
SME	Small Medium-sized Enterprises
SPCP	Swiss-Polish Cooperation Programme
SWOT/TOWS	Strengths, Weaknesses, Opportunities, Threats Analysis
VFEPWM	Voivodeship Fund for Environmental Protection and Water Management
WOPR	Volunteer Water Rescue Service

Research objectives and its scope

The main objective of the research has been to assess the effects and impact of the Swiss-Polish Cooperation Programme, the projects and sub-projects implemented under it as well as the system of the Programme management (further referred to as SPCP), including the procedure and decision-making process with reference to the selection of projects along with articulating guidance for making improvements for further similar support instruments.

The research has covered 58 projects as well as sub-projects funded within 19 SPCP projects in priority areas presented in the table below.

Table 1. Research thematic scope

Financial aid areas	Thematic areas	Approach	Objectives	Shortened area name for the research
Security, stability, support for reforms	Initiatives for regional development, peripheral and underdeveloped regions	programme approach	Increased employment and income in sub-regions by an integrated strategy implemented by selected partnerships	Initiatives for regional development
	Border protection measures	project approach	Increased protection of EU eastern borders	Border protection measures
Environment and infrastructure	Reconstructed, renovated, modernised and extended basic infrastructure; Improved environment	Project approach	Improved services within urban infrastructure in order to raise living standard and promote economic development – solid waste management	Waste management
			Increased energy efficiency and reduced emissions of greenhouse gases and noxious substances in particular	Energy efficiency
			Improved management, security, efficiency and reliability of local/regional public transport systems	Transport
	Biodiversity and protection of ecosystems; support for cross-border environmental initiatives	Project approach	Sustainably protected nature and functioning ecosystems in the areas of geographical concentration	Biodiversity
Private sector	Improved business environment and access to capital for small and medium-sized enterprises	Project approach	Promoted employment	Private sector
	Developed private sector and promoted SME exports	Project approach	Increased market share of Polish commodity and service exports	

Financial aid areas	Thematic areas	Approach	Objectives	Shortened area name for the research
Social development and development of human resources	Health care	Programme approach	Promoted healthy lifestyle and prevented contagious diseases at the national level and in the areas of geographical concentration	Healthcare
			Improved services of basic health care and of social care on peripheral and marginalised areas of geographical concentration with preference for multisectoral approach	Social aid
	Research and development	Programme approach	Strengthened science capacity by scholarship programmes in Switzerland ¹	Excluded from the research scope
			Contribution to developed economy based on knowledge by raising the knowledge level and by applied research, know-how and technology transfer in particular	Research and development
Specific allocations	Block Grant	Programme approach	Promoted civil society as an important participant in the process of country development and its role in increased socio-economic cohesion	Promotion of civil society
			Promoted and/or strengthened partnerships among urban communes and given regions of the Republic of Poland and Switzerland	Promotion of partnerships
	Project presented by the Swiss party	Project approach	Modernisation of Special Schools Complex and Construction of Cultural Integration Centre in Łodygowice	n/a
	Project Preparation Facility		Supported preparation of Complete Project Designs	n/a
	Programme managed by Switzerland			n/a
	Polish Fund of Technical Assistance			n/a

Source: own analysis

The chapters concerning effects in particular thematic areas have been structured in line with their attribution to implementing specific SPCP objectives.

¹ According to TOR excluded from the research scope.

Table 2. Attribution of support areas to specific SPCP objectives

Specific SPCP objectives	Support areas
Promoted economic growth and improved employment conditions	Initiatives for regional development
	Private sector
	Research and development – PSRP
Improved social security	Health care promotion
	Social aid
	Specific allocations – Modernisation of Special Schools Complex and Construction of Cultural Integration Centre in Łodygowice
Natural environment protection and improved quality of life due to sustainable development	Solid waste management
	Energy efficiency
	Biodiversity
	Transport
Improved security and safety	Border protection measures
Strengthened civil society	Specific Allocations – Block Grant – Partnership Fund
	Specific Allocations – Block Grant – Fund for Non-Governmental Organisations

Source: own analysis

Methodology and research conducted

The research has been based on both existing data and a wide range of raw data collected by quantitative and qualitative methods – see the tables below.

Table 3. Qualitative research and research within case studies

Method	Number assumed in methodology report	Actual number
Horizontal interviews (SPCP Office, NCU, IAs)	4	4
Sectoral interviews with IBs and grant operators	8	12
Interviews with EAs, beneficiaries and ultimate recipients within case studies	58	58
Questionnaire surveys on ultimate support recipients	220	217

Source: own analysis

Table 4. Quantitative research conducted

Method	Population	Actual sample	Return rate
Questionnaire surveys (CAWI) on EAs	54	28	52%
Questionnaire surveys (CAWI) on sub-project beneficiaries	1894	602	32%
Questionnaire surveys (CAWI) on Polish project partners	231	104	45%
Questionnaire surveys (CAWI) on Swiss project partners	43	27	63%

Source: own analysis

The interviews, follow-up visits and CAWI questionnaires were conducted in April and May 2017. In order to collect in-depth data on the system of SPCP management and implementation, a bulletin board was also organized over 4-12 May.

To analyse and assess the data the following methods have been used:

- 11 in-depth case studies at the project level,

Table 5. Project selected for case studies

No.	Project title	Project No.	Area	SPCP grant amount	Voivodeship/ Range	Duration
1	The Świętokrzyskie Mountains – Our Future	KIK/08	Regional development	6 722 265	Świętokrzyskie	01/10/2011-31/03/2017
2	Infrastructure Construction of Railway Border Point in Siemianówka	KIK/20	Border protection measures	4 992 638	Podlaskie	01/11/2011-30/06/2014
3	Construction of Modern Waste	KIK/42	Waste	11 944	Lubelskie	01/05/2012-

No.	Project title	Project No.	Area	SPCP grant amount	Voivodeship/ Range	Duration
	Management System, Reclamation of Disused Landfills and Asbestos Removal in the Member Communes of the Commune Association of the Ziemia Lubartowska Region		management	510		31/03/2017
4	Installation of Renewable Energy Systems in the Communes: Niepołomice, Skawina and Miechów on Public Buildings and Private Houses	KIK/41	Energy efficiency	14 369 355	Małopolskie	01/01/2012-31/03/2017
5	Public Transport Centre in Legionowo	KIK/28	Transport	9 634 464	Mazowieckie	14/06/2012-31/03/2017
6	Habitat Protection of Carpathian Forest Fauna – migration corridors	KIK/53	Biodiversity	1 421 717	Podkarpackie	01/01/2012-31/12/2016
7	Preventive Programme of Protection against Alcohol, Tobacco and Stimulant Addiction	KIK/68	Health care promotion	3 438 691	national	01/07/2012-31/03/2017
8	Infrastructure Improvement of Nursing Houses and/or Child Care Centres as well as Improvement of Staff Qualifications, Including Male and Female Nurses in the Mentioned Institutions	KIK/56	Social aid	4 683 012	Podkarpackie	01/01/2012-31/10/2015
9	Living Standard Improvement of the Disabled by Modernising Special School Complex and Building Centre for Cultural Integration in Łodygowice	KIK/77	Specific allocations	500 000	Śląskie	01/07/2012-30/06/2014
10	Individual Project for Building National Institutional and Legal Capacity of Reporting and Auditing in Private Sector	KIK/05	Private sector	10 000 000	national	11/12/2009-31/12/2016
11	SPCP Fund for Non-Governmental Organisations	02/KIK	Specific allocations	29 060 180	national	8/12/2010-31/03/2016
Total				87 163 921	18% of 489 million	

Source: own analysis

- 3 additional simplified case studies concerning energy efficiency at the project level,

Table 6. Projects on energy efficiency selected for simplified case studies

No.	Project title	Project No.	Area	SPCP grant amount	Duration of actual project implementation
1.	Programme of Increased Use of Renewable Energy Sources and Improved Air Quality within Nature 2000 Areas of Suski District	KIK/44	Energy efficiency	4 837 389	01/01/2012-31/12/2016
2.	Construction of Heat and Power Station for Biomass as a Basic Heat Source in Heating System of the town of Lębork	KIK/73	Energy efficiency	9 892 465	01/06/2012-30/10/2016
3.	Installation of Renewable Energy Systems on Public Building and Private Houses in Communes of the Association of Communes of the Wisłoka River Basin	KIK/66	Energy efficiency	18 300 143	01/06/2012-31/03/2017

Source: own analysis

- 5 case studies at the commune level,
- statistical analyses,
- spatial analyses,
- expert analyses,
- SWOT/TOWS analysis,
- panel of experts.

Effects in particular areas of SPCP implementation

Promotion of economic growth and improvement of conditions of employment

Initiatives for regional development

Assumptions

The support within the thematic area – *Initiatives for the development of peripheral and underdeveloped regions* was provided for the areas of the so-called geographical concentration². The support objective was to increase employment and an income in the so-called sub-region, i.e. on the area of several rural communes around 1-2 urban areas playing the role of the sub-region centres. It was to occur due to the an integrated, multi-sectoral strategy implemented by selected partnerships. As examples of the areas included in the strategy, the following were indicated³: development of local entrepreneurship and agricultural processing; development of human resources, particularly youths from rural areas, taking account of modern forms of vocational training and lifelong education; development of partnership networks and social capital; support for non-governmental institutions and organizations engaged in agricultural development; and creation of mechanisms financing and supporting local investments.

Table 7. Support assessments within the thematic area – Initiatives for the development of peripheral and underdeveloped regions

	Support assumptions
Intermediate Body	Digital Poland Project Centre
Allocation value	47 699 602 CHF
Support rate	<ul style="list-style-type: none"> - funding up to 60% of the overall eligible Programme costs, except for the situations indicated below; - funding up to 85% of the overall eligible Programme if at least 15% of the overall eligible costs is covered from the budget of central, regional or local units of public administration; - funding up to 90% available to programmes focused on building institutional capacity, to programmes implemented by non-governmental organisations, in compliance with regulations on providing public aid.
Project types	<p>Minimum programme value – 5million CHF Maximum programme value – 10million CHF Eligible projects concerned the following:</p> <ul style="list-style-type: none"> - <u>development of local entrepreneurship and agricultural processing aimed at creating non-agricultural sources of income on rural areas</u> <p>Within the above projects initiatives were taken in the following scope: promotion of employment in small and medium manufacturing companies; ecological support for processing agricultural produces and edible forest products; donations for entities starting business activity on rural areas; trainings for micro-, small and medium</p>

² Under the Framework Agreement between the government of the Republic of Poland and the Swiss Federal Council on the implementation of the Swiss-Polish Cooperation Programme, the areas are the following voivodeships: Lubelskie, Podkarpackie, Świętokrzyskie and Małopolskie.

³ Appendix 1 of the Framework Agreement. Programming Framework of the Swiss-Polish Cooperation Programme.

	Support assumptions
	<p>enterprises on company management and on creation of company development strategy combined with study visits.</p> <ul style="list-style-type: none"> - <u>development of human resources, particularly youths and people from rural areas who are under threat of social exclusion, taking account of modern forms of vocational training and lifelong education.</u> <p>Within the above project type, the initiatives taken concerned the following scope: counselling on pursuing a new career and acquiring new qualifications, trainings and courses aimed at increased skills and qualifications related to a new non-agricultural career, particularly trainings for youths on entrepreneurship, promotion of lifelong online education on rural areas, subsidising jobs in small and medium enterprises for employees from former agricultural sector, study visits, internships and apprenticeships.</p> <ul style="list-style-type: none"> - <u>development of network, partnerships and social capital - support for non-governmental institutions and organisations engaged in agricultural development</u> <p>Within the above project type, the initiatives taken concerned the following scope: information and promotion as for trainings aimed at stimulating the participation of rural inhabitants and organisations in the process of planning development strategy for rural areas; supporting joint ventures of local partners that promote modern farming; promotion of partnerships between public and non-governmental sectors in order to implement public tasks in agricultural sector; support for local initiatives that promote a region- particularly its products, services, culture and art; study visits to the countries of partnerships.</p> <p>It has been recommended that initiatives within a given project type should be combined with various project types in one programme.</p>
Beneficiaries (Executing Agencies)	<ul style="list-style-type: none"> - regional government - organisations, unions and associations of regional government - euroregions - agricultural advisory centres - agricultural market agencies - non-governmental organisations

Source: own analysis based on programming documents

Some of the most important criteria of the substantive assessment of the projects within the thematic area – *Initiatives for the development of peripheral and underdeveloped regions* have been as follows⁴: direct impact on stimulating regional/local development; impact on stimulating employment; identification level and contribution to solving/alleviating the most important problems of a given area.

As for specific criteria, the following have been stated: impact on the development of local entrepreneurship and agricultural processing aimed at creating non-agricultural sources of income on rural areas; impact on the development of human resources (youths in particular), taking account of modern forms of vocational training and lifelong education; impact on the development of partnership networks and of social capita (support for non-governmental institutions and organisations engaged in agricultural development). Also, the participation of partners

⁴ The criteria referred to peripheral and underdeveloped regions on the area of geographical concentration.

in the Programme, the justification of urgency and necessity for the Programme implementation as well as the sustainability of the Programme impact were taken into consideration.

Effects and assessment of effectiveness and efficiency

Within the considered thematic area, one intake of applications was organised, lasting from October 1st to December 23rd, 2008. Consequently, 10 programmes were selected and thus the allocation attributable to the area was filled up. A list of the projects is presented in the table below.

Table 8. List of projects implemented within the thematic area – Initiatives for the development of peripheral and underdeveloped regions

Project No.	Title	Implementing Entity	Project partners	Voivodeship	SPCP grant amount (CHF)
KIK/06	Local Initiatives for Regional Development of the District of Gorlice and of Nowy Sącz	Małopolska Agency of Regional j.s.c., Development, MARR j.s.c.	District of Gorlice, District of Nowy Sącz, Małopolska Tourist Organisation	Małopolskie	6 753 818
KIK/07	The Alps for the Carpathians: a programme, whose objective is to free the economic potential of the mountain areas of Podkarpackie by transferring Swiss practices	Carpatian Foundation – Poland	Bieszczady Agency for Regional Development; Podkarpackie Chamber of Commerce in Krosno; Regional Chamber of Commerce in Sanok, Bieszczady European Forum	Podkarpackie	4 818 388
KIK/08	The Świętokrzyskie Mountains Are Our Future	Centre for Promotion and Support of Agricultural Entrepreneurship	Marshal Office of Świętokrzyskie Voivodeship, Gmina Dwikozy	Świętokrzyskie	6 722 265
KIK/09	Local Product Małopolska- Development of Local Entrepreneurship and Processing Industry Based on Partnership Initiative for Economic Education of Inhabitants as well as Regional System of Marketing Products from Małopolska	Partnership for Environment Foundation	Gościniec 4 Żywiołów Association REDD ⁵	Małopolskie	3 576 610
KIK/10	Comprehensive Development Programme "Ourselves to Ourselves" in "Strug Valley" microregion	Regional Agricultural-Industrial Association – 'The Valley of the Strug River'	Addiction Prevention Society – 'Sober Commune'	Podkarpackie	3 564 294
KIK/11	Local Brand – Chance of Entrepreneurship Development on the Nobility Trail	Commune of Mełgiew	Communes: Rybczewice, Piaski, Spiczyn, Wólka and Gorzków, Fundacja Fundusz	Lubelskie	5 284 955

⁵ Additionally, 16 regional and local partners along with partners from regions of product origin.

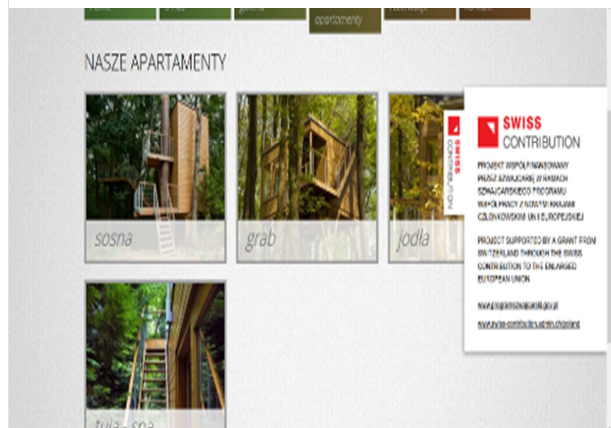
Project No.	Title	Implementing Entity	Project partners	Voivodeship	SPCP grant amount (CHF)
			Lokalny im. Jana III Sobieskiego		
KIK/12	Alpine-Carpatian Cooperation Bridge	Association-Carpatian Euroregion and Poland	Association for Development and Promotion of Podkarpacie - 'Pro Carpathia'	Podkarpackie	5 217 903
KIK/13	From Vision to Modern Management of Gotania sub-region	Urban commune of Hrubieszów	Communes: Dołhobyczów, Hrubieszów, Komarów-Osada, Mircze, Tomaszów Lubelski, Trzeszczany, Tyszowce, Uchanie, Werbkowice, Foundation of Development of Lubelszczyzna	Lubelskie	4 138 048
KIK/14	The Valley of Carp – Chance for the Future. Partnership Programme of Socio-Economic Activation and of Entrepreneurship Promotion	Commune of Zator	Communes: Osiek, Polanka Wielka, Przeciszów, Brzeźnica, PUP Oświęcim, PUP Wadowice	Małopolskie	3 623 321
KIK/15	EUROchance for Lubelskie Voivodship – the creation of a social consensus for the sustainable development of the sub-region in cultural landscape of the tourist triangle of Nałęczów-Puławy – Kazimierz Dolny"	District of Puławy	LGD 'Green Ring', Lublin Agricultural Advisory Centre in Końskowola, Lublin Self-Assistance Centre	Lubelskie	4 000 000
TOTAL					47 699 602

Source: own analysis based on Annual Report on SPCP implementation over 1 January-31 December 2016

Within the considered thematic area, by the end of 2016 implementation of 7 out of 10 projects was completed. As for KIK/08, KIK/09 and KIK/14 it was decided to prolong their implementation till March 31st 2017. Project initiatives on the area of geographical concentration have contributed to taking many interesting actions aimed at: improving the economic situation of the inhabitants, expanding their knowledge, increasing tourist attractiveness of the regions and increasing the demand for local products.

As for initiatives taken in the area of ‘regional development’, over 50% of the Funds was allocated for application intakes within the so-called re-granting, i.e. providing, by way of competition, financial resources for ultimate beneficiaries such as: entrepreneurs, people aiming to set up a business or non-governmental organisations. In this respect, by the end of last year the total of the donations granted within 81 announced intakes amounted to PLN 77 million. Many interesting initiatives were taken and they have raised tourist attractiveness of the regions, e.g. *Tree Houses in Nałęczów* implemented within KIK/15 or *Culinary Trail – Tastes of Podkarpacie* within KIK/12.

Figure 1. Example interesting SPCP initiative aimed at increasing tourist attractiveness of a region



Source: <http://www.wdrzewach.pl/access> 16.05.2017)

As for the most important support outcomes within this thematic area, it is worth mentioning the promotion of regions in the broad sense as well as the promotion of regional and local products. A good example of such initiatives are local brands launched within the SPCP, e.g. *Made in Karpaty* (LIK/07), *Dolina Strugu* (KIK/10) and *Carpathia* (KIK/12). The brands are an element of the system of tools promoting a region and contributing to maintaining the sustainability of projects after they have been completed.

Also, it is necessary to remember to create and promote a local product and then to launch it on the market. One example of such initiatives is the Centre for Local Culinary Culture – *Bistro Carrot*, implemented within KIK/09. Its goal is to promote a healthy diet based on products made by local producers. The *Bistro*, along with local fairs and purchasing clubs, is another element of the local system enhancing a direct purchase of local products (KIK/09). Regional products have become more recognisable as a showcase of the region due to, among others, the SPCP project implementation.

Local resources are also referred to by e.g. ‘*List of Important Things*’, the projects developed within KIK/08. It is a catalogue of local resources, whose aim is to identify and promote local resources of the region. he elaborated *List...* is to inspire for setting up business activity, developing companies already existing or for establishing local cooperation. It also has an educational aspect. Moreover, a pilot initiative aimed at creating the Carpathian stencil and at attempting to commercialise the Carpathian pattern (KIK/07) was taken. If used skillfully, folk design, due to its great capacity, could be an attractive tool of promoting a region and it could be a supplement to the offered tourist product as well.

Some projects also include advisory initiatives. For example, within KIK/15 counselling for prospective grant recipients was given, whereas KIK/08 gave rise to *Świętokrzyska Business Academy*, established to provide advice for entrepreneurs on company management. Also, trainings for local leaders on development initiatives were conducted.

Another aspect of the considered thematic area that should draw attention is trainings aimed at inhabitants. Trainings are a significant component of the projects in the area of *Regional development*. Their participants were mostly inhabitants of the area of geographical concentration

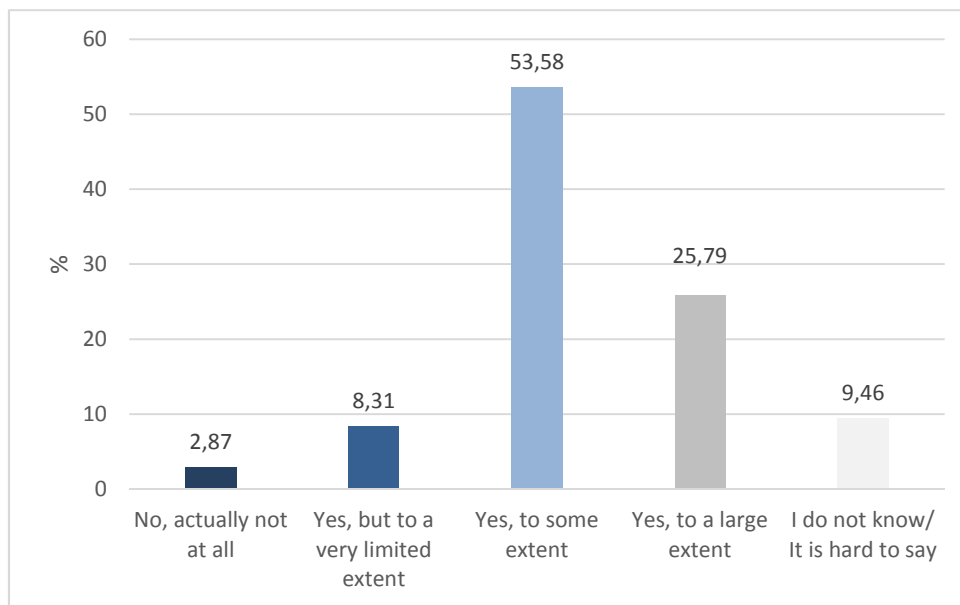
who broadened their knowledge and gained new skills in different fields ranging from food processing to computer literacy. The trainings were also targeted at beneficiaries of the application intake – they were to support them in the process of applying for grants and in the preparation of reporting documentation. An example of interesting SPCP educational initiatives is trainings and internships for youths and the unemployed. In this respect, good practices have been reflected in the educational programme- *Dream Company* implemented by the Centre for Promotion and Support of Agricultural Entrepreneurship in Sandomierz (KIK/08) as well as an internship programme implemented by the Commune of Zator in Małopolskie Voivodeship (KIK/14).

Table 9. Trainings organised within the thematic area by the end of 2016

Project number	Overall number of trainings	Estimated number of participants
KIK/06	299	3 586
KIK/07	73	460
KIK/08	35	762
KIK/09	63	1 133
KIK/10	62	3348
KIK/11	25	448
KIK/12	69	1 140
KIK/13	44	660
KIK/14	444	6 668
KIK/15	134	1 765
SUMA	1 248	19 970

Source: own analysis based on an annual report

Figure 2. Opinions of beneficiaries (the area of regional development) on improved situation of target support groups

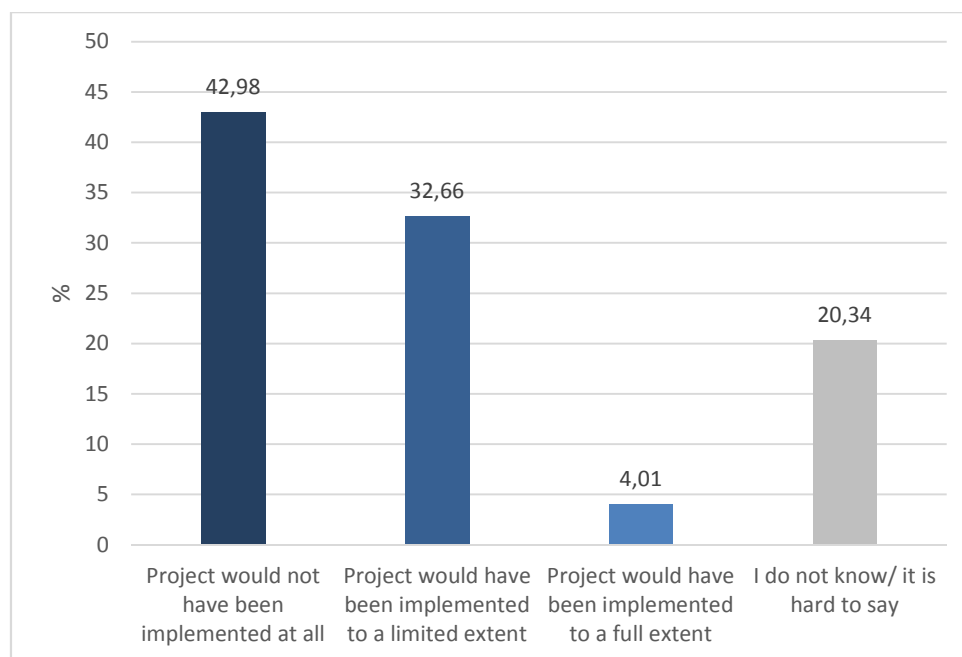


Source: CAWI survey on beneficiaries. The area of initiatives for regional development (n=349). Question 6: Do you think the project has contributed to the improvement of the situation of the target groups of support recipients, including to the equalisation of their socio-economic chances?

In the opinions of the beneficiaries expressed in the CAWI survey, the project implementation within this area has contributed to some extent, to the improvement of the situation of target support groups, including to the equalisation of their socio-economic chances.

It is worth stating here that according to the same respondents, the implementation of similar initiatives without SPCP support would not have been possible. In the CAWI survey only 4% of the beneficiaries claimed that they would have managed without the Swiss Funds.

Figure 3. Opinions of beneficiaries (the area of regional development) on possible project implementation without SPCP support



Source: CAWI survey on beneficiaries. The area of initiatives for regional development (n=349). Question 3: Would you have implemented the project if you had not received the SPCP support?

According to the annual report on the considered thematic area, most projects have been completed⁶. As for regional development, the level of factual progress ranges from 98% to 99.5%. Many indicators in regard with this area have reached higher values, in some cases considerably higher. The main reasons are stated to have been the exchange rate changes generating project savings or changes in methodology for calculating a given indicator.

In the case of an increased number of training participants the cause was stated to be growing interest in this kind of support. Sometimes this interest resulted from a bigger, than originally planned, number of application intakes within grant funding. As for KIK/12, as compared to 16 originally planned entities engaged in the cluster initiative, the ultimate number turned out to be 54⁷, which was connected with a dynamic development of the Cluster – Tastes of Podkarpacie. The indicator values regarding regional products, traditional and ecological, have also increased due to proper promotional initiatives.

The problems with obtaining the defined indicators were scarce, and the reasons were different, depending on the project. The problems were often a result of mishaps, such as withdrawing an entrepreneur from the project implementation. Within KIK/10, for example, it was difficult to obtain an ecological certificate as too few local producers decided not to convert to ecological production due to its higher cost.

As for the considered area, some positive effects that should be mentioned are established partnerships as well as transferred knowledge and good practices. Sometimes the cooperation of partners went beyond the scope of originally assumed project initiatives. It could be illustrated

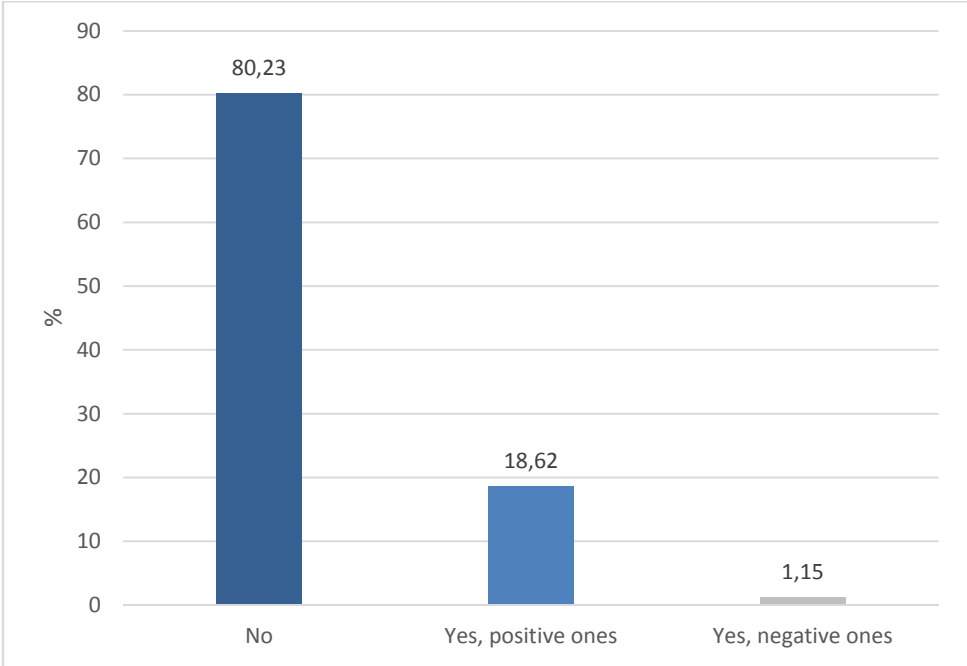
⁶ Except for the projects, the implementation of which is to be continued.

⁷ The state in September 2016.

by e.g. KIK/12. The project initiatives taken within it initiated cooperation with HESSO, the Institute of Tourism in Sierre. As a result, the projects – ‘Transnational Partnership for Innovation in Tourism’ and ‘Alpine-Carpathian Tourist Cluster of Knowledge’- were implemented within the Block Grant of the Swiss-Polish Cooperation Programme. Communes acting together within KIK/13 engaged in projects on renewable energy sources. They have gained EU Funds for supporting individual households and they are going to provide their inhabitants with donations for solar collectors and photovoltaic installations. The communes gathered in the Local Active Groups, which are making use of SPCP support, apply jointly for Funds of the Programme of Development of Rural Areas. As for KIK/12, following some attempts to establish a cross-border development area, the so-called ‘BIESPOL Flagship Region’, it was possible to successfully develop the existing cooperation of the Institutions from this area. The effects of this cooperation are, among others, small and large complex projects within the programme – Interreg V-A Poland-Slovakia. Also, as a result of study visits, the programme participants sometimes proposed taking joint initiatives.

Also, in the CAWI survey, most beneficiaries who have observed unplanned effects of the implemented projects assessed them positively.

Figure 4. Opinions of beneficiaries (the area of regional development) on unplanned effects



Source: CAWI survey on beneficiaries. The area of initiatives for regional development (n=349). Question 2: Do you think that any effects, originally unintended, have occurred due to the project implementation?

As for unintended effects, the most frequently mentioned were promoting local products and services as well as activating local community. Also, while implementing SPCP projects, it was often possible to expand the proposed variety of products and services. The same number of respondents paid attention to possibilities of taking additional initiatives, also as a result of savings made while

implementing projects and of developed competences, both soft ones and those with regard to developing project initiatives⁸.

As for the comprehensive intervention assessment, it is worth pointing out that the projects implemented within the considered support area were complex. They combined 'soft' initiatives with-to some extent- investment elements. Such a combination was a coherent whole and it strengthened the support efficiency. Good examples could be: Centre for Labour Market Activation (KIK/14), small tourist investments (KIK/13) or kitchen incubators (KIK/08 and KIK/09) where it is possible to make food preparations from own agricultural produces. The two latter may well be a good illustration of innovative solutions used in some projects.

Moreover, the engagement of a wide range of partners should be assessed positively. Entrepreneurs, representatives of regional government as well as local associations and other non-governmental organisations were engaged in the projects concerning regional development. This engagement was a result of a 'bottom-up' initiative that contributes significantly to building up local integration and exchanging experiences.

With reference to entities implementing the projects, it is worth noting the SPCP impact on building up their capacity for project management and implementation. Both entities previously implementing projects financed from external sources and those for whom the SPCP was the first contact with such Funds have gained experience, which could influence the sustainability of ventures in the future.

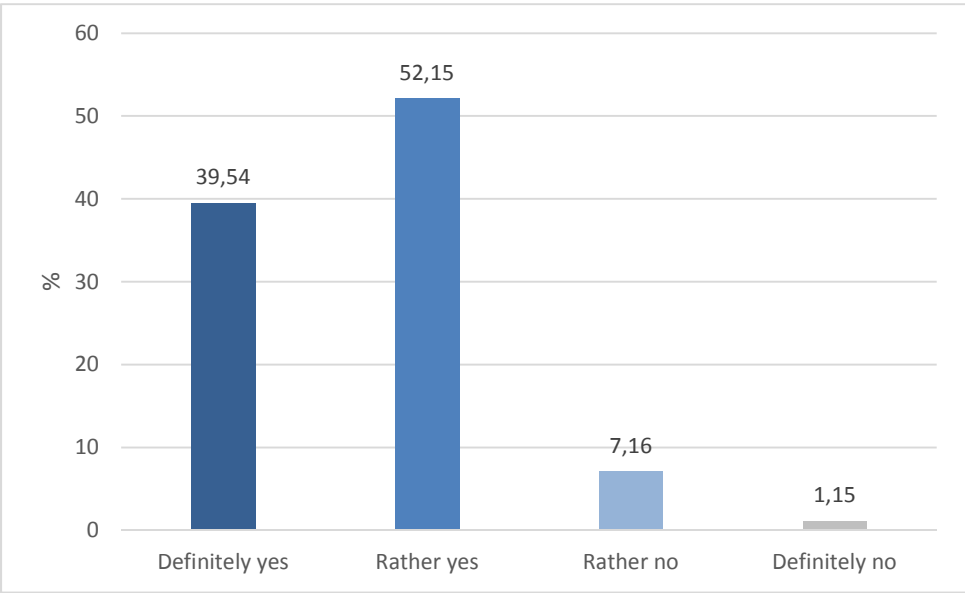
Sustainability

The sustainability of the impact obtained within the considered area could be assessed as satisfactory. Initiatives activating a local community, including those in view of searching for alternative (to the current ones) sources of funding for development initiatives, could be the factor that is likely to positively influence the maintenance of the support impact. The fact that most projects are related to the area of tourist attractiveness can also contribute to maintaining the impact sustainability. Also, one should not neglect the importance of informative and promotional campaigns that are launched with the use of more and more modern methods and that can strengthen the above mentioned impact in the area of tourism. Interesting examples are the field game organised within the project – 'Local Brand – Chance of Entrepreneurship Development on the Nobility Trail in Lubelskie Voivodeship' (KIK/11) and the computer game presenting SPCP outcomes, which was an element of the informative and promotional campaign – 'We Develop Poland with Swiss Precision' commissioned by the National Coordination Unit. Moreover, as a result of this campaign, an interactive map was created, which showed locations of implementing SPCP projects. The factor that could limit the initiative scale in the future is the limitation of potential sources of funding for analogous SPCP initiatives to be taken.

The sustainability assessment is also positive from the point of view of project beneficiaries. In the CAWI survey a considerable majority of them have declared that the effects of the initiatives taken within their projects will be also felt or used after the project completion.

⁸ Based on an analysis of open questions in CAWI questionnaire. 15 respondents have given the answers that could be classified as a promotion of local products and services, 14 answers as an activation of local community, 12 as an development of offered products and services. 6 answers in each of the areas: competences and development of unintended initiatives (n=65).

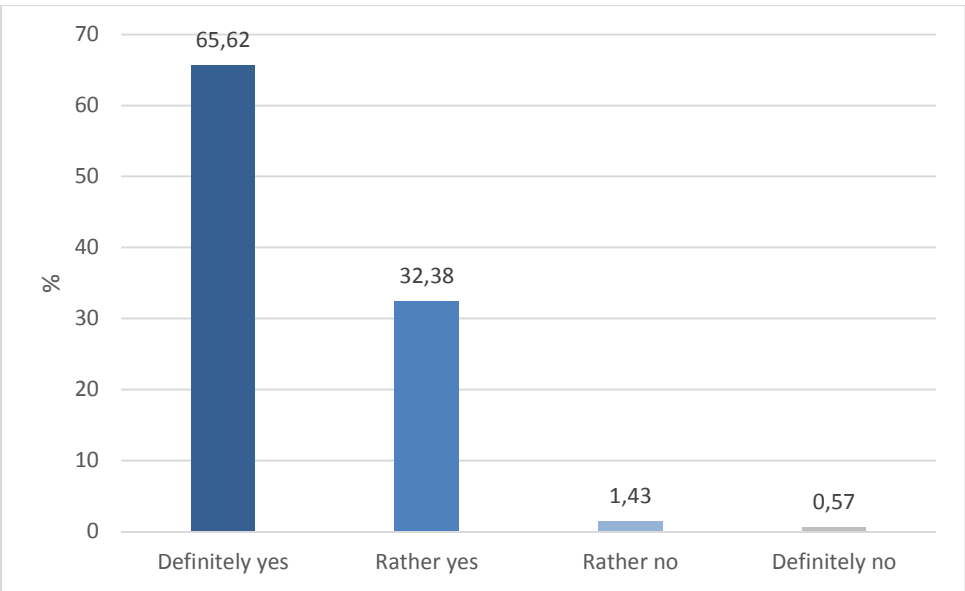
Figure 5. Opinions of beneficiaries in the area of regional development on the sustainability (use) of project impact



Source: CAWI survey on beneficiaries. The area –initiatives for regional development (n=349). Question 4 ; Which statement best describes the effects and impact of your project? Option: ‘ The project impact will still be felt/used after its completion’

A similar situation is observed, when it comes to the declared assessment of beneficiaries’ own capacity for maintaining the results of the project after its completion, also when it needs financial outlays.

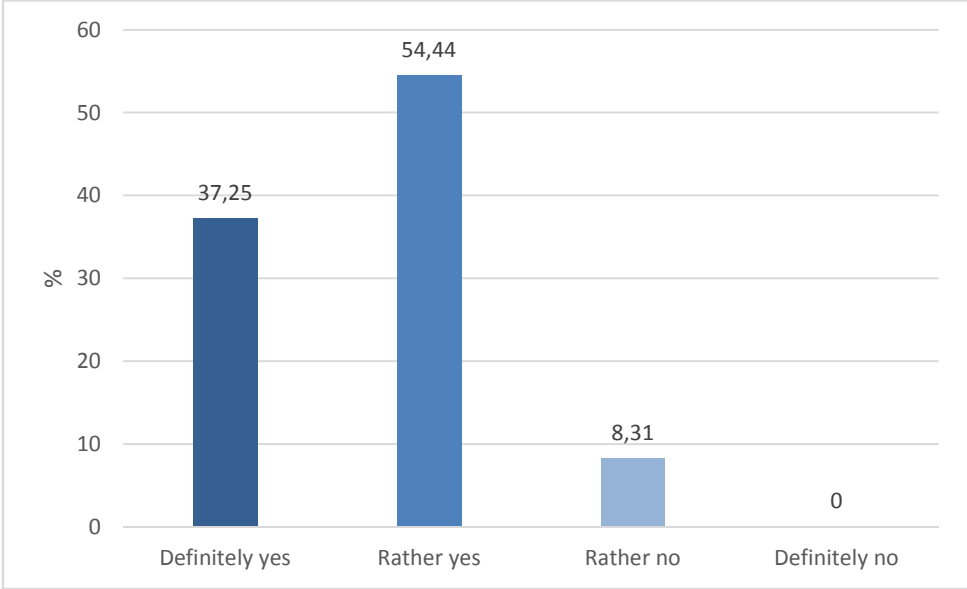
Figure 6. Opinions of beneficiaries in the area of regional development on the sustainability (maintenance) of project impact



Source: CAWI survey on beneficiaries. The area –initiatives for regional development (n=349). Question 4:Which statement best describes the effects and impact of your project? Option: ‘We will manage to maintain the project impact after the project implementation has been completed even if it needs financial outlays’.

Over 90% of ultimate beneficiaries of the projects implemented in the area of regional development have declared that in the future they are willing to develop or extend the scope of the impact obtained as a result of the projects implemented by them.

Figure 7. Opinions of beneficiaries in the area of regional development on sustainability (development) of project impact



Source: CAWI survey on beneficiaries. The area – initiatives for regional development (n=349). Question 4: Which statement best describes the effects and impact of your project? Option: ‘We are planning to develop/extend the scope of the project impact in the future’.

Factors determining effectiveness, efficiency, sustainability and impact

The effectiveness of initiatives taken within the considered thematic area was determined by several factors. One of them was an institutional capacity of the entities engaged in the implementation of project initiatives. According to one respondent, better effects could have been observed in the case of projects implemented either in partnership with units of regional government or by these units themselves. An example is KIK/13 implemented in partnership with communes, all the outcomes of which have been obtained, like in the case of KIK/15. The engagement of the Marshal’s Office was, for example, indicated in one of the projects as a very important factor of the successful promotion of the initiatives taken. Irrespective of the above, communication in the project implementation has been regarded as a factor that might determine further success of the project. It is because it has made it possible for future beneficiaries to properly prepare for implementing project initiatives. An opposite example, which showed up in one interview, is KIK/10. It was implemented in partnership of two associations and frequently encountered implementation problems. The reason was that the project misestimated the capacity of the implementing team. This example shows that the institutional capacity of entities taking initiatives within a project is of great significance for successful implementation.

Another success factor, as it was indicated, has been properly planned project initiatives based on reliable analyses. A good example is KIK/08 and a diagnosis of local resources with marketing capacity that was conducted within the Programme. It was research including over 1000 questionnaires, which were the basis for working out the already mentioned catalogue of local

resources. The positive fact was inviting the local community to plan the project assumptions by organizing workshops aimed at identifying their needs. As for this thematic area, it was also possible to observe some elements that planned at the stage of designing the project outline have become out of date. An example is the KIK/10 initiative of setting up the so-called interclubs, i.e. cafes with access to the Internet. In view of gaining popularity of mobile technologies, when the net is accessible almost to everybody by smartphones, similar initiatives are less justifiable.

An approach of institutions supervising the SPCP project implementation has also been of great importance, especially as for the engagement of the Donor in single initiatives. It has very often been assessed positively and regarded as the Donor's concern about the Funds at their disposal. Openness to a dialogue as for potential changes or other risks has been appreciated. Because representatives of the Donor have permanently been present in Poland, it was possible to organise *ad hoc* meetings to discuss current affairs and solve potential problems. Many issues have often been successfully settled through working contacts only to be formally approved later. The SPCP Office in Warsaw has also helped to organise study visits, arrange contacts with Swiss entities and develop the schedule of such visits.

On the other hand, some opinions have been heard that such engagement of the Swiss party disturbs the hierarchy between the institutions involved in the Programme implementation, causes unnecessary informative confusion and that it sometimes leads to doubling responsibilities in respect of providing information on the progress in implementing particular projects. The above mentioned was to concern the situations when three different institutions requested information on similar topics.

Despite some reservations of institutions involved in the SPCP implementation towards the system as such, many beneficiaries believe that the Programme is one of the least complicated, as for obtaining the Swiss Funds. In the opinion of one respondent, it is the non-governmental organisations which previously were unable to reach for external financial sources that has taken advantage of the Programme. Not having necessary experience, they were beaten by their competitors. Thanks to the Programme they had a chance to make use of a more friendly system. As a result, many interesting local initiatives have been taken. Furthermore, the SPCP could trigger further engagement of entities in regional development in the future. It would be possible thanks to the experience gained in the course of taking Programme initiatives.

Conclusions

The relevance, effectiveness and sustainability of SPCP interventions in the area of 'regional development' can be assessed as satisfactory. A positive assessment should be given to an integrated character of the ventures combining investment and non-investment elements. The implemented projects have created conditions for developing: local entrepreneurship and agricultural processing industry, local human resources, networks and partnerships. Quite often solutions used in the projects have proven to be innovative as compared to the previous ones, which is undoubtedly a strength of the Programme. In some cases institutions implementing the projects have attempted to strengthen the obtained SPCP effects with their own idea, which is not only a good example of local bottom-up engagement, but also a positive aspect of taking SPCP initiatives. As for re-granting, new enterprises have been set up. New tourist products and local brands have been created and frequently promoted successfully outside the region. Another strength of the area of regional

development has been trainings on how to start and run a business. In the opinion of interviewees, it would not have been possible to obtain such high outcomes but for the Swiss Funds. The projects have often been complex and they combined an investment component with soft initiatives. Their budgets were also quite high, given the initiatives of this kind.

Private sector

Assumptions

As for the area of private sector (Programme Priority 3.), SPCP interventions are targeted at the following two thematic areas: (1) improved business environment and increased accessibility of capital sources for micro, small and medium enterprises (SME) and (2) developed private sector and promoted SME exports. The instruments of the support implementation within SPCP Priority 3 as a whole were three individual projects⁹. The two of them were implemented in the area of improved business environment and capital accessibility. They were as follows:

- KIK/01: an individual project of the National Capital Fund Ltd. on supporting access to risk capital; the project objective has been defined as the increased accessibility of external sources for financing investments for small and medium enterprises at early stages of development – the investments contributing to an increased level of innovation and thus leading to the increased competitiveness of Polish enterprises and the whole economy; in 2016 the KIK/01 objective was extended – component II was created within which the Funds were allocated for supporting the SME sector under de minimis guarantee programme implemented by Bank Gospodarstwa Krajowego (the component implementation was attributed to Bank Gospodarstwa Krajowego).
- KIK/05: an individual project of the World Bank (the Offices in Warsaw and Vienna, the Centre for Financial Reporting Reform) on supporting nationwide institutional and legal capacity with regard to financial and auditing reporting in private sector¹⁰; the project objective was to build up nationwide the institutional and legal capacity with regard to financial and auditing reporting in private sector.

The third project (KIM-60),aimed at implementing the support for the development of private sector and for the promotion of SME exports, involved a set of initiatives for increased regional competitiveness by promoting the concept of corporate social responsibility. The long-term objective of the project was defined as ‘increased competitiveness of Polish SMEs in the international business environment.’

As for the implementation mechanisms of the two projects included in this evaluation (i.e. KIK/05 and KIK/60), it should be stated that the mechanisms were different. In the case of KIK/05 it involved direct implementing, by the project Implementing Entity, all planned detailed initiatives. When it comes to KIK/60, the implementation mechanism ascribed to some initiatives involved providing support to beneficiaries that were selected by competition. Within this project such beneficiaries implemented sub-projects (re-granting).

Table 10. Support assumptions within the thematic area of private sector

Support assumptions

⁹ This evaluation is based on the analysis of two of the projects, i.e. (further described) KIK/05 and KIK/60 (in compliance with the agreed scope) and it does not cover the individual project of the National Capital Fund Ltd.

¹⁰ The project has been an element of the ‘Financial Reporting Technical Assistance’ by the World Bank, which was implemented in new EU member countries (Poland, Slovenia, Estonia, Latvia and the Czech Republic).

	Support assumptions
Projects (project title)	<ul style="list-style-type: none"> • KIK/05 – Individual project on building nationwide institutional and legal capacity with regard to financial and auditing reporting in private sector • KIK/60 – Increased Competitiveness of Regions by Corporate Social Responsibility (CSR)
Executing Agencies	<ul style="list-style-type: none"> • KIK/05 – International Bank for Reconstruction and Development • KIK/60 – Polish Agency for Enterprise Development
Allocation value	KIK/05 = 10 000 000 CHF KIK/60 = 4 866 117 CHF
Support rate	<ul style="list-style-type: none"> • KIK/05: 100% funding for overall eligible costs of the project • KIK/60: 100% funding for overall eligible costs of the project at the level of Implementing Entity: at the level of sub-projects (MSE grants for the pilot implementation of solutions with regard to corporate social responsibility, such as funding for counselling services and implementation works in the enterprise; • grants for entrepreneurs provided as de minimis aid – up to PLN 100 thousand per a company – applicant’s own contribution of at least 30% of the project eligible costs required
Support scope (project initiative subject)	<ul style="list-style-type: none"> • KIK/05: <ul style="list-style-type: none"> - counselling initiatives aimed at improving the system of public supervision over the profession of statutory auditor, also with regard to quality assurance - trainings on accounting standards (national/international) and on auditing, for accountants, statutory auditors and public servants - analyses aimed at coping with difficulties encountered by private sector within balance-sheet accounting – tax regulations, financial management, statistical requirements - preparation of programmes of long-life education for accountants and statutory auditors. • KIK/60: <ul style="list-style-type: none"> - building competences of Support Centres for Importers and Exporters, regional decision-makers, micro, small and medium entrepreneurs in the area of corporate social responsibility and by organizing trainings, workshops and study visits, also by initiatives aimed at increasing CSR consciousness - SME grants (re-granting) for pilot projects aimed at financing the implementation of CSR solutions - Communicating and promoting good practices with regard to implemented CSR solutions
Final recipients	<ul style="list-style-type: none"> • KIK/05: <ul style="list-style-type: none"> - accountants, statutory auditors and their professional associations - public authorities in charge of detailed balance-sheet legal regulations and authorities applying those regulations to public contacts with private entities - entrepreneurs obliged to comply with regulations on balance-sheet law. • KIK/60: <ul style="list-style-type: none"> - Support Centres for Investors and Exporters - Marshal’s Offices - micro, small and medium entrepreneurs

Source: own analysis based on programming documents and project documentation

The objectives and subject matter of the above described projects correspond to the core of the SPCP priority area and to the detailed thematic areas defined within the Programme framework. In view of this, the thematic scope of the projects should be regarded as justifiable. In this respect,

while assessing the legitimacy of implementing the projects considered, it is necessary to point at particular premises for the two interventions. They are a number of challenges to which the projects responded properly.

As for KIK/05, improved competence of the sector of financial reporting and auditing in the broad sense, with regard both to public administration and private sector (accountants, statutory auditors and accounting services in MSEs) is of key significance. In this case, a particular challenge, properly addressed in the project subject matter, was meeting the requirements of 2006/43/WE Directive (including the implementation of the system of public supervision over the work of statutory auditors) and responding to different problems related to adapting the EU law – International Financial Reporting Standards, the significance of which has still been on the increase. These issues are also important in view of striving for high substantive quality and at the same time for creating a business-friendly environment in Poland in accordance with public legal regulations on financial reporting in economic entities. Moreover, it should be obvious that a high substantive level of financial and accounting services brings particular measurable consequences for doing business. In general, it is necessary to state that the reliability and quality of financial reports in enterprises turns out to be especially important and it is often a condition of success in gaining capital from external sources (e.g. credits or the so-called participation Funds from investors). Bearing in mind the fact that the above mentioned issues were included in the range of KIK/05 tasks, the utility of this project should be assessed positively.

As for the second considered venture, attention should be mostly paid to a growing significance of initiatives taken in the business environment and oriented at satisfying some social need (such activities are referred to as corporate social responsibility -CSR¹¹). Nowadays, due to contemporary challenges for the economic growth, such initiatives should be taken not only by large enterprises, i.e. corporate sector (as it was traditionally understood). It seems obvious that such an activity is justifiable in business as CSR initiatives could contribute to measurable outcomes as for gaining competitive advantage. In this respect the following effects can be indicated: maintained present clients and/or attracted new ones, increased innovation, limited costs, improved image of the entrepreneur or satisfied employees. In view of public administration, taking CSR initiatives by entrepreneurs contributes to sustainable social and economic development and to increased economy competitiveness.

Unfortunately, knowledge of corporate responsibility in Poland, especially in SMEs and public administration, is insufficient. Moreover, previously it was not the subject matter of initiatives within a public intervention¹². Such a finding justified the need for implementing the project aimed at broadening knowledge and developing an institutional capacity with regard to putting the concept of corporate social responsibility into the economic practice of micro, small and medium enterprises, into initiatives of public administration and into institutions in business environment. The second project (KIK/60), which is referred to in this analysis, was designed with taking account of the above. Including corporate social responsibility in its thematic scope is definitely right.

¹¹ According to ISO 26000 corporate social responsibility refers to the responsibility of entrepreneurs for the impact their initiatives/decision have on society and environment.

¹² See: 'Good Business, i.e. CSR in SME. Presentation of Good Practices within PAED Project – Increased Competitiveness of Regions by Corporate Social Responsibility (CSR)', PAED, Swiss Contribution, Warsaw, 2017, p. 10.

Effects and assessment of effectiveness and efficiency

Both projects implemented within SPCP priority 3 are characterized by a high level of effectiveness and efficiency. It results from the outcome and output indicators obtained within the projects, which proves that the objectives of the projects have been achieved and hence the Funds managed properly.

As for the KIK -05 outputs¹³, particular attention should be paid to a satisfactory level of national trainings for statutory auditors and accountants and to a very large number of the people trained. Similarly, the indicators of projects outcomes were satisfactory. As for all the indicators, the planned target values were exceeded (sometimes considerably). The fact that it concerns five out of six indicators proves a very favourable multi-dimensional aspect of the project effects. They refer to competences of accounting and financial auditing services as well as to the improved system of supervision over the financial auditing market.

Similar conclusions refer to the project KIK/60. The project outputs have been divided into 3 groups (components- according to the adopted and developed sequence of implemented project initiatives): (1) outputs resulting from knowledge transfer and from CSR competence, (2) outputs related to the support for implementing the CSR approach in enterprises as for the pilot projects in which the enterprises were engaged, (3) outputs related to promoting the best practices in CSR implementation and to communicating the project outcomes. All the outputs planned in this project have been obtained, most frequently at the level exceeding the assumed target values¹⁴ (e.g. a number of participants in trainings and study visits, a number of candidates for CSR consultants, a number of financed pilot projects in enterprises, or a number of displays of the project website).

Similar conclusions are made as for outcomes (also according to the sequence of project initiatives). In this respect the assumed target values are observed to have been exceeded. In view of the project objectives, particular attention should be paid to the outcomes with regard to multiplied numbers of CSR solutions implemented efficiently in enterprises in the following areas: environment (173 implementations against 130 planned); employment conditions and SME social engagement (154 implementations against 130 planned)¹⁵; a number of developed CSR regional strategies (14 against 8 planned); and numerous effects with regard to promoting best practices (promoting knowledge of a group of 55 projects qualified as best practice) and CSR information.

The above outcomes have contributed to increased competitiveness of Polish SMEs in business environment, which has been reflected in:

- growth of net income in financially supported enterprises (observed in 51% of companies implementing pilot projects against 25% planned),
- created new jobs in enterprises (44% of financially supported companies against 25% planned),
- entered new selling markets (25% of financially supported enterprises).

¹³ The presented synthesis is based on the KIK/05 case study (the study is presented in a separate part of this report).

¹⁴ Based on the KIK/60 indicator table reporting on the outcomes (state at the end of April 2017).

¹⁵ Example pilot ventures (classified as best practices) aimed at implementing the CSR concept in enterprises are presented in the publication- 'Good Business, i.e. CSR in SMEs' /.../ op. cit.

The above presented facts justify a positive opinion on the effects of the projects implemented – their effectiveness and efficiency¹⁶. Consequently, the implemented interventions were important factors determining the development of private sector in Poland, according to objectives 5 and 6 of the Programme thematic area.

Relevance

The projects implemented within SPCP priority 3 are relevant interventions, which was determined by their objectives to have been achieved, by the obtained outputs and outcomes. They were properly adjusted to the needs identified in both thematic areas of Programme priority 3¹⁷. Particularly, it is worth mentioning the adjustments to the needs of ultimate recipients, i.e. the sector of financial auditing and accounting as well as micro, small and medium enterprises and public administration. Moreover, it should be stressed that the intervention relevance resulted from institutional strengthening, i.e. developing competence and operational capacity of different structures that influence the conditions of doing business in Poland. For example, as for KIK/05, the two key branch institutions were strengthened – the National Chamber of Statutory Auditors and the Associations of Accountants in Poland. Within KIK/60 the Supports Centres for Investors and Exporters – initiated a bit earlier – were strengthened.

It is worth adding that in the opinions of beneficiaries within thematic area 6, mostly entrepreneurs engaged in projects aimed at CSR, most of those already implemented would not have been commenced but for the KIK/60 intervention/support (ca. 21% of the respondents decidedly said so, 62% claimed that the ventures would have been implemented but to a limited extent)¹⁸. Moreover, in most cases, the respondents were of the opinion that the projects implemented by them have positively influenced the situation of the target groups of support recipients (e.g. employees in companies implementing CSR or a broader social environment of the enterprise).

Impact

An analysis of KIK/05 and KIK/60 allows to positively assess the project impact as for the thematic areas within which they were implemented. In both cases it is confirmed by the levels of the obtained outcome indicators.

¹⁶ The effects were earlier revealed in the interim evaluation in 2015, commissioned by PAED, when over half the projects (73) implemented by enterprises had been completed (the evaluation covered all the projects). At that time “Initiatives initiated by companies within CSR projects were continued. Over 2/3 of beneficiaries still kept on taking initiatives in all /.../ areas [CSR], including 76% with regard to social engagement, 76% in the area of environment, and as much as 88% in the area of relations with employees’. See: A. Stanek-Kowalczyk, K. Pietrasik at al., ‘[ex-post] Evaluation of the Programme Increased Competitiveness of Regions by Corporate social responsibility (CSR)- Final Report’, PAED, Warsaw 2015, p.4.

¹⁷ KIK/60, as a case study was included in the research on ‘Evaluation: Swiss Contribution to the Enlarged European Union’ (SDC, SECO) of March 2016 (see: p. 63 – the outcomes with regard to private sector and exports promotion – project KIK/60). Within the study, the project was provisionally assessed in view of its relevance, effectiveness, efficiency and sustainability. Taking account of all the criteria, the project outcomes were assessed as satisfactory. However, as for the relevance, it was recommended to strengthen the three aspects: (1) more stress put on the tasks and roles of Marshal’s Offices and Support Centres for Investors and Exporters with regard to CSR, (2) encouraged and motivated SMEs to implement CSR solutions and (3) improved and widely accessible databases of CSR consultants.

¹⁸ In the survey a number of effective interviews amounted to 87 (almost half the number of all enterprises’ pilot projects supported financially, which amounted to 177). The respondents’ opinions pointing out the significance of the received funding indicate that the support was not burdened with the risk of deadweight (this effect could have occurred only to a limited extent – only 8% of the respondents informed about a possibility of full implementation of supported projects even without lack of the support).

As for the project on financial and auditing reporting (KIK/05), it is necessary to stress a large number of trainings to have been run and of their participants, which has contributed to promotion (expansion) of knowledge regarding international standards and the best practices in the area of financial auditing and reporting. Besides, project initiatives have led to increased capacity with regard to regulations on financial reporting and auditing and to strengthening the National Chamber of Statutory Auditors and the Associations of Accountants in Poland (mentioned above) in particular. Also, a number of analytical and advisory developments that were prepared on, for example, good practices in institutional solution in the world have a great substantive capacity. These documents could be used for the improvement of institutional environment and legislation on financial auditing. All the premises are also important in view of the project outcome sustainability, especially with regard to strengthening the two organisations representing auditors and accountants. It is estimated that the long-term project impact will involve increased confidence of different groups of stakeholders (e.g. investors, business-supporting institutions) in the quality of financial auditing conducted in accordance with the world standards.

In addition, the impact triggered by the project on corporate social responsibility should be assessed as satisfactory. In this case, also the impact on the situation of beneficiaries is undeniable, which is confirmed by the project indicators, i.e. all outcome indicators and the impact indicator applicable here and reflecting 'increased SME competitiveness in international business environment'. Obviously, as for changes in competitiveness of the whole SME sector, this impact must refer to a group of beneficiaries (the defined impact indicator does so) due to a limited project scale and to the sector size.

Other numerous measurements (apart from those mentioned above) can also be referred to. For example, entrepreneurs – beneficiaries of CSR pilot projects – have noted the following measurable benefits as for operational activity: ca.22% of enterprises have observed increased operational costs; 64% of companies have shortened the time at which selected tasks were implemented by employees and the time of creating outputs (25%); 66% of companies have reduced generating waste; 54% have reduced the energy use in the production process; 45% have limited raw materials used for production.

With regard to the components aimed at increased CSR knowledge and at extended information on the best project practices and outcomes, they definitely have influenced increased consciousness and confidence concerning the CSR utility for the SME sector, entrepreneurs, representatives of economic administration and business environment.

Sustainability

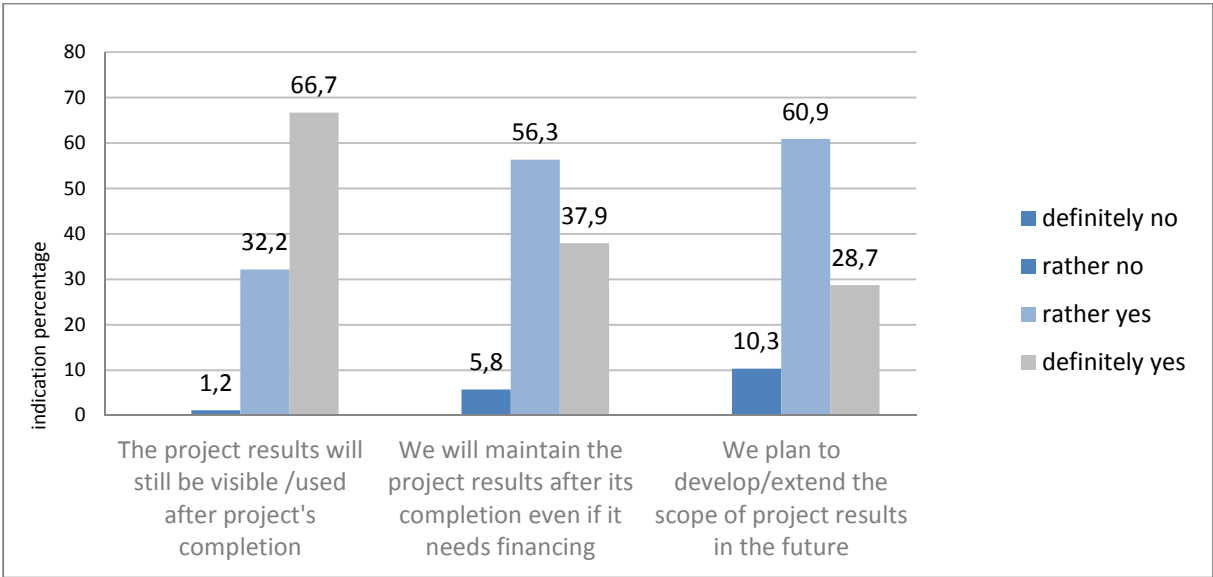
The sustainability of the projects implemented within the two thematic areas of Programme priority 3 is indisputable. As for KIK/05, it is determined by the engagement of the National Chamber of Statutory Auditors and Accountants and the Association of Accountants in Poland in the project implementation. Both institutions continue some initiatives to have been implemented within the project (e.g. counselling for statutory accountants on difficult matters, trainings) and use some outcomes worked out in the Programme (e.g. training materials). Moreover, in a longer perspective, analytical project outputs can be used. Also, some project initiatives could be (and is to be) continued

with the use of Funds provided by the World Bank and – in a longer perspective – with the use of the planned support from the European Commission¹⁹.

Conclusions on the KIK/60 impact sustainability may well be based on the results of a CAWI survey conducted on beneficiaries representing mainly the SME sector²⁰. The results of the considered survey (presented in a chart) justify making optimistic conclusions on the project impact sustainability.

According to the survey, the vast majority of the respondents believe that the outcomes of the project supported will be still used after its completion. In this respect 2/3 of the respondents present an unambiguous opinion on it, another 1/3 of them claim that such a situation will rather occur. The respondents also predict that the effects of the projects implemented will be maintained even in a situation if it needs incurring additional financial outlays. In this respect ‘rather yes’ opinions prevail (c. 56%), whereas views that it will definitely be possible account for ca. 38%. Such an opinion outlay seems natural, as the question refers to financial matters. Finally, most beneficiaries express positive opinions on plans to develop/expand the scope of the project impact in the future (ca. 61% of ‘rather yes’ opinions).

Figure 8. Opinions of beneficiaries in the area of SPCP private sector on impact sustainability of projects implemented (KIK/60)



Source: CAWI survey on beneficiaries. The area – private sector (n=87). Question 4: Which statement best describes the impact and sustainability of your project?

There were no definitely negative opinions as for each considered aspect. There are only statements that a given situation will not rather occur (generally, such views are treated as negative), however their share is really negligible or insignificant (the biggest in the area of planning the development of project impact in the future – ca. 10%), which does not contradict the conclusion of satisfactory sustainability.

¹⁹ See: KIK/05 case study.

²⁰ The reliability is determined by the large CAWI research sample (87 respondents).

The sustainability assessment of some other project outcomes seems more problematic. Particularly, it refers to the outcome of ' approved CSR practices at the regional level, which has been measured by a number of the adopted policies (14 policies implemented within the project against 8 planned to be adopted). Although the obtained value of the indicator describing this outcome is undeniable (very high), it is difficult – on its basis – to make conclusions on using these documents at the regional level (e.g. within regional policies for SME support). Investigating the use of such documents would need another separate evaluation research focused on regional support policies. In the future, however, it would be advisable to investigate at the regional level whether and how the policies have been used in practice. This remark refers to evaluation tasks ascribed to proper regional administration bodies responsible for working out and implementing regional strategies for SME support.

When it comes to other indicators regarding the considered SPCP area, they are not subject to such remarks and they confirm the support impact sustainability.

Factors determining the effectiveness, efficiency, sustainability and impact

The satisfactory effectiveness, efficiency and sustainability and the impact of the two considered projects implemented within SPCP priority 3 has been due to several key factors. They are as follows:

- high thematic concentration of the projects compliant with the objectives of SPCP priority 3 (well-defined project objectives),
- well-thought-out and properly selected (relevant and interesting) subject for both projects (projects well-defined), well-addressed key challenges (KIK/05) or deficiencies (KIK/60) in the thematic areas of SPCP priority 3,
- successful implementation of the two projects, confirmed by the obtained outcome indicators and the obtained outputs, resulting from the capacity and experiences of the entities engaged in the projects (World Bank, PAED- experienced institutions that have been implementing projects aimed at supporting economic sector for many years),
- engagement of partner institutions – professional organisations of statutory auditors and accountants (key Polish institutions on the market of financial auditing and accounting service) in the project KIK/05,
- very rational mode of implementing the support for enterprises (CSR pilot projects in KIK/60) – three separate intakes and considering delimitation for regions from which fewer projects came in previous intakes.

Conclusions

Support for private sector in Poland, based on the implementation of the two projects, has brought a number of measurable and favourable effects. In general, it contributed to creating better conditions for doing business and it also indicated new possibilities of increasing SME competitiveness without having to incur – by micro, small and medium companies – considerable investment expenditure. The positive assessment of project outcomes, in view of the basic criteria for public policy evaluation, indicates the justification of replicating the projects of this kind. It refers to their broader (further) continuation based on the worked out/supplemented programming offer or to the recognition of further needs and identification of deficiencies related to the needs. The latte seems more justifiable. It involves searching for new niches with reference to which a public

intervention will be focused on specific issues, crucial for creating better conditions for doing business in Poland.

Research and development

Assumptions

The SPCP priority on the intervention regarding social development and the development of human resources includes an area of financing scientific research (thematic area – ‘Research and Development’). Within the SPCP the support for scientific research was the subject matter of the project KIK/45, prepared and implemented by the National Information Processing Institute (NIPI), entitled Polish-Swiss Research Programme (further referred to as PSRP or Programme).

The objective of the Polish-Swiss Research Programme has been to contribute to the economic growth by increased knowledge and (particularly) by research, know-how and technology transfer between Polish and Swiss beneficiaries. The PSRP core was to finance joint Polish-Swiss research projects. In this respect an important assumption was to intensify (to start or preserve) research cooperation between research centres from Poland and Switzerland.

Table 11. Support assumptions within thematic area – ‘Research and Development’

	Support assumptions
Executive Agency	National Information Processing Institute (NIPI)
Allocation value	35 529 412 CHF
Support rate	<ul style="list-style-type: none"> • 100% funding for project eligible costs • Competition including allocation for the two project types: <ul style="list-style-type: none"> - small research projects (from 0.3 to CHF 1 m) – about 40% of the allocation for eligible costs - large research projects (over CHF 1 m) – about 60% of the allocation for eligible costs <p>Maximum share of a Swiss partner in eligible costs – 42,5%.</p>
Project types	<ul style="list-style-type: none"> • Projects-scientific research – within the following thematic areas: <ul style="list-style-type: none"> - Information and communication technology (ICT) - Energy-renewable sources of energy - nanotechnologies - health - environment
Project beneficiaries	<p>Types of support beneficiaries (project promoters):</p> <ul style="list-style-type: none"> - public and non-public universities - research institutions (with regard to the Polish party also research and development centres as well as units of the Polish Academy of Science (PAS)) - non-governmental scientific organisations - other R&D entities <ul style="list-style-type: none"> • Requirement of implementing projects in partnership with an eligible Swiss unit (defined in accordance with the Swiss law – Article 4 (a) and (b) of the Federal Law on Research of 7 October 1983. The applicant had to be a Polish entity (by location) which had had to sign a partnership agreement with a Swiss unit by the time the agreement on funding was concluded

Source: own analysis based on programming documents

The PSRP implementation commenced in December 2009. Beneficiaries were selected by competition for co-funding research projects. One competition was organized over 1 April – 30 June

2010. It aroused a great interest as the number of applications for the overall allocation of PLN 800 million (the amount almost nine times as high as the allocation accessible) was 239.

After a formal assessment 13 applications were rejected (ca. 5%). The others underwent a substantive assessment. The competition adjudication was at two stages. Initially, in March 2011 grants were awarded to 23 projects and later, in February 2012, it was decided to finance subsequent 8 research ventures. They were projects placed earlier on a reserve list.

The project selection at the stage of substantive assessment was based on the following criteria:

- adequacy – project compliance with the area included in the scope of PSRP support,
- scientific quality – project compliance with research methodology standards and with the implementation timeframe defined in the PSRP,
- partners – experience of partner institutions in the project area – strengths contributed to the project implementation,
- sustainability – chances of building/preserving perspective partnership due to the project implementation,
- management /budget – project feasibility, correctly formulated research plan, correctly defined objective and anticipated research outcomes and indicators making it possible to monitor progress in achieving objectives. Moreover: correct project budget (comparable to the budgets of other similar projects, accessible other sources of funding, assessed correctness of the budget used in compliance with the research subject matter.

Effects and assessment of effectiveness and efficiency

In the end, within the PSRP 31 joint (Polish-Swiss) research projects have been financed for the total support amount of ca. CHF 31.6 million. The supported projects were predominantly within the two thematic areas: ‘natural environment’ – 9 projects and ‘health’ – 8 projects. As for other areas, the distribution of the supported ventures was very even: ‘energy – renewable energy sources – 5 projects, ‘information and communication technologies’ – 5 projects and in the area of ‘nanotechnology’ – 4 projects. However, such a distribution was not determined by preference for any PSRP thematic areas. It was influenced by a substantive assessment conducted on the basis of homogenous (analogous for all applications) assessment criteria.

The statement of the project implementation outcomes for the end of March 2017 with regard to the target values of output and outcome indicators that were defined at the stage of starting the Programme is presented in the table below.

Table 12. Output and outcome indicators obtained within PSRP (31 March, 2017)

Outputs and outcomes		Core value	Target value	Obtained value	Obtained percentage
Outcome indicators					
Join research projects	Number of projects	0	30	31	103%
	Number of scientists participating in joint research projects	0	120	535	446%

	Number of research institutions	0	60	79	130%
Output indicators					
Summarising publications after completing joint research projects	Number	0	30	12	40%
Conference completing the Programme	Conference	0	1	1	100%
Conferences/ seminars completing projects	Conferences/seminars (number)	0	20	21	105%

Source: Authors' own analysis based on PSRP documentation

The presented above PSRP indicators confirm high effectiveness of the Programme. As for outcome indicators, particular attention should be paid to a very positive effect, i.e. scientists' engagement in project implementation that turned out to be greater than it had been expected. As it could be deduced from interviews and supplementary information, many of those scientists are young people (269) who, thanks to the projects, got new opportunities of participating in research and consequently the opportunities of improving their research competence, broadening knowledge and developing scientific career. The other outcome indicators were obtained at a very satisfactory level.

As for output indicators, two of them reached a suitable level. One indicator ('Number of summarizing publications after completing joint research products') obtained (31 March, 2017) amounted to 40% of the target value. However, in this respect the assessment should go along with an approach of the Joint Selection Committee²¹, according to which the indicator can be regarded as fully obtained due to the fact that there are a lot of publications referring to / using the supported research outcomes but developed by other scientists 'not tightly' connected to a given project. Moreover, it is typical that in the area of basic research publications are released with a certain delay (in reality, there are different publication strategies within projects²²). It means that in the period of project sustainability it is possible to expect a further growth of this indicator.

Moreover, it is worth paying attention to a number of other measurable effects, definitely positive, which occurred within PSRP implementation and which were not subject of formal Programme monitoring (they were not included in the above indicators). For example, support beneficiaries have made 23 patent applications. Also, a number of different improvements /innovations /discoveries as a result of the implementation of co-funded research projects amounts to 130. It can be realistically assumed that many of them might be a good starting point for initiating new research, including application research. Consequently, implementations in the area of economy are likely to appear. Moreover, it is important that as a result of the Programme research and development infrastructure, supplemented by research equipment and supplies worth of ca. PLN 10 m, has been developed. Within co-funded projects numerous workshops and seminars, aimed mainly at presenting and promoting project outcomes and scientific debate, were organized (246 seminars/scientific workshops and conferences).

²¹ A collegial organisational unit responsible for matters related to the selection of research projects within the Programme and to strategic supervision over their implementation.

²² I. Wagner 'Interim Evaluation Report on the Polish-Swiss Research programme', commissioned by NIPi, Warsaw, 2014, pp. 16-18.

Information at the disposal of the Executing Agency confirms undoubtedly that the PSRP has contributed to deepened cooperation of Polish and Swiss scientific circles. The intensification of relations between science and innovation has been observed following the research conducted jointly. 31 partnerships including 79 research teams have been made. 2/3 of them were partnerships of two units (Polish and Swiss). As for the others, a number of partners amounted to 3-6. The partnerships were based, to a large extent, on previous cooperation of scientists / scientific teams, but it should be noted that some partnerships were made solely due to the PSRP.

Relevance

The Programme aimed at supporting scientific research and developing in this respect cooperation between scientific units from Poland and Switzerland should be assessed as relevant²³. It is necessary to remember that despite the fact that the support volume within the Programme was rather small, as compared to financing research from budgetary resources (including structural Funds), the Programme focus on international cooperation was a particularly positive feature. In other words, programmes of this kind are scarce and therefore supporting international (bilateral) research ventures is a value itself. It allows to tighten existing contacts and to develop new ones. Consequently, invaluable international experience is gained. Obviously, the implementation of ventures in cooperation with units / foreign teams is for the Polish scientific circles very important, particularly as for top units specializing in the thematic areas covered by the support (subject matter adjusted to the needs and capacities of the Swiss science sector).

Another significant feature confirming high relevance of the Programme was its thematic focus and lack of requirements of direct research application (feasibility). Thus the Programme was not focused on ventures, financing of which would condition implementation effects (full application to financing basic research).

Taking account of the above context of the subject matter of projects supported financially, some Programme features have proven to be important, particularly the acceptable project duration of 3-5 years. As support beneficiaries have indicated, such solutions are rather scarce. In turn, a long project duration allows to 'calmly' implement a research plan and ensures a long-term financial stability²⁴. The latter element is of great significance as it makes it possible to consolidate a research team and (often) opens new chances for research cooperation (indirectly connected to the project implemented). This feature was clearly supplemented by other features related to the process of managing the support distribution. For example, suitable flexibility in shaping /verifying project schedules depending on the results of research in progress was assumed during the Programme implementation. It should be stated that, as for basic research and in view of the long project duration that was accepted in the Programme, such an approach has proven to be absolutely justifiable (it considered properly the specificity of such long-term ventures).²⁵

²³ Programme Assessment, conducted in view of the evaluation criteria: relevance, effectiveness, efficiency and sustainability, was taken into consideration (case studies) in the previous evaluation; 'Evaluation: Swiss Contribution to the Enlarged European Union' (SDC, SECO) of March 2016 (see; p. 68 – PSRP results). As a rule, the results of this research (with regard to all the above evaluation criteria) are in line with the findings the evaluation referred to.

²⁴ Op. Cit. P. 32.

²⁵ As for long-term research projects, whose subject matter is basic research, it is definitely justifiable to verify assumptions/milestones. It could be explained by 'exploratory' specificity of such research, in which it is difficult to foresee the ultimate outcome. Frequently it is feasible to rearticulate original assumptions. For this reason the rules of conducting (financing) research of this kind should be respectively flexible.

As a result, the Programme aroused a great interest. As it was mentioned earlier, the value of the submitted applications in one competition organised within the Programme was many times as high as the accessible allocation. Also, a number of applications was also unexpectedly high²⁶. The two facts seem to definitely confirm that the Polish-Swiss Research Programme was generally relevant and that many of its terms were properly adjusted to the needs and expectations of scientific environment.

Moreover, it is worth adding that in the opinion of most project research beneficiaries who have responded to the survey conducted within this evaluation, the research project would not have been implemented but for the funding. Such an approach was decidedly expressed ('definitely yes' answers) by about half the respondents (10 out of 21). Moreover, two respondents claimed that in fact the project would have been implemented but to a smaller extent if the support had not been provided. 7 other respondents were not able to express their opinion in this respect, which is supposed to reveal uncertainty of real accessibility of other funding sources, which could facilitate implementing the project. Undoubtedly, the above opinions are another confirmation of the relevance of the project KIK/45. They also indicate a lack of deadweight (or at most a deadweight in a small scale).

Impact

Measuring the impact of the Programme – generally of a small scale- that focused on financing basic research is quite difficult, particularly as for measuring it shortly after projects have been completed. Nevertheless, even now it is possible to indicate many positive signals that justify its positive impact.

As for the Programme impact assessment, it is necessary to pay attention to the effects related to professional careers of the team members implementing projects. According to the interim evaluation, most Programme beneficiaries (research team members) have pointed out that it 'has had' or 'will have' a positive impact on their professional (scientific) career. It was often stated that the intervention was an element indispensable of a career path. These effects are particularly important to a group of young scientists- research team members participating in the implementation of financed projects (the element has been already referred to while analyzing the indicators of the Programme outcomes).

Moreover, projects implemented within the Programme have allowed to promote new doctors, which was possible due to favourable solutions in connection with a relatively long time for project implementation.

Finally, the Programme has contributed to gaining specific experiences in research project management and to establishing (or tightening) cooperation with other scientists (teams) from Swiss centres (within this cooperation new experiences in managing international research ventures have been gained).

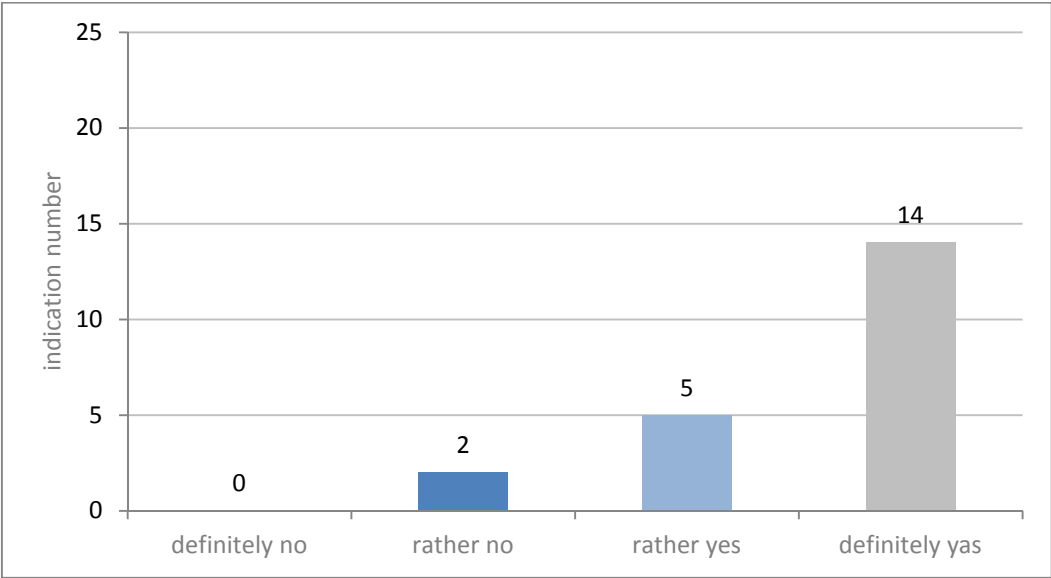
The latter of the above mentioned factors is considered to be particularly important in view of the Programme impact assessment. It is initiated or developed bilateral scientific contacts as a result of joint PSRP projects implemented by Polish and Swiss entities. Undoubtedly, the Programme has

²⁶ According to the Joint Selection [of research projects] Committee, research project applications were of high scientific quality (see; presentation of the Joint Selection Committee on 9 Committee meeting, Kraków, 16-17 March, 2017, p.18).

contributed not only to tightening scientific cooperation, but also to establishing a network of new contacts. In this respect the two types of positive effects should be mentioned. Firstly, the effects related directly to the sphere of science, as a result of the cooperation²⁷, and secondly, the effects reflected in benefits from managing joint international research projects (experience in management, especially for Polish entities).

The two above mentioned types of effects have been revealed in the PSRP interim evaluation²⁸. There were also confirmed by this evaluation research. In view of this – having the results in mind – special attention should be mostly paid to the approach of the Polish party, according to which the effects of the joint research project are most likely to be developed in the future as well.

Figure 9. Opinions of PSRP respondents on developed/extended project effects



Source: CAWI survey on beneficiaries. The area – Research and Development (n=21). Question 4: Which statement best describes the impact and sustainability of your project? Option: ‘We plan to develop/extend the impact scope of this project in the future’

On the basis of such opinions it is justifiable to conclude that, to a large extent, the intensified impact will involve continuing cooperation with a Swiss entity²⁹.

Sustainability

The results of this evaluation research justify a satisfactory assessment of the project sustainability (and hence the sustainability of all the Programme outcomes). Some premises for such an assessment of the Programme impact sustainability have been already mentioned while analyzing the Program with regard to other evaluation criteria. They mainly referred to the impact related to professional careers of scientists – participants of research teams, but also to bilateral cooperation

²⁷ In this respect the following Programme outcomes (additional, not reflected in formal indicators) can be referred to: e.g. 22 patents applications at the end of March 2017; 26 applications submitted jointly by research teams to other granting programmes; 246 seminars/scientific workshops and conferences organized (altogether within all co-funded projects).

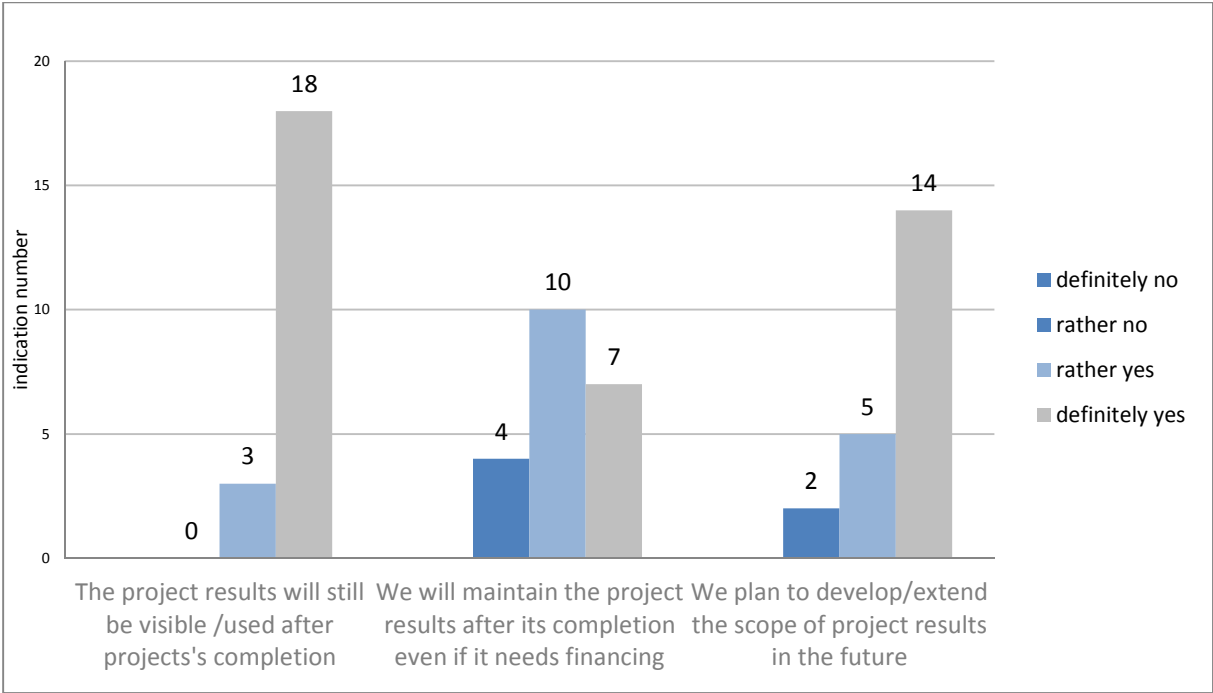
²⁸ I. Wagner ‘Interim Evaluation Report /.../, op.cit., pp. 28-31.

²⁹ It is noticed that the respondents’ approaches in this respect could be helpful in making conclusions on a positive Programme impact on developing further cooperation with the Swiss party and in concluding on the support sustainability.

(tightening existing research partnerships and establishing new ones, gaining experiences in international project management) and willingness to continue the research based on the outcomes obtained within the penanced projects.

It is possible to show more findings that reflect the impact sustainability. For example, In the CAWI survey representatives of Polish scientific centres – support beneficiaries have presented: (1) opinions on the impact sustainability of the implemented projects and (2) opinions on maintaining the project outcomes after their implementation has been completed. According to most opinions, the project impact will be maintained in the long term, even if there is a need to provide new financial resources. Answers to the questions asked in the survey are presented in the figure below.

Figure 10. Opinions of PSRP respondents on project impact sustainability



Source: CAWI survey on beneficiaries. The area – Research and Development (n=21). Question 4: Which statement best describes the impact and sustainability of your project?

The above chart shows that as for the first matter considered – the effects used after the project completion – there are most ‘definitely yes’ answers (86%). When it comes to the capacity of maintaining the effects if there is a need to provide new financial sources, the opinions of the respondents are less optimistic, although beliefs that it will be possible are still distinctly prevailing (33% of ‘definitely yes’ answers and ca. 48% of ‘rather yes’ answers). In general the results should be regarded as unambiguous, which indicates that the sustainability will be maintained. Interestingly, in the context of all the matters considered here, there have been no opinions which assess chances for maintaining the sustainability of the support income decidedly ‘negatively’.

The findings presented above could be interpreted as a justification of the positive assessment of maintaining the impact sustainability of projects supported within the Programme.

Factors determining effectiveness, efficiency, sustainability and impact

The high effectiveness, efficiency and sustainability of the projects so-funded within the PSRP have been mainly determined by:

- thematic concentration of the support on several selected research areas, including Programme openness to basic research,
- Programme adjustment (to detailed solutions/ formal conditions for research projects such as the project duration, flexibility in modifying schedules and milestones within research designs, a very broad scope of eligible costs),
- proper (sufficient) level of funding and support share in the research costs (research project),
- effectiveness/ success of the partnerships established between Polish and Swiss scientific centres in order to implement research projects (although the partnerships were obligatory within the Programme, there is no evidence that they were shell partnerships, i.e. they were set up only to meet the Programme requirement),
- proper quality and prospectiveness of the research results – a justification (motivation) for continuing initiatives based on the results previously worked out within the co-funded projects.

Undoubtedly, the features presented above are strengths of the Programme.

Having analysed the programming documentation and the information from individual interviews, it is also possible to identify weaknesses of the Programme. The most important ones are as follows:

- extensive bureaucracy (excessive reporting obligations – quarterly financial and substantive reporting³⁰), as well as various bureaucratic solutions implemented at universities in Poland,
- encountered difficulties prior to the stage of selecting applications for co-funding (research projects), as a result of problems with completing the board of assessing experts (low interest in holding such a position),
- problems with double foreign exchange (payments by the Polish party for the Swiss party needed to be converted again from the Polish zlotys to the Swiss francs).

Conclusions

The relevance, effectiveness and sustainability of the Polish-Swiss Research Programme should be assessed as highly satisfactory. The effects obtained correspond to (exceed in reality) the assumptions adopted with regard to the indicators assessing the Programme outcomes.

Undeniably, these positive Programme effects have been obtained due to its proper adjustment to the needs and expectations of scientific environment (and reality of research work), to the high quality and efficiency of managing the Programme by the Executing Agency and the Joint Selection Committee (supportive body) and also – what seems to be particularly important – to the effectiveness and efficiency of the partnerships established, which were a distinct value added (they were not shell partnerships). As it turned out, the partnerships have become an effective instrument

³⁰ While the Programme was being implemented, this element was properly modified. It was decided that the obligation of reporting on substantive research results would be fulfilled in an annual cycle, not quarterly (which had been commonly criticized); quarterly reporting was sustained only with reference to financial settlements.

for implementing joint tasks, transferring experiences and knowledge between participants of the research teams, developing existing contacts and establishing new ones. The partnerships have proven to give perspectives for further bilateral (Polish-Swiss) or multilateral cooperation engaging teams from scientific centres in different countries.

Improved social security

Health promotion

Assumptions

The primary objective defined in the area of health protection was to promote a healthy lifestyle and prevent non-communicable as well as blood borne diseases at the national level and on the areas of geographical concentration. The objective was to be achieved by the implementation of Polish nationwide projects aimed at: informative-promotional initiatives, educational campaigns, trainings and preventive initiatives. The main support assumptions are presented in the table below.

Table 13. Support assumptions within the Objective – Health promotion and contagious diseases prevention at the national level and on the areas of geographical concentration

	Support assumptions
Intermediate Body	Ministry of Health (till December 31 st , 2012 – Office of Foreign Health Protection Aid Programmes)
Allocation value	CHF 17 048 031
Support rate	Up to 85% of overall project eligible costs
Project types	Projects ranging from 4 to 6 million CHF Out-of-competition projects Polish nationwide projects on: informative-promotional initiatives, educational campaigns, trainings and preventive initiatives
Main target groups	<ul style="list-style-type: none">• society as a whole, particularly obese people, overweight people, pregnant women and breast-feeding mothers; pre-school children, their parents, caretakers, teachers; female patients, school children, employees, drug takers• people working in the area of health care, particularly: basic health care staff, paediatricians, nurses, gynaecologists, neonatologists, occupational health medical practitioners, midwives coordinators of voivodeship and district sanitary-epidemiological stations• teachers and school headmasters, representatives of education offices, school nutritionists• food producers, consumers• providers of services posing a risk of blood-borne infections (e.g. tattoo parlours, beauty parlours)

Source: own analysis based on programming documents

In view of a specific character of the support sector, an out-of-competition procedure of the intake of applications for the programmes. The Ministry of Health participated in the process of identifying programmes eligible for obtaining the support. The programmes were then assessed formally by the Intermediate Body and substantively by the Evaluation Committee, the National Coordination Unit and the Swiss party.

Effects and assessment of effectiveness and efficiency

Four out-of-competition projects worth total CHF 17 048 031 have been implemented. The project list is presented in the table below.

Table 14. List of projects implemented within the Objective – Health promotion and contagious diseases prevention at the national level and on the areas of geographical concentration

Project No.	Title	Executing Agency	Project partners	SPCP grant amount (CHF)
KIK/34	Prevention of Overweight, Obesity and Chronic Diseases by Educating Society on Nutrition and Physical Activity	Prof. Aleksander Szczygieł Institute of Food and Nutrition in Warsaw	Institute –The Children’s Memorial Health Centre (CMHC), Józef Piłsudski University School of Physical Education in Warsaw (USPE) and Polish Dietetic Association (PDA)	4 500 000
KIK/33	Education, Promotion and Prevention with regard to Oral and Dental Health Targeted at Pre-school Children, Their Parents, Caretakers and Educators	Medical University in Poznań	Medical Universities in Warsaw, Białystok, Lublin, Szczecin, Gdańsk and Wrocław, Collegium Medicum UJ, National Medical Vocational College in Opole	5 139 919
KIK/35	Prevention of HCV Infections	National Institute of Public Health – National Institute of Hygiene	Institute of Psychiatry and Neurology, Medical University in Lublin, General Sanitary Inspectorate	3 969 421
KIK/68	Precautionary Programme of Prevention of Addiction to Alcohol, Tobacco and Other Stimulants	General Sanitary Inspectorate	Witold Chodźko Institute of Rural Medicine in Lublin, Jerzy Nofer Institute of Occupational Health in Łódź, Anti-Drug National Centre and National Agency for Solving Alcohol Problems	3 438 691
				17 048 031

Source: Authors’ own analysis based on the Annual Report on SPCP Implementation over 1 January – 31 December 2016

A statement of the main results anticipated within the above mentioned projects relative to target indicators is presented in the table below:

Table 15. Obtained values of selected output indicators for the Objective – Health promotion and contagious diseases prevention at the national level and on the areas of geographical concentration

Indicator	Indicator type	Target value	Obtained value (31.03.2017)	Obtained rate
KIK /34 Prevention of Overweight, Obesity and Chronic Diseases by Educating Society on Nutrition and Physical Activity				
Number of certified educational institutions	output	800	1 027	128%
Number of children and youths included in the programme of putting rules of correct nutrition and physical activity into effect	output	380 000	405 848	107%
Number of pregnant women included in the programme of promoting healthy nutrition and physical activity	output	12 000	12 371	103%
Number of patients with excessive weight included in an	output	2 080	2 111	101%

Indicator	Indicator type	Target value	Obtained value (31.03.2017)	Obtained rate
intervention				
Number of patients included in the programme of dietetic counselling	output	14 300	14 369	100%
Number of supermarket customers who obtained information on food labelling, a nutritive value of food and an impact of physical activity on health	output	6 000 000	9 026 114	150%
KIK/33 Education, Promotion and Prevention with regard to Oral and Dental Health Targeted at Pre-school Children, Their Parents, Caretakers and Educators				
Number of kindergartens included in educational and preventive initiatives, including those in rural areas	output	1 735 624	1 769 928	102% 149%
Number of pre-school teachers participating in educational initiatives	output	6 940	8 343	120%
Number of children included directly in educators' initiatives taken in kindergartens and of children provided with toothbrushes, toothpastes and informative-educational materials, including disabled children	output	117 050 300	131 559 300	112% 100%
Number of parents included in educational and preventive initiatives	output	52 000	52 000	100%
Number of parents participating in meetings with educators Including parents of disabled children	output	18 300 300	24 763 300	135% 100%
Number of teachers and parents/caretakers of children aged 0-2 participating in trainings	output	3 000	3 000	100%
Number of trained nurses and midwives	output	1 350	1 499	111%
Number of trained paediatricians	output	200	285	143%
KIK/35 Prevention of HCV Infections				
Number of places offering HCV tests in the programme duration	output	80	133	166%
Number of HCV- examined patients	output	33 628	34 562	103%
Number of people from a target group (injecting drug takers included in the pilot precautionary programme	output	400	650	163%
KIK/68 Precautionary Programme of Prevention of Addiction to Alcohol, Tobacco and Other Stimulants				
Number of general practitioners, gynaecologists, nurses and midwives participating in the training	output	700	897	128%
Number of teachers participating in the training	output	3 000	4 122	137%

Indicator	Indicator type	Target value	Obtained value (31.03.2017)	Obtained rate
Number of participants in conferences/workshops in voivodeship cities for secondary school headmasters	output	1 000	1 000	100%
Number of secondary school pupils included in the educational programme	output	500 000	493 869	99%
Number of employees included in the educational programme in selected workplaces	output	3 000	58 000	1 933%

Source: own analysis based on updated data on the indicators provided by IB

As the above statement shows, the target values of all the most important output indicators (the selected indicators refer to a number of people who were exposed to informative, educational, training and preventive initiatives) have been obtained or considerably exceeded. In view of the above, the effectiveness should be assessed as highly satisfactory.

Within the case study of the KIK/68 project one initiative that deserves particular attention due to its high effectiveness and efficiency has been identified. It is a nationwide campaign – ‘Partying. Expectations vs. Reality’ targeted at youths aged 15-19. The main objective of the campaign was to attract attention to negative effects of stimulant use.

One of its elements was to share on YouTube 10 spots showing effects of stimulant use. Interestingly enough, the spots did not depict negative results for health but for social life instead. It was revealed that a real impact of stimulants on the organism and social life, when clashed with an imaginary image, is a disappointment and the conduct of people under the influence of such substances is frequently embarrassing. Altogether, over 2 million private (not in an advertising purposes) displays of the campaign spots on YouTube have been observed, and media publications on the campaign have been estimated at the advertising value equivalent of over 2 million

- 77% of surveyed teenagers³¹ are familiar with the main slogan of the campaign – ‘Partying. Expectations vs. Reality’

- 73% of teenagers have declared that the campaign has made them conclude that despite regarding oneself being intoxicated as cool, they are in fact perceived by others as pathetic.

The campaign effectiveness was determined by the selection of communication channel adjusted to the target group as well as the form and the message (waking up imagination instead of preaching; referring to the most important need

³¹ Research ‘Stimulants in the World of Polish Youths’ conducted by Kantar Public (previously TNS Polska) with the use of internet interviews (CAWI) over 13.03.2017-22.03.2017 on the representative sample of 500 Poles aged 15-19.

of youths, which is acceptance of a peer group). The selection of communication channel (YouTube) that fitted in with the target group also contributed to the very high campaign efficiency – initiatives have been successfully taken, the range of which was really wide and it would have needed twice as much funding as the allocated resources if traditional communication channels had been used.

In CAWI surveys the respondents also described unexpected effects that were obtained as a result of the project implementation:

- issued approach of the General Sanitary Inspectorate/ instruction for sanitary control on storage conditions of oral care articles in kindergartens and on tooth brushing,
- recorded (in a child's health book) dental and oral check – up for children over 6 months pursuant of the Regulation of the Minister of Health of 9 November 2015,
- established support groups for obese people.

Also, at the level of the Intermediate Body positive unexpected effects have been noticed. The cooperation of the Ministry of Health with the Ministry of Family, Labour and Social Policy in the area of social aid has been also extended to the area of health promotion. The MFLSP offered the MH assistance in distribution of materials on health prevention as for e.g., oral care of disabled children who are often residents of nursing homes. The MH is also planning to establish cooperation with the Ministry of National Education in making use of educational materials.

Finally, as for the effectiveness assessment, it is worth pointing out that in the case of health promotion the so-called deadweight has not been observed. All three IE representatives taking part in the CAWI survey stated that they would not have implemented the projects if they had not been provided with the SPCP support.

Relevance

The SPCP support relevance in the area of health care has been analysed at several levels with reference to:

- types of incurred expenditure in view of function of medical goods and services;³²
- areas of preventive initiatives;
- programme target groups;
- communication channels and tools;
- content of the message.

According to the National Health Account³³ 2014, expenditure for health care services amount to the biggest share (56%), whereas the smallest share is ascribed to tasks in the area of prevention and public health – 7%. Such an expenditure structure shows how much emphasis is put in Poland on remedial medicine, whereas nowadays it is common knowledge that the efficiency of initiatives

³² According to the International Classification of Health Accounts (ICHA), current expenditure for health care are classified in groups in view of function i.e., health care services, rehabilitation services, long-term health care, subsidiary health care services, medical goods, prevention and public health, management and administration of funding for health care, others not elsewhere classified.

³³ National Health Account 2014, CSO, Warsaw, 25.11.2016.

decreases in the following order: prevention, screening, open therapeutics, hospital care³⁴. In countries where preventive health care is a priority, the financial outlays are on average seven times as high as in Poland. In view of this it is necessary to positively assess the allocation of SPCP Funds for preventive initiatives.

As for the selection of risk factors and initiatives within health promotion, it should be pointed out that in 2004 the WHO adopted the Strategy on Diet, Physical Activity and Health³⁵. The document indicates that it is the lifestyle that has the greatest influence on mortality. The Research on Global Disease Burden has revealed that the most important factors for Poland are: blood pressure, smoking tobacco, overweight and obesity³⁶. The so-called behavioural (modifiable) risk factors have contributed to shortening a lifespan in Poland by 36%³⁷. The support areas of SPCP preventive initiatives were cohesive with provisions of the National Health Programme 2007-2015, which articulated the following operational objectives with reference to risk factors and health promotion initiatives:

- decreased popularity of smoking tobacco,
- decreased and changed structure of alcohol consumption as well as decreased alcohol-related health harms,
- improved people's dietary habits and healthy food quality as well as increased obesity frequency,
- increased people's physical activity,
- limited use of stimulants and limited health harms related to stimulants,
- decreased exposure to harmful factors in the living and working environment and their health effects; improved sanitary state of the country,

and operational objectives targeted at specific populations:

- improved health care of mothers, infants and young children,
- supported health and physical and psychosocial development; prevented most frequent health and social problems of children and youths,
- provided conditions for a healthy and active life of the elderly,
- provided conditions for an active life of the disabled,
- intensified prevention of cavity in children and youths.

To sum up, it should be stated that the selection of support areas and target groups was relevant. Despite the fact that the implementation of SPCP projects has contributed to an increase in Poles' consciousness of health problems, they are still very present, which is reflected in the National Health Programme over 2016-2020.

The channels and tools of communication were selected equally relevantly. Depending on the specificity of the problem that the support dealt with (overweight and obesity, cavity in children, HCV

³⁴ Poland's Population and Its Conditioning, Warsaw 2016, National Institute of Public Health – National Institute of Hygiene edited by Bogdan Wojtyniak and Paweł Goryński.

³⁵ WHO, Global Strategy on Diet, Physical Activity and Health, Geneva, 2004 http://www.who.int/dietphysicalactivity/strategy/eb11344/strategy_english_web.pdf

³⁶ Poland's Population and Its Conditioning, Warsaw 2016, National Institute of Public Health – National Institute of Hygiene edited by Bogdan Wojtyniak and Paweł Goryński.

³⁷ Ibidem.

virus, addiction to stimulants) and of target groups (society as a whole, children and their caretakers, youths, their parents and children, pregnant women, medical staff) various communication tools and channels were used, e.g. the press, the radio, television, outdoor and indoor campaigns, social networking media, conferences and trainings, educational programmes, etc.

High relevance and adjustment to the preferences of a target group were particularly typical of mobile applications. Within the KIK/33 project a free mobile game was prepared, – ‘Pampis – Tooth Adventure’ – which became very popular with children taking part in educational programmes and their parents. Within the KIK/34 project two applications were prepared. ‘Healthy Diet Assistant’ has such functions as: a calculator computing the use of a daily intake of calories, fat, sugar and salt; dietary advice, examples of exercise and a daily menu. ‘Healthy Mum’, in turn, helps, among others, control a pregnancy weight gain.

Also, the relevance of elaborating the programme contents should be pointed out. The SPCP initiatives taken were complex and long-term. In fact each assessed preventive programme met requirements for this kind of tasks. The initiatives covered all five preventive strategies, for example:

- informative strategies – providing adequate information on the effects of risky behaviours and hence facilitating a rational choice – e.g. initiatives targeted at consumers on reading labels,
- educational strategies – helpful in developing important psychological and social skills – e.g. the educational programme ‘ARS, That Is How to Take Care of Love’ targeted at secondary school youths and aimed at reducing stimulant use; the programme is highly thought of not only by specialists but also its users who are teachers and pupils. It results mainly from the relevance of the message itself, which refers to the problem of human love. The programme highlighted stimulant-related threats to parenthood, partnership and love – the most important values for youths,
- strategies promoting alternative behaviours/initiatives – helpful in meeting important needs (e.g. success, belonging) and in achieving life fulfillment by providing an opportunity of getting involved in positive activity. For example, one element of the campaign ‘Partying. Expectations vs. Reality’ is promoting physical activity (e.g. stickers deployed in outdoor circuits: ‘Exercise compulsively’, ‘Partying vs. Sports’, ‘Cigarettes. 20 Repetitions More vs. 20 Repetitions Fewer’ encouraging to exercise and sending to the campaign website; adverts on city bikes – ‘All year round. Party hard vs. Sports’),
- intervention strategies aiming to help people having difficulty in identifying and solving their problems and to support in crisis situation – e.g. intervention programmes for overweight people (providing a complex care from doctors, dietitians, physiotherapists and psychologists; participating in physiotherapy and access to individual counselling; participating in cognitive-behavioural therapy; participating in a support group after the programme completion),
- strategies for harm reduction – e.g. within the KIK/35 project, diagnostic and educational initiatives targeted at injecting drug users (IDU) were taken for the first time in Poland as IDUs are one of social groups that are under the greatest threat of HCV infections.

The strategies that have proven to be most relevant are as follows:

- motivation for making by recipients constructive personal resolutions – the above mentioned initiatives promoting physical activity in the campaign – ‘Partying. Expectations vs. Reality’

- indication of behaviour disfunctionality versus the values appreciated by participants – the above mentioned educational programme – ‘ARS, That Is How to Take Care of Love’

The SPCP-supported preventive programmes have met a number of standards included in the literature, such as:

- concentration on reducing the demand, not supply – especially KIK/34 and KIK/68 projects,
- elimination of risk factors before disorder predictors have settled – particularly KIK/33 project,
- inclusion of children and parents in the programme – particularly KIK/33 and KIK/68 projects,
- long-lasting initiatives – all the projects assume the use of materials and experiences in a long-term perspective.

Impact

A broader impact of the preventive health care programmes supported by the SPCP involves mainly systemic changes in the area of health care. The most important systemic effects are as follows:

- inclusion of the SPCP project outcomes in the National Health Programme over 2016-2020, which is a strategic document for public health and which the base for initiatives taken in this respect and financed from the budgetary Funds,
- module of post-graduate education for nurses and midwives supplemented by e-learning courses on HCV,
- Regulation of the Minister of Health of 9.11. 2015 on recording (in the child’s health book) a dental and oral check – up for children over 6 months,
- establishment of The National Centre for Nutritional Education,
- initiated procedure of inserting the programme – ‘ARS, That Is How to Take Care of Love’ – into the base of recommended preventive projects.

Sustainability

The anticipated impact sustainability should be given a high assessment. One of the reasons is the systemic changes described above such as including a dental check-up in the child’s health book, the initiated procedure of inserting the programme – ‘ARS, That Is How to Take Care of Love’ – into the base of recommended preventive projects or the inclusion of the SPCP project outcomes in the National Health Programme over 2016-2020. A sustainable outcome is definitely the National Centre for Nutritional Education (NCNE) that was established as a result of the implementation of KIK/34 project. Sustainable effects are also the annual Nutritional Congress, taking account

of the 'Programme of Monitoring Oral Health of Polish Population' in educational initiatives worked out in KIK/33 or preparing assumptions of the programme preventing the HCV spread in Poland. For example, the impact sustainability of the intervention programmes concerning the treatment and prevention of further spread of obesity is proven by the fact that more and more entities unrelated to the project are beginning to make use of it, whereas the entities participating in the projects are willing to continue initiated initiatives by financing them from other sources.

Sustainability at the level of particular programmes is obtained in many ways. For example, within KIK/35 the Map of Conscious Places has been created. It informs about beauty parlours and other places with beauty treatment services where employees have knowledge of HCV infections. Competence in this respect is confirmed by a certificate of participation in theoretical training and a passed exam. On the one hand the Map serves for customers by informing them about safe places, on the other hand, it builds up the consciousness of the prevention of HCV infections in people dealing with cosmetics, hairdressing, tattooing and other treatments of tearing the tissues. Similar initiatives were taken within KIK/34. Schools and kindergarten were given certificates – *Nutrition – and Physical Activity- Friendly School/Kindergarten*.

Among 1600 kindergarten and schools participating in the programme, 65% of all the institutions met the certification requirements. Previously, the solutions of this kind were not commonly used in preventive health care. The maintenance of these certification programmes will allow to increase the project impact sustainability.

Moreover, publications and materials developed within the projects contribute to maintaining and expanding the impact range. A good example may be the brochure – '*Oral Health of Young Child*' (KIK/33) targeted at school and kindergarten teachers as well as at representatives of local governments and non-governmental organisations. It could, and it should, be used in subsequent initiatives concerning the prevention of cavity in young children. Within KIK/35 a comprehensive monograph – '*KIK/35 Project –Prevention of HCV Infections- as an Example of Integrated Initiatives in Public Health for Reduced Blood-Borne Infections in Poland*'. It includes a description of experiences, achievements, conclusions and recommendations for the most effective initiatives that could allow to decrease a number of HCV-infected people. The Programme – '*ARS, That Is How to Take Care of Love*', which was developed within KIK/68 and which has been referred to many times, is also available for a wide range of recipients such as teachers, educators, parents and youths. Moreover, the Programme has been held under honorary patronage by the Minister of Health and the Minister of National Education, which could also translate into its further use in preventing addictions among youths. The applications mentioned above in the part related to relevance, including also mobile applications, may contribute to maintaining the sustainability of the project impact if a proper promotion is provided.

The following websites of particular projects and portals containing all the materials mentioned above are particularly useful in obtaining the impact sustainability:

- www.zbymalegodziecka.pl
- www.zachowajrownowage.pl
- www.ncez.pl
- www.hcv.pzh.gov.pl

- www.jestemswiadom.org
- www.zdrowiewciazy.pl

The portals have ensured free and broad access to reliable knowledge and practical; guidelines on preventive health care for everyone.

Factors determining the impact effectiveness, efficiency and sustainability

A factor that positively influenced obtaining excellent effects was mainly a very good preparation of the projects. Educational and preventive initiatives along with campaigns in particular areas were preceded by research on the behavior and health of target groups (many target groups, frequently very small, were selected accurately ; they included a wide range of stakeholders, e.g. children and caretakers). Also, communication channels and tools were selected relevantly (e.g. new communication channels were used for the first time – very successful campaigns in social media). The research also allowed to select and prepare educational materials (e.g. they focused on limiting the demand for risk behaviours or on revealing dysfunctional behaviors towards the values appreciated by participants). As a result of a very good preparation, it was possible to successfully implement complex programmes of multi-dimensional perspective. Also, a selection of people taking educational and preventive initiatives was of key significance. A lot of individuals and entities, ranging from institutions, professional educators, caretakers, medical staff to role models for the selected target groups (e.g. bloggers) were engaged.

Another factor that increases the effectiveness (unplanned outcomes) and efficiency of the engaged Funds was flexibility in the implementation of the projects and a possibility of their adjusting to a changeable situation.

Conclusions

In view of the research findings, it is necessary to give a very high assessment of the effectiveness, efficiency and utility of the projects in the area of preventive health care and health promotion. The effects obtained were considerably greater than it had been planned and many innovative solutions were used. As for the initiatives and effects themselves, they were assessed very positively by ultimate recipients. An equally high assessment could be given to the already obtained impact sustainability (continuation of the same initiatives financed from other resources) and to the further expected sustainability (further use of materials developed within the projects). Although the impact of the projects on the health improvement will be visible only sometime after the projects have been completed, it is now possible to expect a considerable impact due to systemic changes that have been made.

Social aid

Assumptions

The second objective defined in the area of health care has been - improved services of basic health care and of social care on peripheral and marginalised areas of geographical concentration with preference for multi-sectoral approach. The objective was to be achieved by the implementation of regional programmes aimed at a positive impact on an improved living standards of residents and on improved quality of the services provided and working conditions for the staff of nursing homes and/or educational care centres.

Table 16. Support assumptions within the Objective - Improved services of basic health care and of social care on peripheral and marginalised areas of geographical concentration

	Support assumptions
Intermediate Body	Ministry of Health (till 31 December, 2012 – Office of Foreign Health Protection Aid Programmes)
Allocation value	CHF 21 931 907million
Support rate	Up to 85% of overall project eligible costs
Project types	<p>Out-of competition programmes only in the area of geographical concentration (voivodeships: Małopolskie, Świętokrzyskie, Podkarpackie, Lubelskie) – one programme implemented at the regional level in each voivodeship.</p> <p>Programmes aimed at supporting nursing homes and/or educational care centres as well as their staff. The support could have been provided for sheltered institutions offering help for the target groups listed below.</p>
Main target groups	<ul style="list-style-type: none"> • elderly people • chronically ill people with somatic disorders • chronically ill people with mental diseases • adults intellectually disabled • children and youths intellectually disabled • people physically disabled • staff of nursing homes and/or educational care centres run by public or non-profit organisations • nurses, people working in nursing homes run by public or non-profit institutions, people who have at least a secondary education certificate of nursing and who have to complement their qualifications according to the requirements of the National Health Fund as for contracting nursing services

Source: own analysis based on programming documents

Due to a specific character of the supported sector an out-of-competition procedure of the programme intake was envisaged. The Ministry of Labour and Social Policy participated in the process of identifying programmes eligible for obtaining the support. The programmes proposed by Executing Agencies were assessed formally and substantively by the Intermediate Body, the National Coordination Unit and the Swiss party. The ultimate decision on funding was made by the donor country.

Effects and assessment of effectiveness and efficiency

The support in this area was provided for 4 programmes implemented by: the Office of Lubelskie Voivodeship in Kielce, the Regional Centres for Social Aid in Lublin, Kraków and Rzeszów. A list of the projects is presented below.

Table 17. List of projects implemented within the Objective - Improved services of basic health care and of social care on peripheral and marginalised areas of geographical concentration

Project No.	Title	Executing Agency	SPCP grant amount (CHF)
KIK/55	Improved Quality of Services in Nursing Homes and Educational Care Centres	Regional Centre for Social Aid in Lublin	5 171 509
KIK/56	Improved Infrastructure of Nursing Homes and/or Educational Care Centres as well as Increased Qualifications of Staff, Including Nurses Working in These Institutions	Regional Centre for Social Policy in Rzeszów	4 683 012
KIK/57	Increased Quality of Services in Organisational Units of Social Aid in order to Strengthen Empowerment and Activity of Residents	Świętokrzyski Voivode	5 962 399
KIK/58	Giving a Hand under a Safe Roof	Regional Centre for Social Policy in Kraków	6 114 987
			21 931 907

Source: own analysis based on Annual Report on SPCP implementation over 1 January- 31 December 2016

Each programme consisted of the following three components:

- improved infrastructure of nursing homes (NH) and/or educational care centres (ECC) by implementing repair programmes, including investments and / or reconstruction / extension / modernisation as well as purchases of necessary equipment and supplies and / or their renovation,
- increased qualifications of the staff of nursing homes and/or educational care centres who mainly work directly with the residents,
- improved quality of nursing services for nursing home residents ; it involved supporting qualifications of nurses working in nursing homes, equipping such homes with supplies (minimum must-have for a nurse) necessary for providing services by nurses.

Altogether 45 basic sub-projects were implemented within the following programmes:

- KIK/55 – 11;
- KIK/56 – 10;
- KIK/57 – 9;
- KIK/58 – 15.

The assumed target indicators in the projects within Objective 2 have been obtained and in a few cases even exceeded. A statement of the main results (selected indicators common to the 4 programmes) is presented in the table below.

Table 18. Obtained values of selected output indicators for the Objective – Improved services of basic health care and of social care on peripheral and marginalised areas of geographical concentration

Indicator	Target value	Obtained value (31.12.2016)	Obtained rate
NH and ECC constructed / modernised surface (m2)	20 459	29 299	143%
Constructed / modernised surface of subsidiary infrastructure (m2)	158 360	175 707	111%
Number of employees participating in courses / studies / other forms of training till the project completion in NHs and ECCs	1 867	2 166	116%
Number of employees participating in study visits	225	225	100%
Number of nurses / care takers taking advantage of courses / trainings till the project completion	554	619	112%
Number of medical supplies supplementing the equipment necessary for NH nurses	494	623	126%

Source: based on Annual Report on SPCP implementation over 1 January – 31 December 2016

In view of the above the effectiveness should be assessed as highly satisfactory.

Within KIK/57 an initiative that deserves special attention due to its great innovation has been identified. Premises activating residents of nursing homes and educational care centres were created and equipped. Creating activating premises and sheltered accommodation contributes to greater self-reliance of the residents and provides conditions for their social integration. This solution was also used later within KIK/58

In CAWI surveys the respondents also described unexpected effects that were obtained as a result of the project implementation:

- increased quality of care and services in the areas that were not included at the stage of planning the project,
- decreased maintenance costs as a result of installing boilers,
- constructed therapeutic garden from savings within the implemented project,
- local society interested in the project,
- increased knowledge of the staff of NHs and ECCs provided with the support as for implementing projects financed from outer sources,
- activation and deepened social integration of NH elderly residents by taking additional initiatives in partnership with non-governmental organisations,
- popularisation of Boccia – a sports discipline – among NH residents in the voivodeship.

Within KIK/57, innovative (also in Europe) therapeutic solutions as for foster care have been introduced. It involved taking a complex initiative, initially unplanned, which was building resilience mechanisms (developing skills for resourcefulness in changing conditions and the ability to adapt and overcome difficulties in an everyday life) in residents and educators of family ECCs.

Finally, as for the effectiveness assessment, it is worth pointing out that in the case of the social aid area the so-called deadweight has been hardly observed. 16 out of 29 respondents pointed out that the project would not definitely have been implemented but for SPCP support, whereas 6 of them stated that the project would have been implemented to a limited extent. Only 1 respondent claimed that the project would have been entirely implemented without SPCP support. The others were unable to answer the question. The respondents who would have implemented the projects indicated the following sources of funding:

- own funds;
- other external funds;
- donor funds;
- funds from the National Fund for Rehabilitation of the Disabled.

Relevance

The relevance of SPCP support in the area of social aid is mainly a result of numerous financial needs of this sector and also of relatively small Funds available for supporting this sector. As for the relevance assessment, it is worth pointing out one aspect related to utility. All project components are characterized by great utility, but two elements deserve particular attention – adjusting infrastructure to the needs of people with limited mobility and creating and equipping sheltered accommodation. Also, it should be stated that in this area there is a great demand for combining hard initiatives with soft ones, which is possible thanks to SPCP.

Impact and sustainability

The impact of implemented programmes could be assessed qualitatively. The institutions offer more various therapeutic and physiotherapeutic activities. Also, access to modern forms of occupational therapy has become easier. Thanks courses, trainings and study visits, the staff of the institutions had an opportunity of gaining new knowledge, skills and experiences³⁸. In many cases, for the first time the institutions had at their disposal such a big budget for training their employees, and the courses, apart from increasing vocational qualifications, have also a non-material dimension as they integrated the staff³⁹. In addition, it should be stated that some of the organised activities and therapies were innovative, like the above mentioned resilience methods. At the same time residents and employees came in contact with therapies and activities that were new to them, such as hortotherapy, arttherapy, music therapy, the room of experiencing the world, therapy of sensor integration, NDT-Bobath method. The initiatives worth being distinguished are also integrative initiatives aimed at getting together the residents of social aid institutions and local communities.

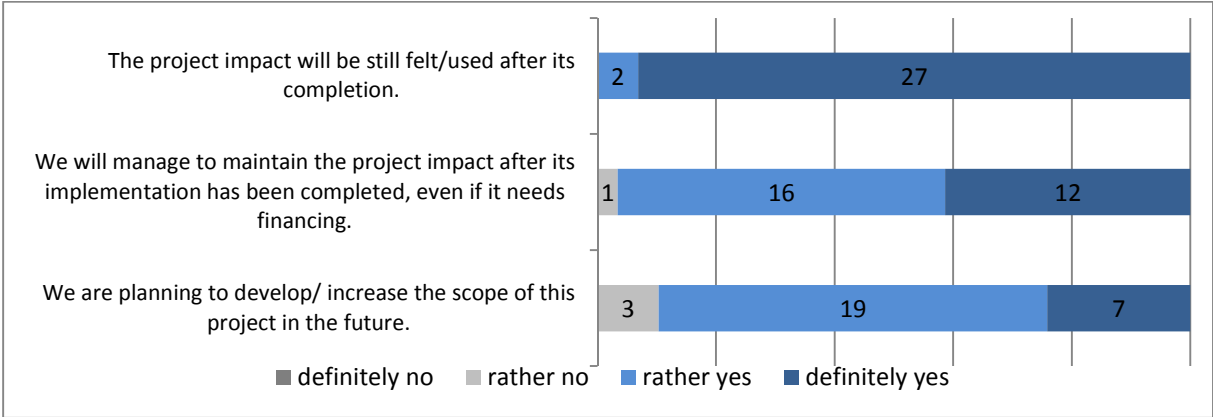
³⁸ Annual Report on SPCP Implementation over 1 January – 31 December 2016.

³⁹ Brochure – *Good Practices in Projects on Nursing Homes and Educational Care Centres*. Ministry of Health within SPCP.

The anticipated impact sustainability should be given a high assessment. Infrastructural elements supported within SPCP are characterized by long sustainability as a rule. The impact sustainability can be also confirmed by the so-called spill-over effect. An innovative component which was creating activating premises in the project implemented in Świętokrzyskie Voivodeship has been extended (by sheltered accommodation) in the project in Małopolskie Voivodeship.

In CAWI surveys the vast majority of beneficiaries positively assessed the project sustainability in the aspects that referred to using, maintaining and developing the project impact.

Figure 11. Opinions of beneficiaries of the area of social aid on the sustainability of project impact



Source: CAWI survey on beneficiaries. Area of social aid (n=29). Question 4. Which statement best describes the impact and sustainability of your project?

Factors determining effectiveness, efficiency, sustainability and impact

A factor that positively influenced the obtained impact was mainly a possibility of implementing complex, multidimensional projects including hard and soft initiatives (such as trainings for staff but also many activities aimed at residents).

Another factor that increases the effectiveness and efficiency of the engaged Funds was flexibility in the implementation of the projects and a possibility of their adjusting to a changeable situation.

Conclusions

It is necessary to give a very high assessment of the effectiveness, efficiency and utility of the projects in the area of social aid. The effects obtained were considerably greater than it had been planned and many innovative solutions were used. As for the initiatives and effects themselves, they were assessed very positively by ultimate recipients. An equally high assessment could be given to the obtained impact sustainability.

Improved quality of life due to sustainable development

Waste management

Assumptions

The first objective defined within the area *Restoration, renovation, redevelopment and extension of basic infrastructure and improvement of the state of the environment* was *Improvement of services within city infrastructure to enhance standard of living and promote economic development*. This objective was to be obtained through implementation of projects in the area of solid waste management (collection, segregation and treatment of waste and hazardous waste, including hospital waste).

Table 19. Support assumptions within Objective 1. Improvement of services within city infrastructure to enhance standard of living and promote economic development

	Support assumptions
Intermediate Body	Digital Poland Project Centre (DPPC)
Value of allocation	35 751 283 CHF
Funding level	<ul style="list-style-type: none"> - funding of up to 60 % of total eligible costs of the project, with the exceptions listed below; - funding of up to 85% total eligible costs of the project when 15% or more of total eligible costs will be co-funded from the public administration budget at the central, regional or local level;
Types of projects	<p>Projects with minimum value of 15 million CHF each.</p> <p>Eligible projects came from the area of supplementing the existing waste management system through collection, storage and segregation and treatment of hazardous waste, including hospital waste as well as reduction of asbestos hazard. The above mentioned projects could include implementation of initiatives in the following areas:</p> <ul style="list-style-type: none"> - establishment of collection systems for hazardous waste (including hospital waste) and establishment, renovation and/or modernisation of treatment installations using thermal treatment (with exhaust after-treatment devices) and physic-chemical treatment (high pressure devices, steam disinfection, chemical disinfection), - disassembly of products containing asbestos and their deposition at landfills created for this purpose or establishment of separate asbestos landfill areas at existing landfills.
Beneficiaries (Executing Agencies)	<ul style="list-style-type: none"> - local government units and entities implementing tasks within the National Waste Management Plan, i.e. public administration units, Ministry of the Environment, Chief Inspectorate of Environmental Protection and voivodeship inspectorates of environmental protection, - public health care centres contracted by the National Health Fund to provide health care services or providing health care services from public funding on the basis of other agreements (service providers within the national health care system implementing the health care policy).

Source: own elaboration based on programme documentation

The most important assessment criteria for projects within the objective *Improvement of services within city infrastructure to enhance standard of living and promote economic development* included: direct, significant and sustainable impact on improving the state of the environment; compliance with local, regional or national programmes or strategies for environmental protection; impact on improving services within infrastructure of waste management system; complementarity with the National Strategic Reference Framework (NSRF); inclusion of a heat recovery system (energy efficiency of waste management projects); demonstrating the urgency of the project; sustainability of project's effects.

Effects and assessment of effectiveness and efficiency

Within Objective 1, three projects were implemented to the total value of 44 342 845 CHF⁴⁰, including the funding value of 35 751 283 CHF. The list of projects is presented in the table below.

Table20. List of projects implemented within Objective 1. Improvement of services within city infrastructure to enhance standard of living and promote economic development

Project number	Title	Executing Agency	Project partners	Voivodeship	Amount of funding from SPCP (CHF)
KIK/39	Pilot programme of asbestos waste management in Lubelskie voivodeship supported by efficient monitoring of its quantity and supervision of its removal and treatment	Marshal Office of Lubelskie voivodeship in Lublin	203 municipalities in the Lubelskie voivodeship	Lubelskie	13 215 785
KIK/42	Building of a modern waste management system, rehabilitation of decommissioned landfills and removal of asbestos in member municipalities of the Region Municipalities Association	Association of Municipalities of the Lubartów Region	n/a	Lubelskie	11 944 510
KIK/71	Disassembly and safe deposition of products containing asbestos from the area of Małopolskie voivodeship	Municipality of Szczucin	69 municipalities in the Małopolskie voivodeship	Małopolskie	10 590 988
TOTAL					35 751 283

Source: own elaboration based on Annual report on implementation of SPCP for January 1 – December 31, 2016

All three projects included: disassembly, transportation and treatment of asbestos-containing roofing from private, municipal and public utility buildings, funding of new roofing for the poorest as well as removal and treatment of other asbestos waste (e.g. sheets of asbestos cement stored on premises, road asbestos) in the Lubelskie voivodeship (KIK/39, KIK/42) and the Małopolskie voivodeship (KIK/71). In total, as a result of the projects, more than 131 000 tonnes of asbestos-containing material was removed from 44 000 buildings, which represents respectively 185% and 307% of target values of indicators as defined at the signing of funding agreements. However, the liquidation of uncontrolled asbestos landfills planned within the scope of project KIK/39 was not achieved, primarily due to unregulated ownership of land on which they are located. Another reason was the fact that, in addition to asbestos waste, other types of waste were also present at the landfills and could not be treated due to insufficient funding.

⁴⁰ Eligible expenditure according to the funding agreement.

All projects managed to implement wide-ranging educational and promotional initiatives focusing on harmfulness of asbestos and the need for its safe treatment – in total, approximately 694 events and meetings (with more than 220 000 participants) as well as 10 conferences (987 participants) and 57 press articles. The achievements in the area of education and promotion significantly outperformed the target values of indicators.

Moreover, within project KIK/42, a modern waste management centre was built and equipped in Wólka Rokicka. The centre includes a municipal waste sorting facility with an alternative fuel production system, an organic waste fermentation system (producing biogas, which can be used to produce electric energy and heat), a disassembly point for large-size waste, a temporary storage area for hazardous waste and a point for processing construction waste. Other purchases included waste transportation trucks, collection containers as well as a mobile point for collection of hazardous waste. The waste management centre receives municipal waste from Lublin and the area of five member municipalities of the Association of Municipalities of the Lubartów Region. The sorting municipality is expected to process 37 000 tonnes of municipal waste annually and provide employment to 50 staff.

The scope of project KIK/42 also involved the rehabilitation of four landfill sites with a total surface area of approximately 5,2 hectares, holding more than 441 000 m³ (9 346 tonnes) of waste. The rehabilitation involved layering over the water-impermeable material, covering with topsoil and planting vegetation and additional protection in the form of leachate monitoring wells, gas vents as well as surveying benchmarks for measuring ground consolidation.

Thanks to savings achieved through changes in currency exchange rates (a total of approximately 30 million PLN across all three projects) and tender procedures, it was possible to achieve outcomes significantly exceeding the target values of indicators (especially in regards to the quantity of asbestos waste which was removed and treated)⁴¹ as well as expanding the scope of the projects by new initiatives not included at funding application time (e.g. the previously unplanned funding of roofing for the poorest and the purchase of additional equipment for the waste management centre within project KIK/42, treatment of asbestos on municipal roads within project KIK/71). The effectiveness and efficiency of the project should be considered as highly satisfactory. However, within project KIK/39, the full amount of funding was not used. This was primarily caused by the inability to access the Funds generated by changes in currency exchange rates (due to changes in CHF exchange rate, the IE had an opportunity to apply to increase the funding in PLN – however, it would mean a simultaneous increase of their own contribution which the IE was unable to provide to its full required value). In project KIK/42, it was not possible to use all savings resulting from changes in VAT eligibility. At the beginning of investment implementation within project KIK/42, there was an issue related to the location of the waste management centre (successfully solved) as well as the withdrawal of a member of Association (the municipality of Niedźwiada left the Association but continued to participate in the component concerning asbestos treatment, based on an agreement with the IE), which could potentially cause funding issues, mostly regarding the building of the waste treatment centre. However, a new partner was found (the city of Lublin) and the investment to build the waste treatment centre was concluded successfully.

⁴¹ In the case of project KIK/42, the original target quantity of removed and treated asbestos waste was not achieved due to the initial overestimation of asbestos product mass per square metre of roof surface. In the course of the project, the target value of the indicator was corrected to 3 660 tonnes. This value was achieved in 98%.

The table below shows the summary of the main outcomes of the projects' implementation in relation to the target values of output and outcome indicators as defined at the signing of the funding agreement.

Table 21. Implementation of selected output and outcome indicators within Objective 1. Improvement of services within city infrastructure to enhance standard of living and promote economic development

Indicator	KIK/39		KIK/42		KIK/71		TOTAL		
	Target value	Obtained value	Target value	Obtained value	Target value	Obtained value	Target value	Obtained value	% of target value
Output indicator									
Quantity of asbestos-containing material removed and treated (tonnes)	45 000	78 913	5 052	3 612	20 770	48 813	70 822	131 338	185%
Number of buildings or holdings from which asbestos was removed (units) ⁴²	6 600	31 765	1 500	1 698	6 120	10 148	14 220	43 611	307%
Number of buildings fitted with new roofing	200	715	120	168	800	1 418	1 120	2 301	205%
Treatment of road asbestos	-	-	-	-	-	15 398	0	15 398	-
Number of rehabilitated landfill sites	-	-	4	4	-	-	4	4	100%
Surface area of rehabilitated landfill sites (hectares)	-	-	4,5	5,2	-	-	4,5	5,2	114%
Number of devices for treatment of hazardous waste	-	-	8	8	-	-	8	8	100%
Number of new waste recovery points	-	-	8	8	-	-	8	8	100%
Number of schools participating in meetings	120	121	no data	no data	40	412	160	533	333%
Number of conferences	2	2	6	6	2	2	10	10	100%
Number of conference participants	400	505	200	244	200	238	800	987	123%
Number of educational and promotional events and meetings	200	253	25	29	40	412	265	694	262%
Number of participants of educational and promotional initiatives	12 000	147 215	1 000	1 769	20 000	71 893	33 000	220 877	669%
Number of distributed promotional materials	500 000	744 933	5 000	6 483	175 000	176 200	680 000	927 616	136%
Number of articles in the local press	16	22	20	30	5	5	41	57	139%
Outcome indicator									
Increase in number of people living in asbestos-free houses	13 200	61 829	5 848	5 200	13 000	21 248	32 048	88 277	275%

⁴² In the case of KIK/42 – number of implemented requests for asbestos removal

Indicator	KIK/39		KIK/42		KIK/71		TOTAL		
Number of local government units involved in project implementation	200	203	6	6	40	69	246	278	113%

Source: own elaboration based on project documentation

Relevance

Very high assessment should be given to the relevance of the SPCP intervention as well as its impact on asbestos management in the Lubelskie and Małopolskie voivodeships in the years 2012-2016. In accordance with the National Asbestos Removal Programme for 2009-2032 (NARP), the highly harmful asbestos products in use should be safely removed and treated by 2032. The high cost of disassembly, transportation and treatment of asbestos slows down the process of its removal, and additional difficulty is posed by the cost of purchasing new, asbestos-free products in replacement. There is also a lack of public awareness of the harmfulness of asbestos and the negative consequences it might have on health. A 2015 report⁴³ by the Supreme Audit Office (SAO) showed that the NARP is being implemented at an unsatisfactory rate – the target indicator for the quantity of asbestos products removed in the period 2013-2015 was only achieved at 21%. The SAO estimated that at this rate the process of asbestos removal might take approximately 200 years. The SAO gave a positive assessment of the way municipalities use funding from the Swiss-Polish Cooperation Programme (as well as the financial resources at the disposal of the Voivodeship Fund for Environmental Protection and Water Management, VFEPWM, funded by the National Fund for Environmental Protection and Water Management, NFEPWM) for disassembly, transportation and treatment of asbestos from properties of individuals and legal persons. Applying for funding required municipalities to hold an inventory of the asbestos products within their area as well as develop local programmes (plans) for their removal. The SAO also gave a high assessment of the possibility to fund tin roof covering to replace the removed asbestos material for the poorest participants of the projects.

As demonstrated by the current data in the Asbestos Database⁴⁴, there are nearly 6 million tonnes of asbestos-containing products listed in the inventory across the territory of Poland, of which only just over 630 000 tonnes have been treated. This means that nearly 5,3 million tonnes of products remain to be treated. However, estimates made during the preparation of the NARP indicate that the real quantity of products to be removed could even reach 14,5 million tonnes⁴⁵. The graph below

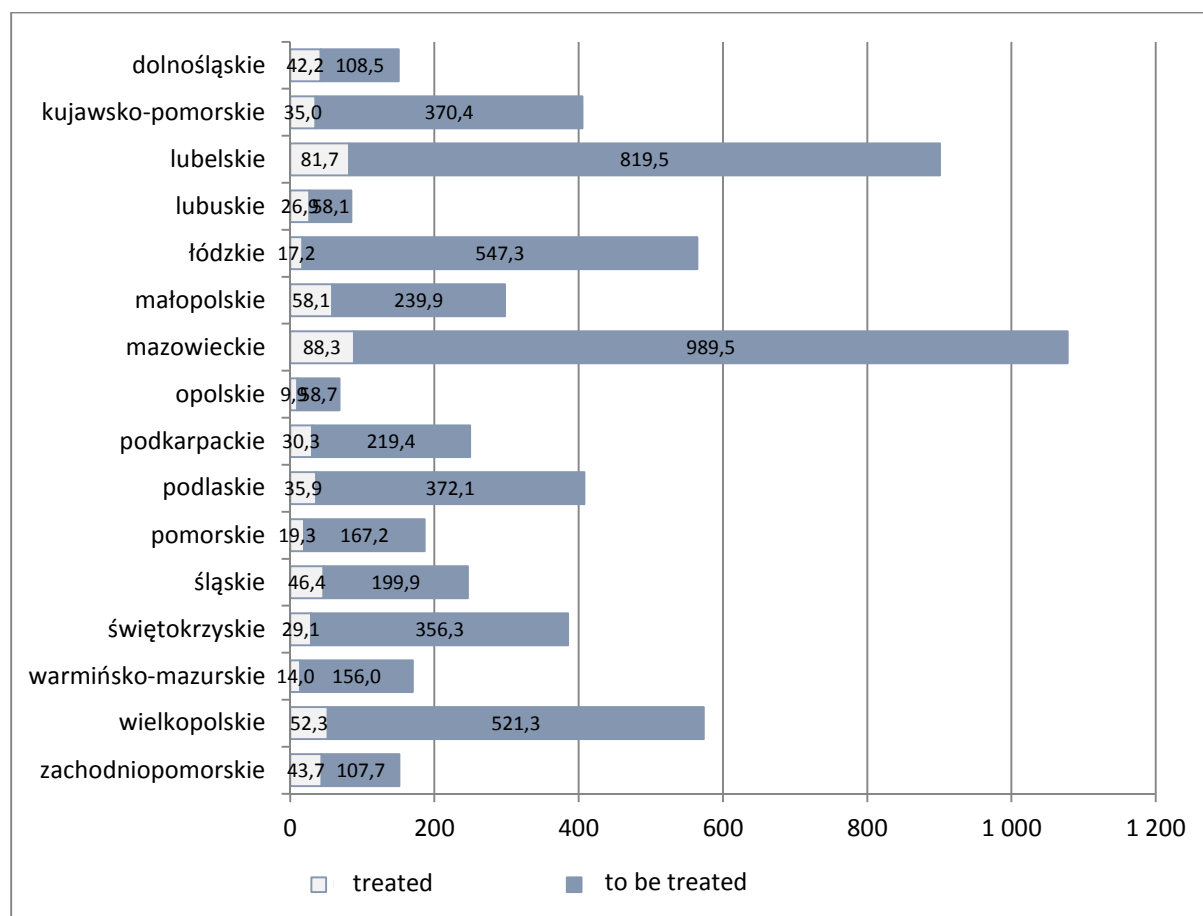
⁴³ Brief on audit results. Implementation of 'National Asbestos Removal Plan 2009-2032', reference number 225/2015/P/15/087/LLO, SAO, Warsaw 2015.

⁴⁴ Asbestos Database (www.bazaazbestowa.gov.pl), operated by the Ministry of Development, is one of the monitoring tools for implementation of tasks related to the NARP 2009-2032. As demonstrated by the abovementioned SAO report, by October 31, 2015, 26% of municipalities (across the country) had not yet fulfilled the obligation to enter the data required for this tool to be operational. As a result, the quantity of asbestos shown by the Asbestos Database may not be accurate.

⁴⁵ Estimates included in the NARP 2009-2032 indicate that in 2003 there were approx. 15,5 million tonnes of asbestos products across the country and that in the period 2003-2008 approx. 1 tonne was removed – thus, in 2009, 14,5 million tonnes remained to be removed. The data contained in the Asbestos Database varies from the estimates presented in the NARP 2009-2032 as it represents not the estimates but the inventory taken and is based only on the data entered into the system by the local government units.

shows the distribution of asbestos-containing material listed in the inventory in each voivodeship with indication of products treated and remaining to be treated.

Figure12. Mass of products containing asbestos listed in the inventory in each voivodeship with indication of products treated and remaining to be treated (thousands of tonnes)



Source: own elaboration based on data from the Asbestos Database (www.bazaazbestowa.gov.pl)

As demonstrated by the current data in the Asbestos Database, in the Lubelskie voivodeship there are 901 000 tonnes of asbestos-containing products listed in the inventory, making it second in the country by quantity (after the Mazowieckie voivodeship), while in the Małopolskie voivodeship there are 298 000 tonnes, which does not lessen the urgency of removing asbestos there. The municipality of Szczucin, the Executing Agency of project KIK/71, was the site of an asbestos factory and was affected by a particularly strong concentration of the negative effects on health and the environment caused by asbestos production and its widespread use.

Impact

Thanks to the support within the SPCP, a total of 82 500 tonnes of asbestos were treated in the Lubelskie voivodeship in the period 2012-2016. This constitutes more than 10% of the total mass of asbestos products remaining to be treated listed in the inventory. This quantity should be considered as significant. In the same time period, other funding sources were also available in the Lubelskie voivodeship, most importantly from the resources provided by the NFEPWM and the VFEPWM in Lublin (priority program *Management of non-municipal waste, Part II – Removal of products containing asbestos*). With the support of this funding, a total of 34 600 tonnes of products containing asbestos were removed in the period 2012-2016⁴⁶, making it less than half the quantity removed with the support of SPCP funding⁴⁷. Thanks to the implementation of the projects within the SPCP, the Lubelskie Voivodeship became the country's leader with regards to the rate of asbestos products removal, although it should be highlighted that the scale of needs in this voivodeship remains enormous.

Thanks to the support within the SPCP, nearly 48 800 tonnes of asbestos products were removed in the Małopolskie voivodeship. This constitutes 16% of the asbestos products listed in the inventory in the Małopolskie voivodeship (according to the Asbestos Database), making the voivodeship the third in the country with regards to the quantity of treated asbestos waste, just after the Mazowieckie and Lubelskie voivodeships. In the period 2012-2016 the voivodeship did not use the funding provided by the VFEPWM in Cracow and the NFEPWM for the removal of asbestos containing products. Apart from the local government's own funding, the SPCP was the main source of external funding for this type of initiatives.

The data above indicates that within the area of removal of asbestos waste, the intervention of SPCP had major importance on regional level – in the voivodeships of Lubelskie (implementation in over 200 municipalities) and Małopolskie (69 municipalities). On national level, the scale of effects obtained within the SPCP in relation to the effects of other funding programmes for this type of initiatives should be assessed as highly satisfactory – the SPCP contributed to revitalising the country's market of asbestos waste management. In the period 2012-2016, removal of asbestos was funded from local government's own funding (no data available for the amount of funding granted and the outcome obtained), funding from the NFEPWM and the VFEPWM (in the period 2012-2015 more than 200 000 tonnes of asbestos products were removed⁴⁸), as well as funding from the EU – within regional operating programmes 2007-2013 36 projects were funded (initiatives were implemented in 48 municipalities across 4 voivodeships: Śląskie, Małopolskie, Podkarpackie and Kujawsko-Pomorskie) to a total value of approximately 50 million PLN (no data available for the outcome obtained)⁴⁹, so the territorial scope (number of municipalities encompassed by the support) and the funding scope were lower than in the case of SPCP. Removal of asbestos products was also funded under the Rural Development Programme (RDP) 2007-2013 (Initiative 121.

⁴⁶ Data based on the operational reports of the Voivodeship Fund for Environmental Protection and Water Management in Lublin for the years 2012, 2013, 2014, 2015, 2016.

⁴⁷ The data shown in the graph, included in the Asbestos Database and estimating the mass of treated asbestos products in the Lubelskie voivodeship at 81 700 tonnes possibly does not yet include the full outcomes of projects KIK/39 and KIK/42 and the full outcomes obtained with the support of environmental funding.

⁴⁸ Based on the operational reports of the National Fund for Environmental Protection and Water Management for the years 2012, 2013, 2014, 2015.

⁴⁹ Based on report from the evaluation study: *Impact of cohesion policy 2007-2013 on the environment*, Fundeko Korbel, Krok-Baściuk General Partnership, commissioned by the Ministry of Development, Warsaw 2016.

Modernisation of farm holdings) – as a result, asbestos was removed from roof covering of 229 buildings⁵⁰, which is lower by two orders of magnitude against the outcome of the SPCP.

An innovative solution used in projects KIK/39, KIK/42 and KIK/71 was the provision of new roof covering (in replacement of the removed asbestos covering) for 2 398 buildings of the poorest residents. The introduction of this element into the projects was recommended by the Swiss side and, despite the IE's concerns regarding the implementation of these initiatives in accordance with social assistance regulations, appropriate procedures were prepared (with the poverty criterion based on the amount of minimum income), allowing to assign the support to the poorest. As indicated by the opinion of the IE and the final recipients of the project, it was the element that enabled to obtain the target outcome and to overcome one of the elementary obstacles to asbestos removal. It also expanded the impact area of the projects beyond environment and health into the social and domestic area. For the poorest of residents, this type of funding was the only opportunity to dispose of the harmful asbestos from their homes. Thus, the projects had an impact on levelling out the social and economic differences.

The outcomes of project KIK/42, including the building and equipping of the waste management centre and the rehabilitation of landfill sites were significant only at the local level (in the area of the Association of Municipalities of the Lubartów Region), while on the national or voivodeship level, singular investments of this type were not significant. With the funding of NSRF 2007-2013 (Regional Operational Programme, ROP; and Operational Programme Infrastructure and Environment, OPIE), 111 WMCs for municipal waste were built or modernised (including 14 in the Lubelskie voivodeship) with a total capacity of 5 362 000 tonnes per year. Additionally, 65 sorting facilities for municipal waste were built and 30 were modernised (including 12 in the Lubelskie voivodeship). Special attention should be given to the innovation introduced at the waste management centre – energy recovery from organic municipal waste, achieved through fermentation and the use of biogas to produce electric energy and heat. It is the only installation of this type in Poland and the seventh in Europe. This type of an innovative solution with an impact on improving energy efficiency and reducing greenhouse gas emissions could pose an example for future investments.

Sustainability

The sustainability of the obtained effects should be considered as satisfactory. When treated correctly, asbestos-containing products permanently cease to be harmful to the environment and human health. Additionally, the wide-ranging informational and educational campaigns, the implemented inventory, as well as the efficient cooperation between local government units within the projects all indicate that the municipalities will continue their effort to rid their area of asbestos, using the experience and the knowledge gained during the implementation of the SPCP projects (including the ability to manage a partnership project). The degree of approval and participation

⁵⁰ Based on report from the evaluation study: *Assessment of impact of RDP on the environment and climate*, Fundeko Korbek, Krok-Baściuk General Partnership, commissioned by the Ministry of Agriculture and Rural Development, Warsaw 2016.

among the residents is also higher than before the project implementation, as their awareness of asbestos harmfulness and the correct handling of asbestos has grown significantly. The main factor limiting the scale of initiatives in this area in the future will be the availability of funding as well as the possibility of funding new roof covering for the residents. The voivodeship of Lubelskie has already secured funding for asbestos removal in the period 2017-2019 within the ROP 2014-2020.

The success of project KIK/39 is its organisational scale – 87% of all local governments of the Lubelskie voivodeship were included in the project initiatives, working to implement a common objective to improve the quality of life and health of the residents. Within project KIK/71, initially 40 municipalities were involved within the project and it was difficult for the Executing Agency (municipality of Szczucin) to encourage a greater number of municipalities from the Małopolskie voivodeship to participate. Thanks to strong programme promotion and information about the effects obtained, as well as initiatives to activate the other municipalities, another 29 municipalities joined the project in 2015 (in total, there were 69 participating municipalities). This wide-scale partnership was one of the success factors for projects KIK/39 and KIK/71 – selecting one common contractor relieved the partner municipalities of the responsibility of organising the work – so the effort could be focus on taking inventory of asbestos and propagation of initiatives. The joint implementation of activating initiatives, training sessions for municipal coordinators, intermunicipal meetings, meetings at village councils and schools, outdoor meetings – all focused on promoting the project – brought experience of good and effective cooperation between local governments, the building of trust and capital for future implementation of joint initiatives. The Lubelskie voivodeship is continuing the initiatives for asbestos removal with support of funding from the EU under the ROP 2014-2020 (funding amount of 25 million PLN, project implementation period – 2017-2019), while using the structures, the channels of communication, the human resources and the procedures achieved within project KIK/39.

Factors impacting effectiveness, efficiency and sustainability of effects and impact

The high effectiveness and sustainability of projects in the area of asbestos removal was impacted primarily by:

- minimum formalities for the final recipient;
- possibility of treatment of asbestos waste stored on property;
- wide-ranging informational and educational campaigns (including also schools, kindergartens, churches);
- good cooperation between local government units and engaging a significant number (on voivodeship level) of local government units in the implementation of initiatives;
- centralised contractor selection and procedure preparation;
- experience sharing with other projects implemented in the area of waste management within the SPCP;
- possibility of providing new roof coverage for the poorest.

Another extremely important effect of project implementation is the inventory of asbestos products in the municipalities involved, held at the initiative of the Executing Agencies (e.g. within KIK/39, the IE introduced a requirement for the municipalities wanting to join the project to hold an inventory of asbestos products and to prepare a programme for their removal; within KIK/42 inventory holding was funded from project savings). Based on the information received from the IE, the data for asbestos quantities from before the implementation of projects within the SPCP was based on estimates rather than actual inventory data. Project implementation has helped to assess the actual quantitative status of existing asbestos products in the area and to estimate the financial and organizational resources needed for their removal in order to implement the Asbestos Cleanup Program, which may provide valuable insights to support planning for asbestos neutralization in the future.

Conclusion

The relevance, effectiveness, efficiency and sustainability of the SPCP intervention in the area of waste management, especially in the area of removal of asbestos products, should be assessed as highly satisfactory. The obtained effects greatly exceed the initial assumptions and are significant to the improvement of the state of the environment and health protection of the residents at the regional level (in the case of project KIK/42 – at the local level), but also stand out against other support programmes implemented on a national level. In the assessment of the IE, the success of the projects was impacted also by the programme's elasticity – the possibility to include initiatives that could not be funded using other sources (e.g. new roof coverage for the poorest), the possibility to modify the project scope during the implementation period, adjustment to real life circumstances and reactivity to arising issues, as well as efficient cooperation with the institutions involved in the implementation of the SPCP.

Energy efficiency

Assumptions

The second objective defined within the area *Restoration, renovation, redevelopment and extension of basic infrastructure and improvement of the state of the environment* was *Improving energy efficiency and reduction of emissions, especially greenhouse gases and hazardous substances*. This objective was to be obtained through implementation of projects in the area of introduction of renewable energy systems (e.g. solar, wind, small-scale systems of hydropower, geothermal energy, biomass energy, etc.), improving energy efficiency (e.g. reducing energy loss), reducing emissions from combined heat and power stations and regional heating systems.

Table 22. Support assumptions within Objective 2. Improving energy efficiency and reduction of emissions, especially greenhouse gases and hazardous substances

	Support assumptions
Intermediate Body	Digital Poland Project Centre
Value of allocation	115 127 731 CHF
Funding level	<ul style="list-style-type: none"> - funding of up to 60 % of total eligible costs of the project, with the exceptions listed below; - funding of up to 85% total eligible costs of the project when 15% or more of total eligible costs will be co-funded from the public administration budget at the central, regional or local level;
Types of projects	<p>Projects with minimum value of 10million CHF each.</p> <p>Eligible projects came from the following areas:</p> <ol style="list-style-type: none"> I. Improving energy efficiency through introduction of renewable energy systems (including, among others, pilot projects) including initiatives from the following area: installation of solar collectors with a surface area of more than 100 m² or building of photovoltaic systems for public utility and residential buildings; building of a wind power station with up to 2MW of power; building of a small hydropower station with 50kW to 5 MW of power on an existing barrage (in areas not covered by programmes for restitution of migrating fish) with safe fish ladder and an automated system to limit water intake by turbines when the river water level is low; development of systems using geothermal energy; building of biomass boilers from 1 MW to 10 MW powered by locally sourced fuel; production and sourcing of biogas for the purpose of energy production. The project application had to indicate the necessity and the justification for using public funding (i.e. why the presented project cannot be funded by the private sector). II. Refurbishment, renovation and/or modernisation of municipal heating networks in areas of cities (of high-density multi-dwelling development) heated by small local boilers and tile stoves in areas where levels of permissible and target levels of air pollution are exceeded, including initiatives in the following areas: analysis for determining the heat demand; refurbishment, renovation and/or modernisation of the central heat source and municipal heating networks; refurbishment/renovation/modernisation or replacement of heat exchangers. III. Refurbishment/renovation and/or modernisation of central heat sources and heating installation in public health care centres providing hospitalisation as

	Support assumptions
	well as public schools, including initiatives in the following areas: replacement of high emission coal boilers with modern boilers with a preference given to combined heat and power systems; renovation and/or modernisation of heating installation. Other thermo-modernising initiatives (e.g. insulation of walls and dividers, replacement of entrance doors and windows, etc.) were not admissible – however, they had to be presented within the project and the Executing Agency was obliged to provide funding for them using other public Funds (including Funds from support programmes) or private Funds.
Beneficiaries (Executing Agencies)	<ul style="list-style-type: none"> - for category I projects – public administration units; - for category II projects – local government units (who carry out the necessary installation work for the residents within their territorial control) or entities implementing the local government units’ tasks related to heat supply, e.g. enterprises (including community partnerships) carrying out tasks in the area of network and heating system maintenance; - for category III projects – local government units, public health care centres contracted by the National Health Fund to provide health care services or providing health care services from public funding on the basis of other agreements (service providers within the national health care system implementing the health care policy), public schools.

Source: own elaboration based on programme documentation

The most important assessment criteria for projects within the objective *Improving energy efficiency and reduction of emissions, especially greenhouse gases and hazardous substances* included: direct, significant and sustainable impact on improving the environment; compliance with local, regional or national programmes or strategies for environmental protection; impact on improving energy efficiency and reduction of emissions, especially with regards to greenhouse gases and hazardous substances; complementarity with the National Strategic Reference Framework (NSRF); innovation and/or potential needed to propose new solutions that could be applied on a larger scale; demonstrating the urgency of the project; sustainability of project effects. The abovementioned criteria define the desirable features of the project funded by the SPCP.

Effects and assessment of effectiveness and efficiency

Within Objective 2, 10 projects were implemented to the total value of 171 609 328 CHF⁵¹, including the SPCP funding of 115 127 731 CHF. The list of projects divided by category is presented in the table below.

Table 23. List of projects implemented within Objective 2. Improving energy efficiency and reduction of emissions, especially greenhouse gases and hazardous substances

Project number	Title	Executing Agency	Project partners	Category ⁵²	Voivodeship	Amount of funding from the SPCP (CHF)
KIK/41	Installation of renewable energy systems	Town and	Municipalities of	I	Małopolskie	14 369 355

⁵¹ Eligible expenditure based on the funding agreement.

⁵² Category I – Introduction of renewable energy systems; Category II – Restoration, renovation and/or modernisation of municipal heating networks; Category III – Restoration/renovation and/or modernisation of central heat sources and heating installations in public health care centres and schools.

Project number	Title	Executing Agency	Project partners	Category ⁵²	Voivodeship	Amount of funding from the SPCP (CHF)
	in the municipalities of Niepołomice, Wieliczka, Skawina and Miechów at public utility and private buildings	municipality of Niepołomice	Wieliczka, Skawina, Miechów			
KIK/44	Programme for increasing the use of renewable energy sources and improving air quality in the Natura 2000 areas of the district of Sucha Beskidzka	District of Sucha Beskidzka	-	I	Małopolskie	4 837 389
KIK/46	Installation of renewable energy systems at public utility and private buildings in the municipalities of the district of Busko-Zdrój and Pińczów	Municipality of Busko-Zdrój	9 municipalities in the district of Busko-Zdrój and Pińczów	I	Świętokrzyskie	16 845 958
KIK/48	Infrastructural initiatives to improve the state of the environment at public utility facilities in the Parsęta Basin	Association of Cities and Municipalities of the Parsęta Basin	16 partners in the Parsęta Basin	I, II, III	Zachodniopomorskie	10 747 331
KIK/50	Renewable sources of energy in Mszana Dolna and partner municipalities	Municipality of Mszana Dolna	Town of Mszana Dolna, municipalities of Niedźwiedź, Dobra, Kamienica, Raba Wyżna	I	Małopolskie	9 094 519
KIK/51	Improving energy efficiency through introduction of systems of renewable energy and modernisation of heating installations in selected public voivodeship health care centres	Voivodeship of Małopolskie	-	I, III	Małopolskie	11 206 502
KIK/61	Replacement of group district heating substation with individual ones and modernisation of municipal heating network in high-density multi-dwelling development in the capital city of Warsaw in areas where permissible levels of air pollution are exceeded.	Veolia Energia Warszawa Inc.	-	II	Mazowieckie	10 628 746
KIK/63	Building of a renewable energy system – solar collectors in health care centres formed by the regional government of Mazowieckie voivodeship	Marshal Office of the Mazowieckie voivodeship	-	I	Mazowieckie	9 205 323
KIK/66	Installation of renewable energy systems at public utility buildings and private homes in the member municipalities of the Association of Municipalities in the Wisłoka Basin	Association of Municipalities of the Wisłoka Basin	20 partner municipalities from the Association of Municipalities of the Wisłoka Basin as well as the district of Jasło	I	Podkarpackie, Małopolskie	18 300 143
KIK/73	Building of a combined heat and power station powered by biomass as the main heat source in the heating system of the city of Łębork	City municipality of Łębork	-	I, II	Pomorskie	9 892 465
TOTAL						115 127 731

Source: own elaboration based on Annual report on the implementation of SPCP for the period 1 January – 31 December 2016

The support focused on the Małopolskie voivodeship (four projects), two projects were implemented in the Mazowieckie voivodeship, and one each in the voivodeships of Pomorskie, Zachodniopomorskie, Świętokrzyskie and Podkarpackie (a project also partially implemented in Małopolskie voivodeship), Seven out of the ten implemented projects included installing a system for producing renewable energy, mostly solar collectors, on private buildings and public utility buildings – as a result, the scale of effects of the intervention was greatest in this area. The main outcomes obtained in effect of the projects' implementation:

- installation of over 25 400 solar energy systems (solar collectors) with a total surface area of 145 200 m² on residential buildings, including nearly 11 000 solar energy systems (43%) with a total surface area of approximately 73 000 m² (50%) in the Małopolskie voivodeship⁵³;
- installation of 209 solar energy systems (solar collectors) with a total surface area of 11 600 m² on public utility buildings;
- installation of 122 photovoltaic systems with a total surface area of 21 900 m² on public utility buildings (nearly half in the Małopolskie voivodeship);
- installation of 41 heat pumps in public utility buildings, of which 19 (46%) in the Małopolskie voivodeship;
- thermo-modernisation of 60 public utility buildings, of which 43 (73%) in the Małopolskie voivodeship;
- modernisation of 69 heating installations, of which 58 (84%) in the Zachodniopomorskie voivodeship;
- liquidation of 111 group district heating substations and their replacement with 810 individual district heating substations (Warsaw);
- building of one biomass heat and power station with ORC technology and power of 5,4 MW_{th} and 1,25 MW_{el}, the basic heat source in the heating system of the city of Łębork (Pomorskie voivodeship).

The material effects of the projects within the scope of solar energy (solar collectors and photovoltaic panels), heat pumps, thermo-modernisation and modernisation of heating installations significantly exceeded the assumptions for target values of output indicators defined at the signing of project funding agreements.

The ecological effects obtained through the above-mentioned investments include:

- reduction of emissions into the atmosphere: CO₂ – 95 400 tonnes/year, CO – 939 tonnes/year, SO₂ – 524 tonnes/year, NO_x – 69 tonnes/year, particulates – 507 tonnes/year;
- reduction of fossil fuel consumption by over 43 000 tonnes/year;
- increase of energy production from renewable sources by 171 300 MWh/year, of which 110 700 MWh/year (65%) – solar collectors, 53 000 MWh/year (31%) – biomass combined heat and power station;
- energy savings of 242 600 MWh/year, of which 171 000 MWh/year (71%) thanks to renewable energy sources, 44 000 MWh/year (18%) thanks to modernisation of network and

⁵³ The following projects were used to calculate the obtained values of output indicators in the Małopolskie voivodeship: KIK/41, KIK/44, KIK/50 i KIK/51. KIK/66 was not included due to the lack of possibility to determine what part of the effects of the projects was located in the Małopolskie voivodeship (it is assumed that the majority of the effects were located in the Podkarpackie voivodeship).

replacement of group district heating substations with individual ones within KIK/61, 27 000 MWh/year thanks to the introduction of other solutions (photovoltaic systems, increased energy efficiency of buildings, cogeneration).

The obtained ecological effects, described by the results indicators, also significantly exceeded the target values defined at the signing of project funding agreements.

Moreover, the majority of the projects implemented educational and promotional initiatives focusing on improving energy efficiency and the use of renewable energy sources, including inter alia:

- 16 conferences (of which 8 in the Małopolskie voivodeship) with 1 213 participants;
- 179 press publications (of which 165 in the Małopolskie voivodeship);
- 204 informational meetings with over 6 000 participants;
- 3 372 training sessions (of which 3 181 in the Małopolskie voivodeship) with 14 900 participants.

Obtained effects in the area of education and promotion significantly exceeded the initial assumptions.

The effectiveness and efficiency of the projects should be considered as highly satisfactory. It was possible to obtain results significantly exceeded the target values of the indicators and extend the scope of projects by new initiatives not defined at the time of applying for funding (e.g. the previously unplanned thermo-modernisation of 40 public utility buildings and the replacement of lighting with LED lighting in 18 buildings of this type within KIK/41, or installation of 19 photovoltaic systems within KIK/48 and 34 photovoltaic systems in KIK/46), primarily thanks to significant savings through currency exchange rates (approx. 71 million PLN in total for all projects) and tender procedures (as an example, within project KIK/66, holding one group tender saved approx. 24% of the initially assumed cost of solar installations).

In the course of project implementations there were issues of organisational and financial nature (e.g. the prolonged appeal procedure in the tender for the contractor for the combined heat and power station in Lębork in KIK/73, the bankruptcy of the main contractor of the installation in KIK/44, the withdrawal of one partner municipality during the project implementation in KIK/41, the withdrawal of owner's permissions for the replacement of group district heating substations in KIK/61), although they were all successfully solved.

The joint model of cooperation between several or more local government units or public health care centres, which was applied to most of the projects, was relevant.

The project-based approach, allowing for the individual treatment of each project by the Intermediate Body (CPPC), National Coordination Unit (MD) and the SCO was relevant and effective, although at the beginning of the programme, the prolonged agreements with the Swiss side posed a difficulty for some of the beneficiaries.

Within the scope of the projects, a broad catalogue of indicators of material and ecological effects was gathered. For the purpose of analysis, only the most representative ones were selected, allowing to demonstrate the effects of the entire programme. The set of indicators was complete in most

cases, however, it required standardisation, especially with regards to units (e.g. kWh, MWh), but also conversion (e.g. quantity of energy saved or produced expressed in MW or GJ) based on conversion indicators. In individual cases, the missing indicators were estimated on the basis of data collected by the beneficiaries (e.g. the surface area of photovoltaic panels installed within the projects) and the technical parameters of typical installations, as well as conversion indicators⁵⁴. The values of result indicators should be treated as estimated values – in most cases, they are not based on real data from measurement but on estimates (data from monitoring systems will be available at the earliest a full calendar year after the completion of the projects)⁵⁵. The table below presents the summary of the main results of the projects' implementation in relations to the target values of output and outcome indicators defined at the signing of the funding agreement.

⁵⁴ Defined primarily on the basis of the values declared by beneficiaries in similar projects.

⁵⁵ In the case of KIK/51, the values of outcome indicators were based on measurements from February to July 2015, provided in PCR .

Table 24. Implementation of selected output and outcome indicators within Objective 2. Improving energy efficiency and reduction of emissions, especially greenhouse gases and hazardous substances

Indicator	KIK/41		KIK/44		KIK/46		KIK/48		KIK/50		KIK/51		KIK/61		KIK/63		KIK/66		KIK/73		TOTAL		
	Target value	Obtained value	Target value	Obtained value	Target value	Obtained value	Target value	Obtained value	Target value	Obtained value	Target value	Obtained value	Target value	Obtained value	Target value	Obtained value	Target value	Obtained value	Target value	Obtained value	Target value	Obtained value	% of target value
Output indicators																							
Solar systems in residential buildings - number [unit]	3 841	4 058	2 349	3 007	3 928	6 202	0	0	2 300	3 909	0	0	0	0	0	0	4 266	8 250	0	0	16 684	25 426	152%
- surface area [m ²]	18 515	28 718	11 202	20 233	18 804	30 596	0	0	12 902	24 312	0	0	0	0	0	0	20 556	41 423	0	0	81 979	145 282	177%
Solar systems in public utility buildings - number [unit]	2	32	1	1	22	17	35	38	6	6	0	0	0	0	12	12	117	103	0	0	195	209	107%
- surface area [m ²]	592	617	296	300	1 436	1 447	1 988	1 781	99	120	0	0	0	0	5 356	5 386	2 097	1 964	0	0	11 863	11 615	98%
Photovoltaic systems in public utility buildings - number [unit]	2	20	0	0	1	34	0	19	0	0	0	0	0	0	0	0	4	49	0	0	7	122	1743%
- surface area [m ²]	2 700	5 100	0	0	380	6063	0	2 199	0	0	0	0	0	0	0	0	2 500	8 572	0	0	5 580	21 934	393%
Number of heat pumps in public utility buildings	4	9	0	0	0	0	15	22	0	0	10	10	0	0	0	0	0	0	0	0	29	41	141%
Number of thermo-modernised public utility buildings	0	40	0	0	0	0	8	8	0	0	1	1	0	0	0	9	0	0	0	0	9	58	644%
Number of modernised heating installations	0	0	0	0	0	0	33	58	0	0	3	3	0	0	0	8	0	0	0	0	36	69	192%
Number of liquidated group district heating substations	0	0	0	0	0	0	0	0	0	0	0	0	100	111	0	0	0	0	0	0	100	111	111%
Number of new individual district heating substations	0	0	0	0	0	0	0	0	0	0	0	0	765	810	0	0	0	0	0	0	765	810	106%

Indicator	KIK/41		KIK/44		KIK/46		KIK/48		KIK/50		KIK/51		KIK/61		KIK/63		KIK/66		KIK/73		TOTAL				
Installed power of the biomass combined heat and power station [electricity/heat, MW]	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,25/5,4	1,25/5,4	1,25/5,4	1,25/5,4	100%
Number of conferences	2	2	1	2	2	2	0	0	2	3	2	1	2	2	0	0	2	4	0	0	13	16	123%		
Number of conference participants	200	292	250	310	200	200	0	0	50	75	60	121	100	115	0	0	100	100	0	0	960	1213	126%		
Number of distributed promotional materials	3 524	13 769	24 000	39 729	3 000	3 200	2 000	2 000	2 500	4 000	1 000	100	20	39	6 600	8 300	77 740	77 991	0	0	120 384	149 128	124%		
Number of press publications	100	105	0	0	0	0	14	14	5	60	0	0	0	0	0	0	0	0	0	0	119	179	150%		
Number of informational meetings	0	0	0	0	2	44	50	52	0	0	0	0	58	60	12	16	20	32	0	0	142	204	144%		
Number of participants in informational meetings	0	0	0	0	200	962	1 500	1 722	0	0	0	0	765	777	600	907	1 000	1 635	0	0	4 065	6003	148%		
Number of training sessions	56	86	12	3 029	40	44	0	0	40	66	0	0	60	61	0	0	68 ⁵⁶	86 ⁵⁷	0	0	276	3 372	1 222%		
Number of participants in training sessions	1 400	1 850	3 149	5 454	850	962	0	0	800	4 900	0	0	765	781	0	0	850	909	0	0	7 814	14 856	190%		
Outcome indicators																									
Low emission reductions - total [t/year], including:	3 427	10 517	3 414	4 538	5 205	7 515	2 633	3 802	3 170	16 601	7 706	5 304	15 112	15 112	654	787	5 648	10 528	24 635	22 670	71 604	97 374	136%		
CO ₂	3 305	10 000	3 205	4 294	5 153	7 223	2 599	3 764	3 026	16 081	7 614	5 243	15 026	15 026	652	784	5 598	10 436	24 508	22 485	70 685	95 336	135%		
CO	56	170	162	187	1	132	15	16	110	362	17	13	no data	no data	no data	no data	no data	no data	30	59	391	939	240%		
SO ₂	16	100	27	34	0	38	9	10	19	131	62	40	56	56	1	1	0	0,1	88	114	278	524	189%		
NO _x	2	7	2	2	0	3	3	5	2	18	9	4	28	28	1	1	0	0,6	no data	no data	49	69	140%		
Particulates	49	240	18	20	50	119	7	8	12	10	3	4	2	2	1	2	50	91,34	9	11	201	507	252%		
Reduction of fossil fuel	1	4 320	1 939	2 105	1 959	1 976	811	1 832	1 669	4 742	3 221	1 045	8 795	8 795	336	367	2428	7205	8 300	10 682	34 576	43 069	125%		

⁵⁶ In the absence of data on the number of training sessions, the value of the indicator 'Number of hours of training' is given.

⁵⁷ See above.

Indicator	KIK/41	KIK/44		KIK/46		KIK/48		KIK/50		KIK/51		KIK/61		KIK/63		KIK/66		KIK/73		TOTAL			
consumption [t/year]	797																						
Increase of production of energy from renewable energy sources [MWh/year] - including:	13 461	14 902	9 877	10 698	15 611	23 201	3 453	4 660	10 591	30 379	0	0	0	0	3 098	2 298	10 314	32 628	55 000	52 507	121 406	171 273	141%
heat pumps	486	1 563	0	0			2 205	3 234	0	0	0	0	0	0	0	0	0	0	0	0	2 691	4 797	178%
photovoltaic systems	364	728	0	0	39	711	0	308	0	0	0	0	0	0	0	0	314	1 532	0	0	717	3 279	457%
solar collectors	12 611	12 611	9 877	10 698	15 572	22 491	1 248	1 118	10 591	30 379	0	0	0	0	3 098	2 298	10 000	31 097	0	0	62 998	110 692	176%
biomass	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	55 000	52 507	55	52 507	95%
Increase of cogeneration of power and heat [MWh/year]	0	0	0	0	0	0	0	0	0	0	9 632	7 297	0	0	0	0	0	0	0	0	9 632	7 297	76%
Total energy savings [MWh/year]	13 130	14 898	9 915	10 698	15 607	23 201	10 149	18 526	10 661	30 397	4 515	1 291	41 324	44 380	3 098	2 298	10 783	44 359	55 000	52 507	174 181	242 555	139%

Source: Own elaboration based on project documentation (as of 31.03.2017). In case of KIK/51 the information was based on PCR.

Relevance

The relevance of the SPCP intervention in the area of energy efficiency should be assessed as satisfactory. The need for energy savings, increased use of renewable energy source and reduction of CO₂ emissions stems, on the one hand, from the requirement on Poland to fulfil the obligations related to *The climate and energy package*, on the other, from the urgent need to improve air quality, especially with regards to the highly harmful particulates (PM₁₀, PM_{2,5}) and benzo(a)pyrene, of which the permissible levels are most frequently exceeded (data of National Inspectorate of Environmental Protection). In 85 to 100% of cases, the exceeded levels are due to the impact of emissions from the municipal and residential sector, related to the individual heating of buildings (the so-called low emission). The SPCP intervention in the area of energy efficiency was focused on initiatives that impact the reduction of emissions from these sources – it covered investments that reduce the demand for heat energy (which is particularly significant in the winter season – the heating season, when the concentration of pollution is highest): thermomodernisation of buildings and modernisation of heating systems and district heating systems, as well as equipment of buildings with installations for producing heating energy from renewable sources: heat pumps and solar collectors⁵⁸. The selection of public utility buildings – schools and hospitals (e.g. KIK/48, KIK/63) – in which solar systems were installed – was relevant with regards to their functional efficiency – these objects have an on-going demand for hot water (in case of schools, those objects were selected that remain in use also throughout the summer period, i.e. as summer camps or training centres).

The concentration of the support in the Małopolskie voivodeship should be assessed positively – based on Chief Inspectorate of Environmental Protection (CIEP) data, in recent years this voivodeship reports one of the highest annual concentrations of B(a)p and particulates (PM₁₀, PM_{2,5})⁵⁹. The majority of the municipalities in which projects were implemented in the area of solar energy have a very poorly developed gas network – water is heated by individual coal stoves (many households use cheap, low quality coal and obsolete stoves of low efficiency). With regards to protecting the air, human health and needs of residents, the implemented projects offered solutions relevant to the identified needs and problems.

The SPCP's intervention was complementary to the funding offering for initiatives for improvement of energy efficiency available within NSRF 2007-2013 (intervention was focused mainly on thermo-modernisation of public utility buildings and modernisation of city district heating systems) RDP 2007-2014 (funding included solar collectors, biomass stoves, photovoltaic panels, LED lighting, thermo-modernisation) and the NFEPWM (subsidised partial repayment of capital of bank loans used to purchase and install solar collectors for individuals and residential communities).

Particularly high assessment should be given to the possibility to fund solar installations at residential buildings, with own participation of the final recipient at 15% of the installation value, without the need to advance the entire amount and with minimum level of formality (application and accounting of the SPCP funding, the investment process – implemented by the Executing Agency – a local government

⁵⁸ In case of solar collectors, their impact on reducing low emission is relevant mainly outside of the winter season.

⁵⁹ Based on data published by the CIEP.

unit). Support for individuals offered within other programmes was characterised by lower level of funding (NFEPWM – 45% of investment value) and was granted on the basis of expenditure reimbursement. It also required individuals to prepare the documentation themselves which formed a significant barrier to the support recipients and limited the outreach to those equipped with the necessary knowledge of how to apply for this type of funding and well as the financial resources – or creditworthiness – enabling to pre-finance the investment. It is also worth to note that the installation of solar collectors means average savings of expenditure on water heating of approx. 700 PLN/year per household. Considering the above, it needs to be highlighted that the SPCP intervention also had a pro-social aspect through enabling the poorer part of the society to access this type of installation, while also enabling to generate savings (the final recipient should expect a full return on their own participation within a few years, after this period the installation will be generating savings.)

Impact

The impact of the SPCP projects on the changes that occurred in Poland in the period 2012-2016 with regards to improving energy efficiency and reduction of low emission should be assessed as moderate on country level, due to a relatively small engagement of financial resources in comparison to other instruments and a relatively small spatial scale of the funded initiatives. While the resources available within the SPCP were not the main stimulating factor of change in the area discussed, they were still a considerable one. At the level of municipalities that implemented the initiatives, the impact of the SPCP projects should be considered as very significant.

In the period of the SPCP implementation, the initiatives for improvement of energy efficiency in Poland were conducted with financial support from different sources, among others the OPIE 2007-2013 and the ROP 2007-2013 – in effect of implementing these two programmes, the total energy savings obtained were 2 861,5 thousand MWh/year⁶⁰ (12 times more than as in effect of the SPCP implementation – 242,5 thousand MWh/year), mainly through initiatives including thermo-modernisation of public utility buildings (3 374 buildings, so over 50 times more than within the SPCP) and modernisation of district heating systems. Moreover, in the period 2009-2016, the key financial tools that stimulated investment in improvement of energy efficiency in Poland were the Fund for Thermo-modernisation and Renovation, programmes implemented by the NFEPWM (among others, within the Green Investments System), as well as the system of energy efficiency certification (white certificates).

Special attention should be given to the wide-ranging initiatives in the area of improving energy efficiency of public hospital buildings implemented within project KIK/51. Within other subsidiary programmes, the common practice was to conduct only the thermo-modernisation of the building (replacement of windows, insulation of walls), sometimes combined with the use of renewable sources of energy (solar collectors, heat pumps), or only the modernisation of the heating system without the thermo-modernisation, which lowered the effectiveness of the investment. At the

⁶⁰ Based on report from the evaluation study: *Impact of cohesion policy 2007-2013 on the environment*, Fundeko Korbel, Krok-Baściuk General Partnership, commissioned by the Ministry of Development, Warsaw 2016.

stage of detailing the scope of project KIK/51, energy audits were conducted for three hospitals and, with support from Swiss experts, a detailed analysis the needs and the opportunities for improving energy was prepared. As a result, a number of cooperating technological solutions were planned and then implemented, including among others introduction of cogeneration systems and heat pumps, modernisation of ventilation systems and central heating installations, thermo-modernisation of walls, modernisation of energy management systems. The latest available technologies were applied within the project – among others, gas heat pumps, condensing boilers. This allowed for maximisation of the ecological effect through the quantity of energy saved and the reduction of fossil fuel consumption. All of the tasks were conducted without excluding the hospitals from services, which should be considered as an organisational success. This type of wide-ranging initiatives based on the latest technologies is innovative on country scale and should serve as an example for similar initiatives in the future.

A significant scale of effects of the SPCP was noted with regards to the assembly of solar installations for water heating on private and public utility buildings.

Based on data from the Institute of Renewable Energy (IRE)⁶¹, the solar collector market is the largest segment of the prosumer energy sector in Poland and the total installed power of solar collectors installed in 2014 (1,2 GW_{th}) constituted the second renewable source of generating 'green heat' in Poland (after biomass heat stations). The rapid development of the solar collector market since 2009 has been stimulated by the availability of subsidies from the NFEPWM⁶², regional operational programmes (ROP) 2007-2013, SPCP as well as, to a lesser degree, Rural Development Programme (RDP) 2007-2013. Poland has become one of the leaders of solar thermal energy in Europe – in 2014 it came forth in sales of solar installations among European countries. Such significant market growth also impacted the slow but systematic decrease of average prices of solar collectors in Poland – from the level of approx. 3000 PLN/ m² in 2008 r. to 2000 PLN/m² of active collector surface in 2014. In 2014, prices of evacuated tube collectors produced in Poland were lower by approx. 30% than the collectors produced in Germany or Italy and higher by only approx. 10-15% that evacuated tube collectors produced in China or Slovakia. With regards to flat plate collectors (which in 2014 comprised 80% of collectors installed in Poland), Polish products are priced competitively not only against German or Austrian products, which are significantly more expensive, but also against Chinese products (price of Polish product – approx. 870 PLN, price of Chinese product – 807 PLN in 2014).

No data is available on the number and surface area of solar installations in Poland for the period 2015-2016, although based on industry publications, in this period, the growth of solar collector market slowed down significantly – or even collapsed, which was related to the ending of subsidiary programmes (NFEPWM, ROP 2007-2013). The low cost of generating heat (in individual coal stoves – approx. 0,15 PLN/kWh, in gas installations – approx. 0,25 PLN/kWh⁶³) and lack of systemic support for prosumer installations for production of thermal energy from renewable sources

⁶¹ *The solar collector market in Poland 2015*, Institute of Renewable Energy, Warsaw 2015.

⁶² Programmes of the NFEPWM: 'Support for dispersed renewable sources of energy. Part 3) Subsidies for partial repayment of capital of bank loans for purchase and installation of solar collectors for individuals and residential communities' (available in the period 2009-2012) and 'Support for dispersed renewable sources of energy. Part 2) Prosumer – line of funding with the objective to purchase and assemble microinstallations of renewable sources of energy' (2014-2015).

⁶³ Data of Instalreporter, 2016.

make an unsubsidised solar collector investment unprofitable (period of return on investment is estimated at over 20 years when the collector replaces/complements a coal stove).

The table below shows data on the effects obtained in the area of solar collector development within different funding programmes in the period of SPCP implementation. The total surface area of solar collectors installed as a result of the SPCP projects, NFEPWM (2010-2014), ROP 2007-2013 and RDP 2007-2013 was approx. 1,1 million m², which comprises approx. 92% of the collector surface growth in Poland between 2009 and 2014⁶⁴. The presented data clearly indicates that the solar collector market in Poland depends on subsidy availability.

Table 25. Comparison of effects in the area of assembling solar installations obtained within different programmes

Indicator	SPCP	NFEPWM 2010-2014 ⁶⁵	ROP 2007-2013 ⁶⁶	RDP 2007-2013 ⁶⁷	TOTAL
Number of solar installations (solar collectors) [unit]	25 635	67 363	71 000	3 333	167 331
of which in the Małopolskie voivodeship	11 013	9 414	8 222	no data	28 649
Surface area of solar installations (solar collectors) [m ²]	156 897	483 894	460 000	36 000	1 136 791
of which in the Małopolskie voivodeship	74 300	65 715	53 268	no data	193 283
Quantity of energy potentially produced annually by the solar collectors [MWh/year]	110 692	240 000	227 143	17 737	595 572
CO ₂ emission avoided thanks to the use of the solar collectors [ton of CO ₂ /year]	35 000	75 100	151 300	6 067	267 467

Source: own evaluation based on reports from evaluation studies and project documentation

The total surface area of solar collectors installed as a result of the SPCP intervention was 156 900 m² (combined for residential and public utility buildings), which comprises approx. 14% of the total surface area of collectors installed within the subsidiary programmes under discussion and nearly 9% of total

⁶⁴ Calculations based on data from the report: *The solar collector market in Poland 2015*, Institute of Renewable Energy, Warsaw 2015. No data available for the total surface area of solar collectors in the period 2015-2016 (due to the collapse of the solar collector market, the Institute of Renewable Energy concluded its monitoring in 2014).

⁶⁵ Based on information on the effects of the programme 'Support for dispersed renewable sources of energy. Part 3) Subsidies for partial repayment of capital of bank loans for purchase and installation of solar collectors for individuals and residential communities', published by the NFEPWM (<https://www.nfosigw.gov.pl/o-nfosigw/aktualnosci/art,649,kolektory-sloneczne-w-polsce-skok-na-3-miejsce-w-europie.html>).

⁶⁶ Based on report from the evaluation study: *Impact of cohesion policy 2007-2013 on the environment*, Fundeko Korbel, Krok-Baściuk General Partnership, commissioned by the Ministry of Development, Warsaw 2016.

⁶⁷ Based on report from the evaluation study: *Impact of RDP 2007-2013 on the environment and the climate*, Fundeko Korbel, Krok-Baściuk General Partnership, commissioned by the Ministry of Agriculture and Rural Development, Warsaw 2016.

surface area of solar collectors in Poland reported in 2014 (1 744 000 m² according to the IRE⁶⁸) which should be considered as a significant result, especially considering the small scale of the programme. The effects obtained in the period 2010-2014 thanks to the support of the NFEPWM or ROP were three times greater than those obtained within the SPCP but with a significantly greater engagement of resources. It should be noted that in the period of 2015-2016, when the SPCP projects in the area of energy efficiency entered the full implementation stage, the investments implemented with the support of other programmes slowed down significantly, which in the case of ROP and RDP was caused by the ending of the EU financial perspective 2007-2013 and the gap resulting from the delayed start of recruitment for projects in EU financial perspective 2014-2020, and in the case of NFEPWM – the ending of the solar collector subsidy programme in 2014 and its replacement in 2015 with the *Prosumer* programme (here initially it was possible to fund the purchase of a heating device using renewable sources of energy only if a device for power production was purchased at the same time – which promoted photovoltaic systems; additionally, conditions of support were less beneficial than previously, and the support was eventually phased out in 2016). Therefore it can be said that the SPCP played a bridging role between the two EU financial perspectives and between two editions of programmes offered by the NFEPWM, but due to the smaller allocation of resources, it could not fully compensate for the slowing down of the Polish solar collector market which has been in permanent regress since 2015.

In regard to the concentration of projects including the installation of solar collectors in the Małopolskie voivodeship, it can be said that the SPCP impact was noticeable on regional scale – nearly 40% of solar installations in this region was implemented with support within the SPCP.

Based on the data contained in the *Programme for air quality protection in the Małopolskie voivodeship* (2013) it can be said that the effects obtained within the SPCP exceeded largely the pollution reduction levels assumed by the *Programme* to be obtained in the period 2013-2015 as a result of solar system installation and thermo-modernisation of public utility structures.

Table 26. Comparison of pollution emission reductions obtained within the SPCP in the Małopolskie voivodeship with the emissions from plane sources⁶⁹ in 2011 (based on data contained in the Programme for air quality protection in the Małopolskie voivodeship)

Indicator	PM ₁₀	NO ₂	SO ₂	CO ₂ (all sources)
Quantity of emissions from plane sources ¹⁷ in the Małopolskie voivodeship in 2011 [t/year]	20 086	5 601	32 446	25 650 563
Reduction of emissions obtained in the Małopolskie voivodeship as a result of the SPCP implementation [t/year] ⁷⁰	274	31	305	35 618

⁶⁸ It would be more relevant to quote data for 2016, but after 2014 the IRE stopped monitoring the market and there are no other sources of data on this subject.

⁶⁹ Place source emissions comprise multiple sources of the so-called 'low emission' particles and gases introduced into the air at low altitude (below 40 m) and gathering around their place of origin, generally in areas of high density residential development. They include small in-house boilers, house furnaces (ceramic coal stoves or coal kitchen stoves) and small boilers providing heat to business premises or workshops, so a broadly defined municipal and residential sector.

⁷⁰ Data calculated on the basis of the value of result indicators for projects: KIK/41, KIK/44, KIK/50 and KIK/51.

Indicator	PM ₁₀	NO ₂	SO ₂	CO ₂ (all sources)
Share of emissions reduction obtained in the Małopolskie voivodeship as a result of the SPCP implementation in the annual balance of emissions from surface sources (based on data for 2011) [%]	1,4%	0,6%	0,9%	0,1%
Forecasted reduction of emissions in the period 2013-2015 for the municipal sector in the the Małopolskie voivodeship due to the use of renewable energy sources to reduce the operational cost of low emission heating and as a result of thermo-modernisation of buildings and supporting energy efficient building in public utility structures [t/year]	27	no data	60,5	18032
Share of emissions reduction obtained in the Małopolskie voivodeship as a result of the SPCP implementation in the forecast for emissions reduction for the period 2013-2015 in the municipal sector due to the use of renewable energy sources and thermo-modernisation of public utility structures	1 014%	no data	504%	198%

Source: Own elaboration based on project documentation and Programme for air quality protection in the Małopolskie voivodeship (2013)

The concentration of initiatives including installation of solar collections at residential buildings and public utility buildings could bring a noticeable ecological effect on local scale in the form of improvement in air quality thanks to reduction of coal consumption for water heating in buildings. In some municipalities, solar collectors were installed at a number of households. At current time though, it is not possible to fully assess the effects actually obtained within this area. An assessment of the ecological effect would require data from local air quality monitoring (if performed) collected over the course of several years preceding and following the time of the project implementation. As mentioned earlier, solar collectors provide the most energy in the summer period and their productivity significantly declines in winter, when there is the concentration of air pollution is highest as a result of individual building heating with fossil fuels – so it can be expected that, while the SPCP intervention might have had a certain (minor) impact on reducing the annual balance of emissions, it probably did not impact a reduction in instances of exceeding the permissible air pollution levels in winter.

The effects of the SPCP support in the area of photovoltaic installation development at public utility buildings (122 installations with a total surface area of 21 900 m², estimated installed power 3,3 MW) should be assessed as of moderate significance on country level. The resources available within the SPCP were an important stimulating factor for change in the area discussed. In comparison, as a result of the ROP 2007-2013 implementation, PV systems were installed with a total surface area of approx. 29 000 m² and installed power of 4,4 MW, and within the RDP 2007-2013 – over 3 000 PV installations with a total surface area of approx. 90 000 m² and power of over 13 MW (summary does not include photovoltaic farms, only installations at buildings). Based on data from the Polish Society of Photovoltaics, in 2016 in Poland there were over 17 000 photovoltaic microinstallations connected to the network on demand, with a total power of 93,7 MW – the SPCP effects comprise approx. 3,5% of this amount, while the ROP 2007-2013 comprises 4,7%, and the RDP 2007-2013 comprises 13,9%.

Based on an analysis on the current government's priorities with regards to renewable energy, photovoltaics is – next to biogas – a type of renewable energy source that can expect systemic and subsidiary support. In contrast to solar collectors, which have been in regress since 2014, the photovoltaic installation market (including small, prosumer and large farms) has been in rapid growth since 2014, mainly thanks to the availability of subsidies. At the same time, on a global scale there has been a significant decline in prices of photovoltaic technologies, which has led to reducing the cost of producing energy using this technology by approx. 80% in 2015 compared to 2005 (data from the German market⁷¹: cost of generating 1kWh of electrical energy in a photovoltaic station in 2015 – 0,09 ERU/kWh), and the PV technology prices are forecast to further decline by another 40-75% by 2050. Presently PV power stations are already competitively priced against all newly built conventional power stations in Germany (estimated average unit price of generating 1 kWh of electrical energy (LCOE) in a coal power station is 0,07-0,11 EUR/kWh).

Other investments implemented within the SPCP that included replacing group district heating substations with individual ones, building biomass combined heat and power station – although significant only on local scale, not country or regional – serve (next to solar and photovoltaic installations) as an important demonstration due to, among others, the innovation of the applied solutions (e.g. transparent photovoltaic panels in the market place of Jasło, using the ORC module in the combined heat and power station in Lębork) and the resulting possibility of further positive impact on the environments (e.g. the possibility to remove individual gas heating boilers in buildings where group district heating substations were replaced with individual ones).

Locally, the projects implemented within the SPCP had significant impact on popularising the use of renewable energy sources. Based on the conducted individual in-depth interviews, the neighbouring municipalities that did not use SPCP support, follow the example of this Programme by attempting to implement a similar programme, e.g. within the ROP 2014-2020. Moreover, the individuals who installed solar collectors have begun to take an interest in other devices (biomass stoves, heat pumps) and they also recommend solar collectors to others interested in reducing the cost of water heating. Also the EA, based on the experience gained with the SPCP, is planning further initiatives to develop the renewable energy sources and reduce low emission in their area.

Sustainability

The sustainability of the SPCP intervention in the area of energy efficiency should be assessed as highly satisfactory. From the purely functional perspective, the sustainability of the funded installations is limited by technical aspects: as an example, the expected life span of a solar collection is at least 20 years with no noticeable loss of functionality (although the first solar installations built in Western European countries are in use to this date). Thanks to the centralised ordering procedure for the individual solar installations it was possible within the SPCP to provide a 10 year manufacturer's warranty period, periodic installation maintenance and service with no additional cost and high parameters of quality of the installed devices (Solar Key Mark certified devices).

However, the sustainability of the intervention should also be measured through the opportunities and plans for the continuation of initiatives in the area of improving energy efficiency, the appearance

⁷¹ Based on *Understanding the Energiewende*, Agora Energiewende, Berlin 2016.

of the spill-over effect and the increase of ecological awareness of citizens which leads to greater acceptance of similar initiatives in the future or even active pursuing of their implementation on the part of the residents. Based on interviews conducted with residents of municipalities covered by the support within the SPCP, the Executing Agencies and the project partners it can be said that within this area the SPCP intervention fulfilled its role. There has been a significant increase of interest in prosumer installations of renewable energy sources in the neighbouring municipalities and among the residents who did not use the support. In order to implement the investments on a wide scale, especially with regards to installation of solar collectors at residential buildings, it was necessary to conduct intensive education and promotional activities – their effectiveness is proven by the fact that the obtained values of indicators exceed the targets. Initially, residents were reluctant to participate in the projects, but over time interest grew, and towards the end of implementation period, it grew rapidly. One of the most convincing aspects of the solar collector installation for the residents were the measurable financial savings on coal as well as the reduction of own labour related to water heating (waking up early, firing the stove). Another result was an increase of residents' trust in the initiatives implemented by local governments related to the propagation of renewable energy sources and reduction of low emission, as well as an increase of interest in other initiatives for improving energy efficiency (e.g. replacement of stoves, thermo-modernisation) among municipalities and residents who used the SPCP funding.

One innovative and efficient educational and promotional campaign was conducted in project KIK/66, implemented by Association of Municipalities of the Wisłoka Basin. Representatives of the local youth were engaged in the activities in the roles of 'home consultants' – equipped with knowledge (through appropriate previous training), informational materials (surveys, leaflets, brochures, posters) and accessories such as t-shirts, hats, project ID cards – visited residents in over 12 000 homes in the association's member municipalities, encouraging them to participate in the project and presenting the benefits coming from the region's sustainable development. With regards to technical expertise, the initiative was supported by employees of the Institute of Environmental Sciences at the Jagiellonian University. The young people were very well received by the residents and this means of knowledge propagation was much more effective than when propagated through third parties or when using printed materials or media only. These initiatives resulted in an increase of residents' interest in participating in the project and general interest in the next projects related to the use of renewable energy sources.

Based on the conducted individual in-depth interviews and surveys from the IE, the experience gained in the course of the SPCP projects' implementation – especially in the area of group implementation of projects (where the final recipients of the support were the residents), management of large investment projects and implementation of projects across large partnerships of local government units – will be used in the future initiatives for improving energy efficiency (e.g. asbestos removal). The Executing Agencies and project partners plan to continue the initiatives using the resources available within the ROP 2014-2020 and the NFEPWM. Association of Municipalities of the Wisłoka Basin (the

EA in KIK/66) is already implementing two projects covering thermo-modernisation of public utility buildings using funding within the ROP 2014-2020 (funding amount: 24 million PLN) and has applied for funding of another two projects including installation of solar collectors and photovoltaic panels at private buildings (also within the ROP 2014-2020) – as said by the representatives of the Association, these projects are an effect of the SPCP implementation which awoke interesting in the subject of energy efficiency among the residents of the Association's member municipalities. As an example, in the municipality of Żyraków, the solar project currently in implementation has seen even more individual applications for solar collectors installations than during the implementation of KIK/66 (within which 16% of household were already equipped with solar installations). Other IEs are planning projects covering the replacement of coal stoves with higher class stoves and/or the use of photovoltaics (e.g. district of Sucha Beskidzka – KIK/44, municipality of Niepołomice – KIK/41, municipality of Busko-Zdrój – KIK/46, city of Łęborg – KIK/73), in some cases in conjunction with encouragement to thermo-modernise individual buildings. A future obstacle to initiatives of this type will be the availability of funding for investments in renewable energy sources and improvement of energy efficiency.

Factors determining the effectiveness, efficiency, sustainability and impact of effects

The high effectiveness and sustainability of the projects in the area of energy efficiency was impacted mainly by the following:

- well-defined project scopes refined individually with support from experts;
- elasticity of the SPCP Programme, allowing to react appropriately to arising issues and to modify the projects (adjustment to the reality of implementation);
- regional/local concentration of support – maximising of the ecological effect (reduction of pollution emissions) which may results in a sustainable improvement of air quality;
- innovation of the applied solutions, including technological innovation (e.g. ORC system in the biomass combined heat and power station in Łęborg in KIK/73) and innovation related to the scope of implemented initiatives (comprehensiveness of the work completed in the hospitals in KIK/51 or in a given area, the initiatives covering network modernisation, thermomodernisation of buildings, installation of solar collectors, photovoltaic panels, heat pumps in KIK/48 – maximisation of the ecological effect, good practice);
- in the case of solar collectors on residential buildings:
 - minimum of formalities and own contribution on the side of the final recipient (including, most importantly, the lack of requirement to advance own financial resources to cover the cost of the entire installation; instead, only 15% was required);
 - wide-ranging and efficient informational and promotional campaigns;
 - good cooperation between the local government units;
 - elaboration of efficient shared procedures for the implementation of group projects, involving several partners, including tender procedures (covering the questions of warranty, service, quality certificates), experience sharing with other projects implemented in the area of energy efficiency within the SPCP;
 - centralised ordering (savings through tenders and the possibility to set higher expectations for the contractor).

Transport

Assumptions

The third objective defined within the SPCP area ‘*Restoration, renovation, redevelopment and extension of basic infrastructure and improvement of the state of the environment*’ was ‘Improvement of management, safety, efficiency and reliability of local / regional public transportation systems’. This objective was to be obtained through the implementation of projects with a wide scope of support for development of public transportation systems.

Table 27. Support assumptions within Objective 3. Improvement of management, safety, efficiency and reliability of local / regional public transportation systems

	Support assumptions
Intermediate Body	Digital Poland Project Centre (DPPC)
Value of allocation	38 029 765 CHF
Funding level	<ul style="list-style-type: none"> - funding of up to 60 % of total eligible costs of the project, with the exceptions listed below; - funding of up to 85% total eligible costs of the project when 15% or more of total eligible costs will be co-funded from the public administration budget at the central, regional or local level;
Types of projects	<p>Within the above mentioned area, it was possible to implement the following types of initiatives:</p> <ul style="list-style-type: none"> - preparation of documentation (e.g. feasibility studies, environmental impact assessment, master plan, transportation concept) for projects covering at least one mode of transport and/or connections between modes of transport; railway and road traffic management systems (steering systems) and monitoring systems (including electronic toll collection systems); - eligible only as study projects (including soft initiatives, such as preparation of documentation) or study projects with small-scale investment elements; - building, renovation and/or modernisation of railway infrastructure, in particular with regards to ensuring efficient railway connections between city centres and airports – eligible as study projects, study projects with investment elements, investment projects; projects for purchase of railway rolling stock.

	Support assumptions
Beneficiaries (Executing Agencies)	<ul style="list-style-type: none"> - for category 1 projects – entities managing railway and road infrastructure, relevant entities of public administration; - (including local government and Ministry of Infrastructure) or other specialised entities established to execute defined infrastructural tasks and implement state policy; - for category 2 projects – entities managing roads, entities responsible for road traffic safety, in particular the General Director for National Roads and Motorways, the Main Inspectorate of Road Transport; - entities of state administration (local government, Ministry of Infrastructure), other specialised entities established to execute defined infrastructural tasks and implement state policy; - managing bodies of railway infrastructure, entities managing railway stations; - for category 3 and 4 projects – entities managing railway infrastructure, relevant entities of public administration (including local government).

Source: own elaboration based on programme documentation

Effects and assessment of effectiveness and efficiency

Within Objective 3, three projects were implemented to the total value of 57 344 050 CHF, including the funding value of 38 029 765 CHF. The list of projects is presented in the table below.

Table 28. List of projects implemented within Objective 3. Improvement of management, safety, efficiency and reliability of local / regional public transportation systems

Project number	Title	Executing Agency	Voivodeship	Amount of funding from SPCP (CHF)
KIK/22	'Development of the public transportation system in the Warsaw agglomeration through increasing efficiency, reliability and safety of the Warsaw Suburban Rail'	Warsaw Suburban Rail Ltd.	Mazowieckie	19 353 841
KIK/23	'Purchase of four diesel multiple units for the Malbork-Grudziądz railway line to improve safety, management, efficiency and reliability of the local transportation system'	Government of the Pomorskie Voivodeship	Pomorskie	9 041 460
KIK/28	'Transportation Hub in Legionowo'	Legionowo City Council	Mazowieckie	9 634 464
			TOTAL	38 029 765

Source: own elaboration based on Annual report on implementation of SPCP for January 1 – December 31, 2016

Below is a presentation of the indicator levels obtained in the three projects implemented within the area of transportation.

The subject of the first project (KIK/22), implemented by the Warsaw Suburban Rail (WSR), was the purchase of six electric multiple units and the installation of the Passenger Information and Monitoring System. Thanks to savings and beneficial differences in currency exchange rates, it was possible to significantly increase the project scope to include, among others, track renovation.

Table 29. Implementation of selected output and outcome indicators for project KIK/22 'Development of the public transportation system in the Warsaw agglomeration through increasing efficiency, reliability and safety of the Warsaw Suburban Rail'

Indicator	KIK/22			
	Base value	Target value	Obtained value	Ratio of obtained value to target value
Travel time in minutes	57	50	55	91%
Punctuality indicator - difference between planned and actual departure / arrival time	97,86%	97,95%	97.61%	99%
Trains frequency during the day: weekdays holidays	11 5	16 10	12 7	75% 70%
% of passengers satisfied with the level of service	51,30%	55%	66,30%	120%
Number of senior and/or disabled passengers using railway	600'000	660'000	no data (measured at the end of project implementation)	-
Number of passengers	7'328'792	9'070'021	6'886'835	75%
Number of passenger-kilometres	114'057'928	118'485'618	106'861'631	90%
Travel speed in km/h	80	80	80	100%
Number of kilometers covered by trains	1'160'240	1'995'613	1'201'2781	60%
% of decrease in noise in dB in noise-sensitive areas along WSR lines 47 and 48	0	5%	no data (measured at the end of project implementation)	-

Source: own elaboration based on programme documentation and DPPC data

The indicators obtained within the analysed project are, in part, already near the target values. Importantly, the share of passengers satisfied with the level of service is high, exceeding the target value, as is the train punctuality. As regards the indicators for number of passengers and number of passenger-kilometres, they are significantly below the target values. To a large degree, it is probably related to WSR track renovations conducted in recent years, in large part through the use of SPCP resources. In this period, renovation was completed on, among others, both tracks between Komorów and Warsaw, one track between Komorów and Podkowa Leśna and the route to Milanówek; the last part of the renovation was ongoing in 2016, so at the time of collecting data for the indicators. Naturally, track renovation caused serious disturbance to railway traffic, for example in the summer of 2016, trains were not operating on the route of WSR Warsaw Śródmieście (Warsaw Central) – Warsaw Zachodnia (Warsaw West). As a result, a replacement bus service was operating along certain route segments, and along the route Podkowa Leśna – Warsaw it was necessary to transfer at the station Opacz. This naturally led to a decrease in the number of passengers interested in the WSR service. Therefore, credible data on passenger numbers will probably only be available for the year 2018, when all renovation works will have concluded along the key segment Podkowa Leśna – Warsaw. In 2017, the company is still planning to modernise the track and the bridge between Podkowa Leśna Główna – Komorów⁷², with the use of their own funding.

Thanks to implementing the project, the WSR service is now operated in its entirety by modern electric multiple units, all of them produced in the 21st century by a Polish manufacturer, i.e. PESA (series EN 95 and EN 97) and NEWAG (series EN 100 purchased within this project). Thanks to implementing the project, it was also possible to completely decommission the 1970s-produced EN 94 multiple units. It is also worth adding that in response to passenger requests, the newly purchased trains are equipped with a larger number of seats, totaling 164.

At the same time, another project element worth highlighting was the renovation of an extensive part of the track used by the WSR service. This will enable a problem-free operation of the service without the need for further renovation for many years to come.

Below is a presentation of the target and obtained outcome indicators for the next project which covered the purchase of four diesel multiple units for the Malbork – Grudziądz line, whose introduction aimed to significantly improve the service quality on this line.

During project implementation, the achieved savings were used by the Executing Agency to implement other initiatives, each time with the approval of the Intermediate Body. For example, in 2015, a new task was introduced to remodel an overpass and access ramps on provincial road 529 in Brachlewo, located directly above the Malbork – Grudziądz railway line. In the same year, another new task was added to modernise an electric multiple unit serving the route Tricity – Malbork. Also, in 2016, another task was added to purchase 51 defibrillators for trains operating in the Pomorskie voivodeship, including also the organisation of specialist defibrillator training and the making of an instructional video to be used by

⁷² See <http://www.wkd.com.pl/aktualnosci/594-modernizacja-mostu-na-rzece-zimna-woda-w-km-20-508-linii-kolejowej-nr-47-na-szlaku-komorow-podkowa-lesna-glowna-w-okresie-01-06-31-07-2017.html>, accessed on 14 May 2017.

employees not included in the training, to be displayed to passengers on onboard screens as well as during promotional events organised within the Project.

The obtained outcome indicators should be assessed very positively, most of them are clearly above the target value. A particularly positive assessment should be given to the high level of usage of the purchased trains, measured by the number of passengers and passenger-kilometers.

Table 30. Implementation of outcome indicators for project KIK/23 'Purchase of four diesel multiple units for the Malbork – Grudziądz railway line to improve safety, management, efficiency and reliability of the local transportation system'

Indicator	KIK/23			
	Base value	Target value	Obtained value as per 31.03.2017	Ratio of obtained and target value
Number of passengers	512 382	587 585	909 722	155%
Number of passenger-kilometres	17 523 464	20 095 407	40 933 553	204%
Average travel speed in km/h	49	53	52	98%
Annual savings in CHF on passengers who converted to public transport in 2014	0	661 991	3 598 066	544%
Travel time in minutes	93	86	88	98%
Punctuality indicator percentage - difference between planned and actual departure / arrival time	90%	95%	98%	103%
Daily train frequency weekdays holidays	15 16	19 19	20 20	105%
Number of senior and (or) disabled passengers using railway	25 752	29 615	40 400	136%
Percentage of passengers satisfied with the level of service	51,1%	60,0%	85,05%	142%
Number of kilometers covered by trains	283 630	327 912	766 964	234%
Number of residents who changed their transportation preference from individual transportation to public railway transportation in 2014	0	75 200	397 340	528%
Annual savings of environmental costs in CHF	0	24 848	177 357	714%
Average daily traffic volume on provincial road 529	495	535	524	98%

Indicator	KIK/23			
	83	76	76	100%
Decrease of acoustic pressure level and noise in decibel in sensitive areas along the line				

Source: own elaboration based on programme documentation and DPPC data

Below is a presentation of the target and obtained outcome indicators for project KIK/28 'Transportation Hub in Legionowo'. Unfortunately, in this case the measurement of indicators will commence only after the project is completed; thus, no data is available at this time. However, everything indicates that there should be no problem obtaining the target indicators.

Table 31. Implementation of outcome indicators for project KIK/28 'Transportation Hub in Legionowo'

Intervention area	KIK/28			Obtained value
	Indicator	Base value	Target value	
Outcome 1 Improvement of service and service quality by the Transportation Hub in Legionowo	Indicator of service level satisfaction	68,98%	75,00%	Measurement of indicators will commence after the project is completed, i.e. in June 2017.
	Number of senior and/or disabled passengers using the hub (annually)	0	4 000	
	Number of cooperation agreements signed with the surrounding municipalities and the Public Transportation Authority in Warsaw	1	10	
Outcome 2 Improvement of operational efficiency of the public transportation system in the region and in Legionowo, enabled by the Transportation Hub	Number of passengers using public transportation instead of individual transportation (annually)	14 million	15 million	
	Number of people using the railway station (annually)	0	950 000	
	Number of vehicles parking in the P&R garage (annually)	0	256 800	

Source: own elaboration based on programme documentation and DPPC data

The project implemented in Legionowo, described in more detailed in the attached case study, should also be given a positive assessment. It resulted in the creation of a multifunctional station (railway and bus station) with bus bays and a short-term car park, two multi-story *Park&Ride* car parks (the second

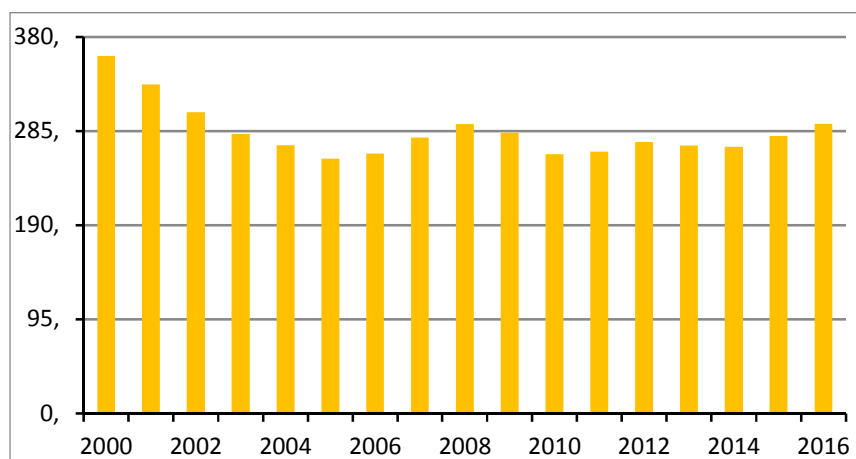
one is about to be launched), access roads and underground passageways. Additionally, the Multimedia Area of Passenger Service was opened in the station building and the Public Town Library was located there, offering multimedia space to various entities and educational, social and promotional events organised in the town.

Relevance

The relevance of the intervention in the transportation sector should definitely be assessed highly. Based on the data of the Office of Rail Transport (ORT)⁷³, the average age of railway cars and electric multiple units in 2015 was respectively 28,0 (29,1 in 2014) and 26,5 (versus 31,1 in 2014) years, so on average it was relatively high. On the other hand, railway operators are undertaking intense action to modernize the existing rolling stock or purchase new modern cars or electric multiple units. As an example, of the 1342 electric multiple units owned by Polish railway operators, as many as 252 were aged below 5 years, which constitutes nearly 19% of all electric multiple units. At the same time, as many as 903 were aged above 30 years (67,3% of all electric multiple units). In the case of diesel units, 36,8% of them have an average age of below 5 years, while only 5% of above 30 years⁷⁴.

At the same time, purchase of new rolling stock is ongoing. Based on the quoted ORT data, in 2015 service operators allocated a total of 2,78 billion PLN to the purchase of new rolling stock and 454,3 million to modernisation of rolling stock. The ORT data also shows a mild trending increase of railway passengers over recent years, which is illustrated by the figure below.

Figure 13. Number of passengers of railway transport in Poland



Source: Office of Rail Transport, data expressed in millions

In the case of both rolling stock projects, the distinguishing feature is their location (demonstrated in the table below) in the two regions of Poland displaying the highest level of the so-called usage indicator, i.e. number of railway passengers compared to the voivodeship population.

⁷³ 'Assessment of railway market operation and railway traffic safety in 2015,' Office of Rail Transport, Warsaw 2016.

⁷⁴ The presented statistics of rolling stock age do not include the completed modernisation which was relatively wide-ranging with regards to the most widely used unit type EN 57.

Table 32. Intensity of usage of passenger railway service divided by voivodeship

Voivodeship	Usage indicator in 2016 (number of passengers versus population)	Number of passengers in 2016 [million]	Population based on CSO – as per 1 January 2016 [million]	Indicator dynamics 2016/2012	Indicator dynamics 2016/2015
Pomorskie	23,3	53,7	2,3	8,6%	6,4%
Mazowieckie	18,9	101,1	5,3	10,8%	-1,6%
Wielkopolskie	8,2	28,5	3,5	13,6%	6,7%
Dolnośląskie	7,7	22,4	2,9	57,1%	17,4%
Zachodniopomorskie	5,3	9,1	1,7	-8,2%	-0,4%
Opolskie	5,1	5,1	1,0	-28,6%	-4,7%
Małopolskie	4,6	15,5	3,4	18,8%	47,3%
Śląskie	4,3	19,9	4,6	-3,9%	-0,3%
Łódzkie	3,9	9,7	2,5	-9,3%	8,3%
Kujawsko-Pomorskie	3,8	7,8	2,1	-3,4%	1,4%
Lubuskie	3,1	3,2	1,0	-5,8%	3,0%
Warmińsko-Mazurskie	3,1	4,4	1,4	-16,2%	-1,0%
Lubelskie	2,3	4,9	2,1	-22,8%	-10,6%
Świętokrzyskie	1,8	2,3	1,3	-34,6%	-1,5%
Podkarpackie	1,6	3,3	2,1	-19,1%	6,8%
Podlaskie	1,5	1,7	1,2	-32,6%	18,2%
Poland	7,6	292,5	38,4	7,1%	4,5%

Source: Office of Rail Transport, data expressed in millions

Selecting projects in the two voivodeships with the highest participation of passenger railway service is naturally strongly justified. Investments in these two voivodeships have the highest chance of effects sustainability. On the other hand, it seems justified to plan investments also in the regions where railway transportation is less popular, naturally on the condition that there is appropriate infrastructure in place to enable a development of railway connections. Similar conclusions are also reached in selected industry analyses.

As regards project KIK/28, somewhat different in character, its relevance is determined by its close alignment with the development strategy of Legionowo. The strategy includes increasing the efficiency

of connections and inner-city and metropolitan transportation systems, initiatives promoting alternatives to private car transportation, improving quality of traffic routes and increasing efficiency of road connections between the city and its surrounding area. In light of the above listed strategic assumptions, it can be concluded that the examined project KIK/28 (within which the Transportation Hub in Legionowo was created) was highly relevant. The hub contributes significantly to developing the transportation-related infrastructure of the city (the station and its accompanying infrastructure) and additionally, it enables to establish an entirely new social infrastructure, created by the infrastructure and the functionality of the Multimedia Area for Passenger Service (and resident service). Recently, environmental issues have also come to the forefront. In this respect, the modern transportation hub (including a P&R car park in the structure is of key significance here) increases accessibility, and in consequence, also the readiness of the residents (of Legionowo and the adjoining municipalities) to use the public transportation (railway and bus) service to Warsaw on a broader scale, ensuring a positive ecological effect through reducing private car transportation (Legionowo participates in the “joint ticket” system of the Warsaw agglomeration).

Impact

At this time, it is still rather difficult to assess the long-term impact of the implemented projects on increasing the interest in railway transportation. However, it can be assumed that in the case of project KIK/22, the interest in travelling by the WSR is certain to grow as soon as the track renovation is concluded.

As regards the building of transportation hubs, more and more local governments decide to implement them in a more or less advanced form. Most frequently, it includes the building of a Park&Ride (P+R) car park. In Warsaw alone, there are 13 car parks of this type located next to railway or metro stations. Across the entire Warsaw Functional Area, in 2014 there were 26 P+R car parks across 15 municipalities, offering approx. 5 000 parking spots for cars and approx. 750 parking spots for bicycles.

This type of investment is also supported through European funding, mainly within regional operating programmes, for example, within the Mazowieckie voivodeship ROP 2014-2020, nearly 40 million PLN is to be allocated for the construction of P+R car parks.

Below is a presentation of the estimated comparison of investment in railway rolling stock implemented within the SPCP in projects KIK/22 and KIK/23 versus projects funded through the Cohesion Policy 2007-2013.⁷⁵

Table 33. Comparison of scale of support for purchase of passenger railway rolling stock within the SPCP and the Cohesion Policy 2007-2013

	Cohesion Policy 2007-2013	Swiss-Polish Cooperation Programme	SPCP in relation to CP 2007-2013
Value of projects	8,47 billion PLN	184,03 million PLN	2,17%

⁷⁵ The comparison has been simplified. The entire project value is assumed for both project groups, without isolating the cost of purchasing rolling stock. The currency exchange rate is assumed at 1 CHF= 4,00 PLN.

Value of EU/SPCP funding	3,81 billion PLN	113,58 million PLN	2,98%
---------------------------------	------------------	--------------------	-------

Source: Database of beneficiaries of European Funds in the period 2007-2013 as per 31 March 2017, data of DPPC

As demonstrated, the SPCP support constitutes less than 3% of the support for purchase of rolling stock within the cohesion policy; however, it is an accurate reflection of the size of both programmes. However, in individual cases (as in the case of the WSR) the impact is significant, as it allows to complete the process of rolling stock modernisation.

Sustainability

The sustainability of the implemented work will most certainly be high. In the case of KIK/22, thanks to implementation of the project and engagement of own resources, renovation will have been completed on all route segments with the exception of the line Podkowa Leśna – Grodzisk Mazowiecki. With regards to this line, preparations are ongoing to commence the construction of the second track. If funding can be obtained, the track will be built by 2023.

As regards project KIK/23, a major challenge to its sustainability in the midterm is the general renovation of the Grudziądz-Malbork line between Gardeja and Malbork planned in the nearest future. Eventually it should bring a positive effect thanks to reduced travel time (by approx. 13 minutes), yet in the short term, it will definitely be negative and may result in a significant decrease of passenger interest. The project 'Revitalisation of railway line 207 from the voivodeship border to Malbork' will be funded within the Regional Operating Programme for the Pomorskie voivodeship. The EU funding participating in the total project value will be 180,5 million PLN. As part of this investment, a total of 70 km of tracks between Gardeja and Malbork will be renovated. Train speed will be increased to 120 km/h, also thanks to the remodeling of 120 engineering structures including 3 bridges and 13 overpasses. The implementation of the project will conclude in the autumn of 2019⁷⁶.

Factors determining effectiveness, efficiency and sustainability of effects and impact

The effectiveness, efficiency and sustainability of effects was impacted by a number of factors presented below (one should bear in mind that there is significant differentiation between the SPCP projects implemented in the area of transportation):

- comprehensiveness of the implemented projects and a holistic approach to problem-solving, e.g. purchase of rolling stock and renovation of infrastructure;
- combining of infrastructure initiatives with development of cultural institutions;
- growing role of passenger railway transport in Poland;
- high involvement of local and regional governments;
- appropriately planned and implemented promotional and informational activities.

⁷⁶ <http://kurierkolejowy.eu/aktualnosci/30079/bedzie-remont-linii-z-grudziadza-i-kwidzyna-do-malborka.html>

Conclusions

The implemented projects should have a positive impact on the interest in using railway transportation. They should also result in a significant improvement of travel quality thanks to the purchase of modern rolling stock and/or the building of user-friendly transportation hubs.

Biodiversity

Assumptions

In this subject area, support was directed at projects aiming to protect the environment and sustainable functioning of ecosystems in the areas of geographical concentration, i.e. in the voivodeships of Lubelskie, Podkarpackie, Świętokrzyskie and Małopolskie. The project scope could include the following: improving the cohesion of areas belonging to the Natura 2000 networks and other protected areas, wildlife inventory and biodiversity monitoring, preparing regional strategies for sustainable development of tourism in protected areas, increasing awareness and knowledge of requirements on environment protection, implementing the Carpathian Convention and transborder environmental initiatives. Based on the information obtained during individual interviews with representatives of the IE, one of the main factors considered at programming time was delimitation (demarcation) of the SPCP support from other financial instruments, such as the Operational Programme Infrastructure and Environment (OPIE) 2007-2013, the RDP 2007-2013, the Norwegian Financial Mechanism (NFM), Operational Programme RYBY 2007-2013 (as an example, within the OPIE 2007-2013, a maximum of 10% of the project budget could be allocated to initiatives related to monitoring, while within the SPCP, in certain cases, monitoring and inventory comprised up to 90% of the projects' budget). By assumption, the projects were to be of comprehensive and innovative character.

Table 34. Support assumptions within Objective 1. Improvement of services within city infrastructure to enhance standard of living and promote economic development

	Support assumptions
Intermediate Body	Digital Poland Project Centre
Value of allocation	9 818 134 CHF
Funding level	<ul style="list-style-type: none"> - funding of up to 60 % of total eligible costs of the project, with the exceptions listed below; - funding of up to 85% total eligible costs of the project when 15% or more of total eligible costs will be co-funded from the public administration budget at the central, regional or local level; - funding of up to 90% could be obtained by projects implemented by non-governmental organisation with consideration of regulations on providing public support.
Types of projects	<p>Projects of minimum value of 1million CHF each. Funding was directed at projects implemented only in the areas of geographical concentration, i.e. in the voivodeships of Lubelskie, Podkarpackie, Świętokrzyskie and Małopolskie. Investment initiatives were eligible when their costs did not exceed 30% of eligible project costs. Eligible projects came from the following areas:</p> <ol style="list-style-type: none"> I. Improving the cohesion of areas belonging to the Natura 2000 networks and other protected areas, including initiatives from the areas of: <ol style="list-style-type: none"> a) preparing regional plans and/or programmes for establishment and operation of ecological corridors, b) establishment and maintenance of ecological corridors.

	Support assumptions
	<p>II. Wildlife inventory and biodiversity monitoring, including initiatives from the areas of:</p> <ul style="list-style-type: none"> a) preparing of regional guidelines and/or programmes for wildlife inventory, b) on-site wildlife inventory, c) preparing a biodiversity monitoring system and/or IT systems. <p>III. Preparing regional strategies for sustainable development of tourism in protected areas prepared in agreement with the voivodeship nature conservation officer.</p> <p>IV. Increasing awareness and knowledge of requirements on environment protection, including initiatives from the areas of:</p> <ul style="list-style-type: none"> a) preparing and conducting informational campaigns and training in the area of creating 'green workplaces' as well as 'green ordering and procurement' in public administration units, especially in municipalities holding Natura 2000 areas within their boundaries, b) educational projects (including training of public administration employees at all levels in environmental law, seminars, workshops, competitions, informational campaigns, e-learning platforms) prepared in cooperation with non-governmental organisations, local governments and/or communities to cultivate pro-ecological attitudes, especially in municipalities holding Natura 2000 areas within their boundaries, <p>V. Carpathian Convention, including initiatives from the areas of:</p> <ul style="list-style-type: none"> a) implementation of article 4 of the Carpathian Convention, b) system of cooperation and competency building in the institutions involved, including establishing a national mechanism for consultation, coordination and cooperation between institutions and between regional and local governments. <p>VI. Transborder environmental initiatives, including initiatives from the areas of transborder cooperation, especially with regards to the establishing and operation of protected areas, including protected transborder areas. Such cooperation should be implemented in its entirety in at least one of the four areas of geographical concentration of south-eastern Poland with expert support of foreign partners (funded by the Polish Executing Agencies).</p>
Beneficiaries (Executing Agencies)	Public sector entities or non-governmental organisations established or registered on the territory of Poland in accordance with Polish legislation.

Source: own elaboration based on programme documentation

The most important project assessment criteria for projects included: direct, significant and sustainable impact on improving the state of the environment; compliance with local, regional or national programmes or strategies for environmental protection; impact on protecting the environment and sustainable functioning of ecosystems in the areas of geographical concentration (in case of projects with transborder environmental initiatives also with regards to transborder impact); complementarity with the NSRF; demonstrating the urgency of the project; sustainability of project effects.

Effects and assessment of effectiveness and efficiency

Within this area, seven projects were implemented to the total value of 11 015 357 CHF⁷⁷, including the SPCP funding amount of 9 818 134 CHF. The table below presents a list of the projects divided by category.

Table 35. List of projects implemented within the Subject area 2.2 Biodiversity and protection of ecosystems and support of transborder environmental initiatives

Project number	Title	Executing Agency	Project partners	Cate-gory ⁷⁸	Voivodeship	Amount of funding from the SPCP (CHF)
KIK/24	Inventory of the key bird species of the Polish Carpathians and establishing a system for their monitoring and protection	Polish Society for the Protection of Birds (PSPB)	Swiss partner: SVS BirdLife Schweiz	I, II, III	Podkarpackie, Małopolskie, Śląskie	1 070 000
KIK/25	Protecting the species diversity of valuable habitats on farmland within Natura 2000 areas in the Lubelskie voivodeship	Institute of Soil Science and Plant Cultivation – State Research Institute	Institute of Technology and Life Sciences (ITLS), PSPB, University of Natural Science and Humanities in Siedlce	II, IV	Podkarpackie, Małopolskie, Świętokrzyskie Lubelskie	2 424 874
KIK/31	People’s Carpathians – a local partner initiative for the sustainable use and protection of the mountain areas of the Podkarpackie voivodeship	Carpathian Foundation – Poland	‘Partnership for the Environment’ Foundation, Bieszczady National Park (BNP), Mountain Volunteer Search and Rescue (MVSR)	IV, VI	Podkarpackie	794 162
KIK/32	Carpathian connection – a mechanism of consultation and cooperation for the implementation of the Carpathian Convention	National Foundation for Environmental Protection – Centre for Information on the Environment UNEP/GRID - Warsaw	Ecopsychology Association, Polish Bureau of the Regional Ecological Centre in Central-Eastern Europe, Local Tourist Organisation Beskid Zielony, Manufacturers’ Cooperative of Tatra and Beskidy ‘Gazdowie’; Swiss Partner: Department of Geography of the University of Geneva	V	Małopolskie, Podkarpackie	1 943 054

⁷⁷ eligible expenditure according to the funding agreement

⁷⁸ Categories: I – Improving the cohesion of areas belonging to the Natura 2000 networks and other protected areas; II – Wildlife inventory and biodiversity monitoring; III – Preparing regional strategies for sustainable development of tourism in protected areas prepared in agreement with the voivodeship nature conservation officer; IV – Increasing awareness and knowledge of requirements on environment protection; V – Carpathian Convention; VI – Transborder environmental initiatives.

Project number	Title	Executing Agency	Project partners	Cate-gory ⁷⁸	Voivodeship	Amount of funding from the SPCP (CHF)
KIK/37	Fish breeding groFunds of Upper Raba	'Ab Ovo' Association	Regional Water Management in Cracow, Swiss Partner: Canton of Zurich	I	Małopolskie	1 240 827
KIK/53	Protecting the refuge of the Carpathian forest fauna – migration corridors	Association for Development and Promotion of the Podkarpacie Region 'Pro Carpathia'	11 forest departments, Regional Directorate of State Forests in Krosno, Magurski National Park and Bieszczady National Park	I	Podkarpackie	1 421 717
KIK/65	Revitalising, protecting the biodiversity and using the values of the Vistula backwater areas, inhibiting the degradation of the valley of upper Vistula as an ecological corridor	Society for the Earth	Institute of Environmental Protection of the Polish Academy of Sciences in Cracow	I	Małopolskie	923 500
TOTAL						9 818 134

Source: own elaboration based on project documentation and the Annual report from the SPCP implementation for the period 1 January – 31 December 2016

For almost all projects, the Executing Agencies were non-governmental organisations (with the exception of KIK/25), all projects were implemented in partnerships (of even a dozen or more entities), and their implementation was focused in the voivodeships of Małopolskie and Podkarpackie. The most projects, four, were implemented in the area of improving the cohesion of areas belonging to the Natura 2000 network and other protected areas, with a specific focus on the question of ecological corridors.

The projects included initiatives with a moderate impact on protecting biodiversity, for example:

- wildlife inventory (in KIK/24, KIK/25, KIK/31 i KIK/65 – a total area of over 1 800 hectares);
- wildlife monitoring (in KIK/24, KIK/25, KIK/53 and KIK/65 – a total area of over 1 million hectares and 230 species);
- establishing local or regional strategies (33 documents of this type were prepared);
- preparing guidelines, manuals;
- education and promotion (over 300 training sessions for 6 900 participants, 51 conferences and seminars for 2 200 participants, approx. 180 press publications of popular science and science, 150 000 copies of informational and promotional materials, brochures, folders);
- scientific research (KIK/25).

Within four projects, there were implemented initiatives (mainly investments) with a direct impact on protecting biodiversity:

- remodelling of cascade and dam on rivers to enable fish migration, removing invasive exotic plants, rearrangement of species in tree stands and reed beds in KIK/37;
- cleaning and revitalising of the Vistula backwater areas, including planting and reintroduction of wetland species in KIK/65;
- reduction of tourism-related human pressure in protected areas through building of small tourist structures, such as toilets, a foot bridge, a resting shelter and reorganisation of parking in KIK/31;
- restoration of sheep grazing on mountain pastures and semi-natural meadows (active protection – the maintenance of this type of habitat is conditioned by grazing) in KIK/32.

The effectiveness and efficiency of the projects should be considered as satisfactory. As a result of projects' implementation most of the target values of output and outcome indicator were obtained or even exceeded (i.e. in KIK/24, with regards to areas with new or improved plans for sustainable development and number of on-site examinations, in KIK/25 with regards to the area covered by wildlife inventory). In cases of some of the projects, it was necessary to modify the assumed target values (i.e. in KIK/31 in the course of the project implementation it was decided that in place of publishing 'The Atlas of the Carpathians', a better way of using the funding and reaching the final recipient would be to establish an educational and informational point; thus, a building was modernised and the Carpathian Centre of Education and Information was formed in Wołosate).

The implementation periods for some of the projects were prolonged due to currency savings which allowed to expand the catalogue of the originally planned initiatives (i.e. in KIK/32 – preparing of additional documents, additional training for municipalities, building of additional mountain huts, in KIK/53 – additional publications, in KIK / 65 – revitalization of another old river bed), as well as due to minor issues and implementation delays that occurred in some projects (i.e. in KIK/31 there was a delay in the implementation of the investment component).

Within the projects, a wide catalogue of indicators was implemented. In the most part – due to significant differences in the scope of the initiatives under implementation – they were typical only for the specific projects. As a result of the high project differentiation with regards to subject matter and scope of initiatives, the assessment of the obtained effects will be given for each of the projects separately.

Table 36. Effects obtained within individual projects of the subject area 2.2 Biodiversity and protection of ecosystems and support of transborder environmental initiatives

Project number	Description of assessment of effects
<p>KIK/24</p>	<p><i>Inventory of the key bird species of the Polish Carpathians and establishing a system for their monitoring and protection</i>, Polish Society for the Protection of Birds (PSPB)</p> <p><i>Most important effects:</i></p> <ul style="list-style-type: none"> - inventory of distribution and population of approx. 80 bird species (mainly from appendix 1 of the Bird Directive) and collection of information on the state of their habitats and threats over the area of 530 000 hectares in the voivodships of Małopolskie, Podkarpackie and Śląskie, including over 3 000 on-site examinations with participation of over 100 appropriately trained volunteers; - preparing (on the basis of the inventory results) of 10 strategies promoting pro-environmental regulations in forest management plans (for forest departments), 12 strategies for eco-development of selected Carpathian municipalities and 4 strategies for bird protection for the Natura 2000 areas, supporting the efficiency of implementing the protection initiatives; - book publication <i>Birds of the Polish Carpathians – current state, threats, protection</i>; - training of over 1000 people (representatives of forest departments, agriculture chambers, agricultural advisory centres, local governments) in the area of management initiatives that can generate economic profits for the groups as well as the environment. <p><i>Assessment of effects:</i></p> <p>Effectiveness and efficiency of the project should be considered as highly satisfactory. The target values of indicators were obtained and some were even exceeded (i.e. surface of areas (hectares) with new or improved plans for sustainable development prepared within the project implementation – 203 600 hectares, which comprises nearly 170% of the target value; number of on-site examinations – 3037, nearly twice the target value). An unplanned positive outcome of the project is the elaboration of the standard method for inventory of birds in mountain areas.</p> <p>The wildlife inventory was conducted on a uniquely large scale with regards to the area covered, which should be considered as a big organisational success and an example for this type of initiative in other regions. In the assessment of the research team, the obtained outcomes have a sustainable impact on increasing the efficiency of protection of selected bird species in the Polish Carpathians. Another effect related to the training of the group of volunteers is the possibility to use it in initiatives for the protection of biodiversity of the Carpathians also after the end of the project.</p> <p>In the course of the project implementation, the inventory data was used as needed by different institutions (especially Regional Directorates for Environmental Protection, RDEP) in order to, among others, assess impact of investment on the environment or in the process of preparing plans for protection activities.</p> <p>Two examples are identified of using the effects of the project implementation by other entities: involvement in the programme of habitat protection (peat bog) within <i>Agri-environmental and climate initiative</i> RDP 2014-2020 by highlander communities in the municipality of Czarny Dunajec (an effect of training organised in the municipality) and involvement of selected municipalities (i.e. Uście Gorlickie) in the revitalisation of grazing (thanks to training and strategy for eco-development, prepared within the project). In order to ensure the continuation of initiatives after the end of the project, the Executing Agency (PSPB) filed two further applications for funding whose objective is to protect the environment in the Polish part of the Carpathians, partially relating to the subject matters involved in project KIK/24.</p>
<p>KIK/25</p>	<p><i>Protecting the species diversity of valuable habitats on farmland within Natura 2000 areas in the Lubelskie voivodeship</i>, IUNG-PIB</p> <p><i>Most important effects:</i></p> <ul style="list-style-type: none"> - research into assessment of impact of various agricultural practices on the state of plant, spider, orthoptera and bird biodiversity in valuable habitats; - establishing a national monitoring system for the environmental effects of <i>Agri-environmental and climate initiative</i> RDP 2007-2013 (operated in the period 2012-2015), mainly in the Natura 2000 areas in the Lubelskie voivodeship; - reports (based on collected and analysed data): <i>Code of Good Agricultural Practice supporting the protection of biodiversity, Recommendations for changes to the agri-environmental programme; Manual for</i>

Project number	Description of assessment of effects
	<p><i>establishing a biodiverse semi-natural grazing land and Assessment of the possibility to introduce collective implementation of the agri-environmental programme.</i></p> <ul style="list-style-type: none"> - propagation of knowledge through 40 training sessions for 800 farmers from the Lubelskie voivodeship and 40 workshops for 1000 employees of the public administration, non-governmental organisations, agri-environmental advisors, environmental experts and teachers in the voivodeships of Lubelskie, Małopolskie, Podkarpackie and Świętokrzyskie. <p><i>Assessment of effects:</i></p> <p>The effectiveness and efficiency of the project should be considered as highly satisfactory. The target values of the indicators assumed at the time of signing the funding agreement were obtained, and some even exceeded (i.e. area covered in wildlife inventory – 1 053 ha, which comprises over 400% of the target value; number of identified rare and protected species – 42 plant species in permanent pastures (including 22 rare species, 26 strictly protected and 6 partially protected) and 6 rare weed species in arable land, in total 48 plant species, which comprises 480% of target value; 58 rare species of spiders – nearly 3 times the target value). Target values were also obtained within the additional indicators added in the course of the project implementation.</p> <p>Sustainability of the outcomes obtained should be assessed as satisfactory, mainly due to an extensive training component (which is not common in research projects), which had an impact on increasing farmers' knowledge – an essential prerequisite to implementing appropriate initiatives in the future. The report <i>Recommendations for changes in the agri-environmental programme</i> was used by the Ministry of Agriculture and Rural Development during the preparation of the so-called environmental packages (Package 4 and Package 5) of <i>Agri-environmental and climate initiative RDP 2014-2020</i>. It's a significant element of the impact of the project's outcomes on the environment – in Poland, the multiannual agri-environmental payments form the basic funding instrument for protective initiatives on naturally valuable permanent pastures in the Natura 2000 areas and outside of them.</p> <p>The results of satellite image classification conducted within the project to identify naturally valuable semi-natural non-forest habitats were used within the BIOSTRATEGIST project entitled <i>Innovative approach supporting the monitoring of non-forest Natura 2000 habitats with the use of remote sensing methods</i> implemented, among others, by the ITLS Falenty. Also, <i>Code of Good Agricultural Practice supporting the protection of biodiversity</i> and informational brochures on species of butterflies and indicator plants for naturally valuable meadows and fields, rare species of birds and the significance of spiders in agrocenosis are used as educational materials in training of candidates for environmental experts authorised to advise within the RDP 2014-2020, provided by the Centre for Agricultural Advisory in Brwinów as well as in the postgraduate programme <i>Environmental Management 'Ecoexpert'</i> at the University of Wrocław. The Polish Society for the Protection of Birds (PSPB) at the end of the project will continue the monitoring of breeding birds in the areas selected within the projects, thus including them into the system for Monitoring of Common Breeding Birds in Poland.</p> <p>The data collected in the course of project implementation were published in a public geoinformational service (www.agropronatura.pl) and will be available there for the period of five years after the end of the project. However, accessing these reports and elaborations is only possible after registering and obtaining administrator approval (a multi-level process), which poses a barrier in free access to these materials.</p>
KIK/31	<p><i>People's Carpathians – a local partner initiative for the sustainable use and protection of the mountain areas of the Podkarpackie voivodeship, Carpathian Foundation – Poland</i></p> <p><i>Most important effects:</i></p> <ul style="list-style-type: none"> - investments reducing the tourist pressure on the most naturally valuable areas of the Bieszczady National Park (remodelling and extension of the utility building in Wołosate with a change in type of its occupancy to sanitary-social and an informational and educational point, installation of parking systems at the park's nodal points, modernisation of parking areas and fences, building of wooden shelters and a footbridge as well as dry toilets); - the launch of the Service Centre for Green Investments (SCGI) (along with portal www.cozi.org.pl) within which 262 hours of individual consulting were provided (including assistance to entrepreneurs with subsidy applications for seven projects within which the region received 5 million PLN for initiatives related to biodiversity) and 15 training sessions for a total of 240 participants: entrepreneurs, farmers, owners of agro-tourism farms, representatives of banks and financial institutions, employees of public administration; - implementing preventive and informational initiatives focusing on safe forms of tourism in the protected

Project number	Description of assessment of effects
	<p>areas and the purchase of equipment by the Mountain Volunteer Search and Rescue; publication of a handy safe tourism guide for walkers and skiers (1500 copies);</p> <ul style="list-style-type: none"> - elaboration of <i>Strategy for sustainable development of tourism in protected mountain areas for the Podkarpackie voivodeship</i>. <p><i>Assessment of effects:</i></p> <p>The project had an impact on increasing the area exposed to excessive pressure from tourism yet maintaining beneficial environmental conditions, reducing the negative impact of tourism on the ecosystems of the BNP, increasing environmental awareness and improving the adjustment of communities residing in the 21 municipalities to the living conditions in the context of the Natura 2000 directive. All planned key indicators were achieved. In the course of project implementation it was decided that in place of publishing 'The Atlas of the Carpathians', a better way of using the funding and reaching the final recipient would be to establish an educational and informational point which was implemented in the town of Wołosate. There were delays against the original schedule regarding the implementation of the investment component, which resulted in extending the project implementation period until 30 October 2014.</p> <p>The project was innovative on country level with regards to the linking of commercial activity and protection of biodiversity. The effects obtained within the SCGI reinforce the desired model of perceiving natural resources as creating opportunities for growing commercial activity ('business with biodiversity') and not limiting it.</p> <p>For the purpose of project implementation, efficient partnership was formed – the partners fulfilled their tasks and offered appropriate solutions when problems were encountered. The question of business with biodiversity will be further pursued by the Executing Agency and the project partners. There is a plan to use the potential created within the project, especially in the context of using the funding from the budgetary perspective 2014-2020.</p>
KIK/32	<p><i>Carpathian connection – a mechanism of consultation and cooperation for the implementation of the Carpathian Convention</i>, National Foundation for Environmental Protection – Centre for Information on the Environment UNEP/GRID – Warsaw</p> <p><i>Most important effects:</i></p> <ul style="list-style-type: none"> - increasing of active protection of pastures and semi-natural mountain meadows thanks to training of 2000 people in the area of sustainable grazing and pasture management; building of 65 structures of grazing infrastructure (mountain huts, enclosures, mangers); purchase of 730 sheep; grazing of sheep on 15 mountain pastures with a total surface area of 775 hectares in areas selected in agreement with RDOŚ; preparation of <i>Monitoring report</i> containing information on the impact of grazing on protection of biodiversity; - reducing the pressure of tourism on the environment thanks to the preparation of (in a cooperation of local communities, authorities and regional scientists, on the basis of conducted studies of tourism and tourist assets in 38 municipalities in the region) <i>Strategy for sustainable development of tourism for the region of Beskid Niski and the adjacent part of Pogórze</i>, which 28 municipalities of the region began to implement before the end of the project; - establishing a mechanism and a cooperation platform for implementing the Carpathian Convention (among others, 14 meetings of international and national working groups, as a result of which <i>National Plan of Action (NPA) for implementation of the Protocol on Biodiversity of the Carpathian Convention in the Polish Carpathians</i> as well as <i>Code of good practice for landscape management in the Carpathians</i> were prepared; - establishing an internet database of knowledge of the Carpathians – the <i>Carpathian Information Centre</i> (www.konwencjាកarpacka.pl), visited by 20 000 users over the period of 3 years; preparation of <i>Guide to the Carpathian Convention</i>. <p><i>Assessment of effects:</i></p> <p>Despite implementation delays, the target values of indicators were achieved, and some were even significantly exceeded (e.g. number of participants to trainings – 1995, over 8 times more than the target value). The project had a multi-aspect, wide geographical reach and a very wide and varied group of recipients (many different target groups) as well as a complex partnership structure, which could have had an impact on weakening the final effectiveness of the implemented initiatives.</p> <p>The project component including sheep grazing on mountain pastures had a significant direct impact on preserving the biodiversity of these semi-natural habitats. The implemented investment initiatives (pasture</p>

Project number	Description of assessment of effects
	<p>architecture elements), the wide-ranging promotional, informational and educational campaigns as well as the support given within the project to head shepherds in regards to preparing applications for <i>Agri-environmental and climate initiative</i> RDP 2014-2020 (which will enable them to receive additional funding) allow to forecast that the key project elements will be sustainable in the future. Additionally, the project's impact has a historical and cultural aspect relating to the restoration and maintenance of the traditional shepherding profession. The project also had a significant impact on the expansion and propagation of knowledge of the natural assets of the region and the ways of protecting them, as well as on establishing a regional and international network of representatives of different groups (governments, non-governmental organisations, scientists) working towards the implementation of the Carpathian Convention.</p> <p>The results and methods applied in the project were used within the project <i>Maintenance of biodiversity of meadows and mountain pastures through grazing and pasture management</i> by the Landscape Park Group of the Małopolskie Voivodeship. The IE also prepared a few applications for funding that will maintain and develop the achievements of the project, among others the project <i>LIFE Green-Go! Carpathians: Local initiatives for developing a green infrastructure in the Natura 2000 areas in the Carpathians and Carpathian Connection – Traditional shepherding as a form of active protection of endangered species and natural habitats in the Carpathians</i>. The IE also began a cooperation with the company Żywiec Zdrój Inc. – in the period 2017-2019, they will jointly implement the programme <i>Carpathian Connection – Wildflower meadows in selected areas of the Śląskie voivodeship</i>.</p>
KIK/37	<p>Breeding groFunds of Upper Raba, 'Ab Ovo' Association</p> <p><i>Most important effects:</i></p> <ul style="list-style-type: none"> - rebuilding of the natural river bed of Raba (between Lubień and Stróża) and its tributaries (Krzczonówka and Trzebuńka in Krzczonów i Stróża), including removal of obstacles to enable migration of diadromous fish (dam and two cascades); - restoration and protection of floodplains with regards to channel detention and riverbank vegetation; remodelling of two debris dams and removal of the redundant riverbank reinforcements as well as replacement of the ground along the edge of the site with rocky soil and providing the riverbed with gravel to ensure continued riverbed development; - preparation of guidelines <i>Possible technical and biological interventions in maintenance of mountain rivers</i> with 23 documented cases of implementation before the end of the project; - 3 training sessions on good practice in maintenance of mountain rivers for designers and contractors as well as employees of public administration at different levels (a total of 224 participants) and an international conference (139 participants which comprises nearly 280 % of the target value). <p><i>Assessment of effects:</i></p> <p>The majority of the target values of indicators was obtained, and some were even significantly exceeded (number of training participants, number of conference participants, surface area planted with shrubs). The efficiency of the project should be assessed as highly satisfactory – the project serves as an excellent example of obtaining a significant environmental effect (deregulation and renaturalisation of a river) at a relatively low financial expense.</p> <p>The implemented initiatives have a significant, direct impact on protecting biodiversity in the Natura 2000 areas – mainly with regards to clearing the migration corridors for fish and improving their environment, as well as increasing the channel detention and valley storage, balancing the flow dynamics and bed load in the area of the project. An additional unplanned outcome was the efficient reintroduction of <i>Myricaria germanica</i> (a rare species under partial protection) over an area of more than one hectare.</p> <p>An added value of the project is also the obtaining of proof of impact of river deregulation on the prevention of floods in mountain environments. The effect of outcomes synergy was noted: in total, 18 km of the Raba river was connected with cleared tributaries, the Krzczonówka brook (approx. 8 km + tributaries) and the Trzebuńka brook (4 km with tributaries).</p> <p>The sustainability of the project should be assessed as highly satisfactory. The maintenance works on the river were innovative on country level and the results attracted major interest.</p> <p>The guidelines prepared within the project have already been applied in many places in Poland, among others within the following:</p> <ul style="list-style-type: none"> - limiting the scope of remodelling the Bóbr river bed in Marciszów, in compliance with the guidelines –

Project number	Description of assessment of effects
	<p>exchanging the regulation project for a series of projects covering the most urgent structures, without interfering with the river bed (WWF);</p> <ul style="list-style-type: none"> - project of securing the site of the lower riffle on the Dunajec river in Świniarsk with a boulder and stone ramp placed and calculated on the basis of the Guidelines; - restoration of fish breeding groFunds in the Natura 2000 area on the San river in Myczkowce, implemented by the Polish Angling Association in Krosno; - including the Guidelines in the reference list in the Terms of Reference for design of fish ladders and boulder and stone ramps by the Regional Directorate for Environmental Protection in Szczecin; - implementation of the Bóbr river maintenance in Wojanów – 2 km – following the sequence of riffle – river pool based on the Guidelines.
KIK/53	<p><i>Protecting the refuge of the Carpathian forest fauna – migration corridors</i>, Association for Development and Promotion of the Podkarpacie Region 'Pro Carpathia'</p> <p><i>Most important effects:</i></p> <ul style="list-style-type: none"> - identification of migration corridors of selected species of large mammals (European bison, bear, lynx, wolf, deer and wild boar) and identification of natural areas of distribution of elk and lesser spotted eagle over the area of 534 800 hectares in the Podkarpackie voivodeship (length of roads where animals passing were registered – 1 470 km, length of existing ecological corridors – 768 km); - preparation of a numerical map showing the identified migration corridors, recommended for inclusion in the planning documentation; - increasing awareness and knowledge on migration corridors through informational and educational activities (training, conferences – a total of over 900 participants, films, publications, competitions) and supplying materials (maps, folders, lists of record parcels located within local migration corridors identified within the project, recommendations to the following entities: Bureau for Spatial Planning for the Region of Podkarpackie, the Podkarpackie Voivodeship Road Authority, Regional Directorate for Environmental Protection, General Director for National Roads and Motorways department in Rzeszow, Marshal Office of the Podkarpackie Voivodeship, districts and municipalities of the area covered by the project. <p><i>Assessment of effects:</i></p> <p>The target objectives were achieved. Thanks to the savings generated in the course of project implementation, the time scope of fieldwork was extended (from three to five years), which allowed for collection of a greater amount of data used to identify the existing migration corridors.</p> <p>The relevance of the intervention should be assessed as highly satisfactory – the protection of the Polish part of the Carpathian forest fauna is especially significant due to the populations of wild species occurring in large groups which is unique across other EU member states (with the exception of Scandinavia). Due to rapid urbanisation, the issue of breaking up the migration corridors and the resulting fragmentation of habitats has in recent years become one of the major threats to the protection of the environment in Poland, especially in the mountainous and submountainous areas.</p> <p>An additional effect of the project is the identification of several new sites of the lesser spotted eagle and expanded knowledge of the habitat requirements of the Carpathian population of the lesser spotted eagle, identification of the landscape elements that determine the attractiveness of the eagle's feeding ground and the level of tolerance for human presence in their environment. The experience gained during the identification of local migration routes and the necessary living space of the lesser spotted eagle was used by an institution from outside the KIK/53 project partnership to prepare their project <i>Protection of rare birds of the region in the selected Natura 2000 areas in the region of Lublin</i> funded within the LIFE programme (project number: LIFE13 NAT/PL/000060).</p> <p>The project was of innovative character due to the applied methodology of collecting data on wildlife migration, the large spatial scale of the implemented monitoring initiatives (over 530 000 hectares) and the involvement of more than a dozen institutions in the cooperation – 11 forest departments, Regional Directorate of the State Forests and 2 national parks.</p> <p>The effects obtained within the project have an impact on improving the protection of populations of selected wildlife species and increasing the public approval for protection of the Natura 2000 areas.</p> <p>The data collected within the project has already been used in the following elaborations:</p>

Project number	Description of assessment of effects
	<ul style="list-style-type: none"> - Assessment report of impact of the planned S-19 expressway between Kielanówka and Barwinek (GDNRM department in Rzeszow, 20/02/2015); - Plan for protection of the Natura 2000 area PLC180001 Bieszczady, excluding the Bieszczady National Park (RDEP, 07/01/2016); - Study of conditions and directions for management of the municipality of Solina; - Local Zoning Plan for the municipality of Solina (village of Wetlina); - Addendum to Report on the environmental impact of the water reservoir Katy – Myscowa on the Wisłoka river in the municipality of Krempna and Nowy Żmigród including options of implementing solutions (11/12/2012); - Functional utility programme for the project ‘Expansion of provincial road 887 Brzozów-Rymanow-Daliowa at km 0+000-38+378’ (5/06/2013); - Project documentation of S-19 Rzeszow – Barwinek (10/09/2013); - Documentation for the building of 110 kV line between Nowy Żmigród and Iwonicz (18/08/2015); - Preproject documentation ‘Revitalisation of railroad 108 between Jasło and Nowy Zagórz’, ‘Construction of rail link Jedlicze-Szebnie’. <p>The IE, in cooperation with the partners of KIK/53, is planning to obtain funding within the OPIE 2014-2020 to purchase the land parcels not owned by the state and located within the areas of the migration corridors identified within the project in order to increase the efficiency of their protection.</p>
KIK/65	<p><i>Revitalising, protecting the biodiversity and using the values of Vistula backwater, inhibiting the degradation of the valley of the upper Vistula as an ecological corridor, Society for the Earth</i></p> <p><i>The most important effects:</i></p> <ul style="list-style-type: none"> - environmental valorisation of the Vistula backwater and adjacent areas – elaboration included the valley of the Vistula in the Małopolska region with over 210 backwater areas (possibility of using it for the environmental impact assessment of the investment); - revitalisation of 16 backwater areas (area of 80,5 hectares) including dredging (7 677 m³ of sediment was removed); waste removal (125 m³ of waste), improvement of hydrographical conditions, mowing, planting of 160 trees and shrubs, establishment of information and resting points (among others, 20 platforms, 30 information and resting points) and creation of 92 km of educational paths; - reintroduction of 3 endangered plant species: fringe water lily (<i>Nymphoides peltata</i>), water chestnut (<i>Trapa natans</i>) and European white water lily (<i>Nymphaea alba</i>); - preparation of <i>Plan of Protective Activities for the Natura 2000 Area</i>; - development of 3 revitalization programs; - informational and promotional campaign (lectures, workshops, conferences, consultation meetings, distribution of informational material – quantitative results in this respect significantly exceeded the initial assumptions). <p><i>Assessment of effects:</i></p> <p>The assumed objectives of the project were achieved and the target values of indicators were obtained, and some were even exceeded (e.g. size of area on which protective or revitalisation initiatives were implemented – 80,5 hectares, which comprises approx. 280% of the target value). The project had direct impact on preserving the biodiversity of 12 backwater areas of the Vistula as well as the restoration of 3 plant species naturally occurring in this environment.</p> <p><i>The project is an example of the effective and cost-efficient revitalisation of areas degraded and polluted with waste which, following the intervention, gained value with regards to both tourism and environmental appeal, attracting numerous visitors including local residents and tourists.</i></p> <p>In order to ensure the project sustainability, three revitalisation programmes were prepared: <i>Programme for revitalisation of the upper Vistula</i> (flooding polders, programme already in use by Regional Water Management Authority in Cracow), <i>Programme for revitalisation of migration channels for selected tributaries of the Vistula</i> and <i>Programme for revitalisation of the Vistula backwater ‘Meander B’ – revitalisation of the backwater through the protection and restoration of habitats of endangered bird species in the area of an aggregate mine in the municipality of Zator</i>. The IE has also filed applications for the funding within the OPIE 2014-2020 for similar-scope projects that complement the initiatives of project KIK/65.</p>

Source: own elaboration based on project documentation, individual in-depth interviews and expert assessment

Conclusions

The relevance of the SPCP intervention in the area of biodiversity should be assessed as highly satisfactory. In the assessment of the evaluating team, one significant advantage of the Programme was the wide implementation framework and an individual approach to arising issues – thanks to this, support could be given to projects that were innovative, comprehensive and addressing the real identified local and regional needs. Funding of these types of initiatives (e.g. wildlife inventory and monitoring – to such a wide extent and in such wide areas, scientific research, river deregulation) was not possible within other programmes offering funding of initiatives for the protection of biodiversity, which usually set a narrow scope for eligible initiatives. Meanwhile, the requirements of protection of species and natural habitats are often outside the standard and need to be treated on an individual basis.

Due to a wide range of subjects and areas and the concentration in the voivodeships of Małopolskie and Podkarpackie, the impact of the projects on the protection of biodiversity in these regions should be assessed as significant. Moreover, the significance of the projects is increased by their demonstrative aspect which may have an impact on multiplying the effects in the future. Projects such as KIK/24, KIK/37, KIK/53 or KIK/65 serve as model examples of cost and organisational efficiency in implementing similar initiatives of inventory and monitoring as well revitalisation and renaturalisation.

One very good practice worth replicating was to include in the Steering Committees the projects of institutions that were stakeholders and/or final recipients of the project initiatives. As an example, within KIK/53 the Steering Committee included the governments of the Podkarpackie voivodeship, selected districts and municipalities included in the projects as well as the institutions responsible for the planning process, road investments and initiatives for environmental protection (Bureau of Spatial Planning in the Region of Podkarpackie, Voivodeship Road Authority in Podkarpackie, Regional Directorate for Environmental Protection, General Director for National Roads and Motorways, department in Rzeszów). Their suggestions and expectations were taken into account at the time of project implementation and preparation of informational materials and the data was available to them even before the implementation of the initiatives was completed. This allowed to ensure the involvement of the recipients and had an impact on increasing the efficiency of the project's impact and sustainability.

The input of the Swiss experts into detailing of the material scopes of the projects and good practice sharing (e.g. KIK/37 or KIK/65) should be considered as very valuable and with a significant impact on the quality of the obtained outcomes.

The implementation of projects through partnerships enabled to establish sustainable relationships that will foster further cooperation within the next initiatives after the end of the SPCP projects implementation. The results of the CAWI survey also indicate that, thanks to the implementation

of the projects, the Executing Agencies gained new knowledge and skills that can be used also in other operational areas, among others in the areas of: local government, forest and agriculture management in mountain areas; large scale organisation of wildlife inventory and methods of data analysis; development of cooperation with other entities; consulting, promotion and management; spatial planning; sustainable tourism; implementation of the Water Framework Directive; management and protection of the riverside Natura 2000 areas.

The projects implemented within the SPCP also played an extremely significant bridging role. The key aspect to the efficiency of initiatives for the protection of biodiversity is their continuity. In recent years, the primary source of funding for environmental projects in Poland are the EU resources, supplied on a periodic basis (subsequent financial perspectives in practice are separated by gaps of several years). This poses a significant problem mainly for non-governmental organisations that finance their operations by obtaining external resources for project implementation – they employ people, invest in them, gather experience, grow the potential of their organisation – and at the end of the project, they must dismiss the entire team and rebuild the potential from scratch when resources are available again. The time scope of the SPCP filled the gap between the EU financial perspectives 2007-2013 and 2014-2020, which contributed to the upholding and reinforcing the potential of the Polish non-governmental organisations working towards the protection of biodiversity.

Improvement of the security and protection

Measures to secure borders

Assumptions

The second objective defined in the SPCP's priority 'Security, stability and support for reforms' was 'Measures to secure borders' and the only area contributing to the achievement of the specific objective of SPCP *Improvement of the security and protection*. This objective was to be achieved through varied projects within the area of border protection and security.

Table 37. Assumptions for the support under Thematic Area 1.2. 'Security, stability and support for reforms'

	Assumptions for the support
Intermediate Body	Digital Poland Projects Centre (Centrum Projektów Polska Cyfrowa)
The amount of allocation	32 000 000 CHF
Contribution rate	<ul style="list-style-type: none"> - Contribution up to 60 % of the total eligible costs of the project, except in the cases indicated in the section below; - Contribution up to 85% of the total eligible costs of the project, in case where 15% or more of the total eligible costs of the project will be co-financed from the budget of the national, regional or local authorities;
Types of projects	<p>In the case of this thematic area the restricted call for proposals was applied. Because of the nature of projects relating to national security projects were identified by the Ministry of Interior and Administration. The projects could be implemented in the 3 major thematic areas:</p> <ol style="list-style-type: none"> 1) Increasing productivity and efficiency of border crossings in particular through activities on: <ul style="list-style-type: none"> • providing the specialised equipment to the services, • modernisation of the border crossings on the Polish-Ukrainian border, • emergency response. 2) Support of customs units performing duties of crime fighting. 3) Modernization of border crossings in the scope of computerization, equipment and management system, including the development and implementation of digital radio communication system.
Beneficiaries (Executing Agencies)	<ul style="list-style-type: none"> - Polish Police Headquarters, - Border Guard Headquarters, - Office for Foreigners, - Voivode of Lubelskie Voivodeship, - Voivode of Podlaskie Voivodeship, - Voivode of Podkarpackie Voivodeship, - Voivode of Warmińsko-Mazurskie Voivodeship, - Ministry of Finance – Customs Service Department.

Source: own study based on the programming documents

Effects and assessment of the efficiency and effectiveness

Within the framework of the thematic area 7 projects were implemented with total value of 37 647 059,00 CHF and the total contribution amount of 32 000 000 CHF. The list of projects is presented in the following table.

Table 38. The lists of projects implemented under the Thematic Area 1.2 Measures to secure border

Project no	Project title	Executing Agency	Voivodeship	SPCP Grant amount (CHF)
KIK/02	Construction of the epidemiological filter within facilities of the Office for Foreigners Centre in Biała Podlaska	Office for Foreigners	Lubelskie	1 955 000
KIK/03	Preparation of mobile control groups of the Customs Service to carry out emergency response and crisis management	Ministry of Finance (Customs Service)	Lubelskie, Podkarpackie, Podlaskie, Warmińsko-Mazurskie	2 847 755
KIK/04	On the verge of terrorism – emergency response training	Polish Police Headquarters	Lubelskie, Podkarpackie, Podlaskie, Warmińsko-Mazurskie	1 006 995
KIK/20	Contribution to the capacity and control improvement of the railway border check point in Siemianówka	Voivode of Podlaskie Voivodeship	Podlaskie	4 992 638
KIK/74	Contribution to the capacity and control improvement of the road border check point in Połowce	Voivode of Podlaskie Voivodeship	Podlaskie	15 886 806
KIK/75	Enhancing the efficiency of migration management in Poland	Office for Foreigners	The entire country	1 382 904
KIK/76	Traffic safety	Polish Police Headquarters	Podlaskie, Lubuskie, Mazowieckie	3 927 902
TOTAL:				32 000 000

Source: own study based on the programming documents

The following describes the achievement level of the selected result indicators for 7 projects implemented within the thematic area ‘Measures to secure borders’.

The subject of the first project was the construction of the epidemiological filter within the facilities of the Office for Foreigners Centre in Białą Podlaska. Presented below there are the project result indicators, both expected and achieved within the frames of project. It is worth mentioning that the analysis of the achieved results will in principle be possible after the start-up of the object and after a defined, probably of at least two or three-year period, of its activity. At present the value of the indicators, with one exception, has not increased above the base rate yet.

Table 39. The achievement of the selected result indicators for the project KIK 02 'Construction of the epidemiological filter within facilities of the Office for Foreigners Centre in Białą Podlaska'

	Base value	Target value	Achieved value	Achieved value to base value
				% of the increase above the base value
Construction of the epidemiological filter within facilities of the Office for Foreigners Centre in Białą Podlaska – KIK/02				
Number of newly constructed, fully equipped epidemiological filler facilities.	0	1	1	100%
				100%
Health care professionals employed in the facility in Białą Podlaska.	5	19	5	26%
				0%
Percentage of the examined persons in the Office for Foreigners in Białą Podlaska, in comparison to the number of the persons applying for the refugee status, who cross the border in Terespol.	50,20%	100%	50,20%	50,2%
				0%
Number of persons examined per day in the medical out-patient healthcare centre.	17,5	70	17,5	25%
				0%
Shortening of the medical examination period.	3 days	2 days	3 days	66%
				0%

Source: own study based on the programming documents and data from Digital Poland Projects Centre

The need to construct the so called epidemiological filter, that will be a modern diagnostic centre, providing the proper and efficient sanitary and epidemiological protection, resulted from the fact that the majority of the foreigners applying for the international protection in Poland, crosses the border at the border check point in Terespol that is close to Białą Podlaska (64% of the overall number of the applications for refugee status are received at this board check point⁷⁹), and thereafter arrives to the reception centre for foreigners in Białą Podlaska. The part of these people can be sick or carry communicable diseases – owing to the Programme for the early detection of infectious diseases among the people entering the reception centres of the Office over 30 thousands persons were examined during the period of 2008-2014 and in total 4755 cases of communicable diseases were found, such as: Hepatitis B & C, HIV or Venereal Diseases.

⁷⁹ Office for Foreigners, data for the year 2015.

Within the framework of the project the medical equipment was purchased, such as digital X-ray, ECG, medical parameter analysers, resuscitation devices, as well as medical vehicles intended for the carriage of disabled persons, an electrical power generator and appropriate IT appliances. Within the framework of the project the set of medical tents were purchased, they can be used in crisis situations, as owing to them all the necessary healthcare services can be provided in case the number of foreigners applying for the international protection should rise.

The level of the result indicators is relatively low, because just recently the operator of the medical services provided in the filter was nominated.

Another finance project was related to the preparation of mobile control groups of the Customs Service to carry out emergency response and crisis management, the expected and achieved result indicators are described in the following table.

Table 40. The achievement of the selected result indicators for the project KIK/03 'Preparation of mobile control groups of the Customs Service to carry out emergency response and crisis management'

	Base value	Target value	Achieved value	Achieved value to target value
Preparation of mobile control groups of the Customs Service to carry out emergency response and crisis management – KIK/03				
Number of detected cases 10% higher in comparison to the number of purchased vehicles	81 478	89 600	67 808	76%
Number of fines 10% higher in comparison to the number of purchased vehicles	6735	7400	25 487	344%
Number of participants in the regional and international workshops	0	140	160	114%
Number of the officers trained from the mobile control groups	0	280	570	204%
Percentage of the mobile groups representatives trained within the framework of the project	0	80%	80%	100%

Source: own study based on the programming documents and data from Digital Poland Projects Centre

The analysis of result indicators is difficult due to the fact that the definitions of the first two indicators are not entirely clear, as relating the number of detected cases / imposed fines with the number of purchased vehicles does not appear to be evident. In general it can be pointed that the level of achieved indicators is relatively high and considerably exceeds the assumed values.

Within the frameworks of the project the means of transport for the mobile groups of Customs Service were purchased (105 vehicles, i.e. marked and non-marked police cars, mobile inspection units, vehicles for transporting sniffer dogs, police cars equipped with system for reading of car plates numbers), trainings for the customs officers from the Crime Control Department related to: special driving techniques, crisis management, and the English and Russian language courses were held.

Another project, for which the assumed and achieved results are described below, was implemented by the Polish Police Headquarters in partnership with the Association of Polish Counties and it was mostly focused on trainings.

Table 41. The achievement of the result indicators for the project KIK 04 'On the verge of terrorism – emergency response trainings'

	Base value	Target value	Achieved value	Achieved value to target value
On the verge of terrorism – emergency response trainings – KIK/04				
Number of trained employees	0	2 282	2 343	103%
Number of institutions with trained personnel	0	99	99	100%
Number of participants who consider the trainings as useful and well-conducted.	0	60%	98%	163%
Number of voivodeship to which the equipment for carrying the coordinated actions within the crisis situations	0	5	5	100%
Number of the institutions to which the guidelines were provided	0	100	116	116%
Number of the institutions in which the guidelines will be analyses and considered useful.	0	60%	60%	100%

Source: own study based on the programming documents and data from Digital Poland Projects Centre

All the result indicators were achieved or considerably exceeded.

The trainings were addressed to the institutions responsible for emergency response, located in the 66 municipality and 21 counties situated nearby the Eastern boarder of Poland. Their participants were the employees of the Territorial Self-Government Units and the officers from the Police, the Border Guard, State Fire Department, the ambulance service and volunteer rescue services: GOPR (the Volunteer Mountain Rescued Service) and WOPR (the Volunteer Water Rescued Service). Due to the strengthening of the exchange rates of CHF to PLN, it was possible to extend the scope of the project and to purchase 12 boats for operating in areas inundated by flood, with transportation trailers and 21 tents (including 12 pneumatic tents with accessories and trailers for their transport). In the autumn of 2015 5 editions of exercises were organised, with the purpose of fostering the cooperation among the participants of the project with the police in the field of emergency response.

The representatives of the county crisis management teams from the voivodeships covered by the project and the Police officers from these voivodeships participated in the trainings.

The next project was related to the improvement of the capacity and control of the railway border check point in Siemianówka, the assumed and achieved values of result indicators are presented below.

Table 42. The achievement of the result indicators for the project KIK/20 'Contribution to the capacity and control improvement of the railway border check point in Siemianówka'

		Base value	Target value	Achieved value ⁸⁰	Achieved value to target value
Contribution to the capacity and control improvement of the railway border check point in Siemianówka – KIK/20					
Average time for border crossing by a train given in hours		2,5	2	1,5	133%
Number of international freight wagons crossing the boarder		31 815	34 997	35 817	102%
Percentage increase of the revenue collected against entitlements		0	11%	17%	117% (149%)*

Source: own study based on the programming documents and data from the Customs Office in Siemianówka

* It is not evident if the indicator is calculated to the base value or the previous year (the value given in brackets). We assume here that the first value is adequate.

The objective of this project was the considerable improvement of conditions of border and customs controls on the railway border check point with Belarus in Siemianówka, which did not fulfil the contemporary standards till the implementation of the project, both the officers from the customs Border as well as the representatives of companies responsible for custom clearance suffered because of that.

The implemented project covered the construction of the basic facilities, and these were the Border Guards and the Customs Service buildings, plant health control facilities, the loading ramp, roads and fencing. In addition the following systems were constructed: access control system, burglary and assault alarm system, secure power supplies, closed-circuit cameras, fire alarm and radio communication system. The border check point facilities were equipped with appliances and devises indispensable for efficient border control. The very important issue is to establish the possibility of plant health control of the products of animal or plant origin (including wood).

The basic result indicators were considerably exceeded, including the indicator related to the number of checked wagons, even there was an embargo on imports of many products imposed on the UE members by Russia in 2014.

The project was the object of a case study, in which both the project and its effects are described in a very detailed way.

The next project concerned the road border check point, also at the border with Belarus, located in Połowce. The result indicators for this project are presented below.

⁸⁰ Data as at the 31st October 2016.

Table 43. The achievement of the result indicators for the project KIK 74 'Contribution to the capacity and control improvement of the road border check point in Połowce'

	Base value	Initially assumed target value	Achieved value	Achieved value to target value
Contribution to the capacity and control improvement of the road border check point in Połowce				
Daily number of buses crossing the border	0	50	1	2%
Daily number of trucks up to 7.5 tonnes crossing the border	0	200	10	5%
Daily number of passenger cars crossing the border	500	2000	447	22%
Number of travellers crossing the border	321 321	639 480	386 262	60%
Percentage growth in detecting false documents ⁸¹	0	5	14	280%

Source: own study based on the programming documents and data from Digital Poland Projects Centre

Till the project implementation, the controls took place in temporary tents; the administrative offices were located in the containers by the road. Due to these reasons the borders check point in Połowce served for local traffic mainly (only Poles and Belarusians), neither trucks nor buses could be checked there.

The programme resources were allocated to the construction of a service and administration building, customs and passport control pavilion for trucks, detailed control of the pedestrian traffic facilities, shelter. In addition the road works, fencing of the area were carried out; IT sets, radiometric gate, X-ray device, dynamic and static scales were purchased. This border check point is available not only for the passenger cars, but also for trucks (up to 7.5 tonnes) and buses.

The whole investment was divided into stages and one of them (different than the stage financed within the frameworks of SPCP) was supported by means from The Cross-border Cooperation Programme Poland-Belarus-Ukraine in the amount of 21 m PLN.

Unfortunately, the value of achieved result indicators differs significantly from the assumed value, especially as regards the number of checked buses and trucks. This is probably due to the fact that not too much time has passed since the opening of the passage. In addition, the indicators were set before the imposition of restrictions on the import of goods by Russia. Some logistics companies may avoid this border check point because of its very good control equipment. Not without significance may also be the result of the relatively peripheral position of the border crossing point in Połowce, which is quite distant from the main cities and first-class communication routes.

⁸¹ The methodology of calculation for this indicator and the given data are not so evident. In case when the base value is 0, all percentage indicators are senseless, as they will always aim at plus infinity. This data indicates that the number of revealed cases in the subsequent years was: 1 case in 2015, 3 cases in 2016 and 2 cases in the 1st quarter of 2017. It is hard to say how this number 14 (per cent?) was calculated.

The next project was related to enhancing the efficiency of migration management in Poland and it was implemented by the Office for Foreigners. The project was carried out in the partnership with the International Organisation for Migration.

The results of this project are presented below.

Table 44. The achievement of selected result indicators for the project KIK 75 'Enhancing the efficiency of migration management in Poland'

	Base value	Initially assumed target value	Achieved value	Achieved value to target value
Enhancing the efficiency of migration management in Poland – KIK 75				
Percentage of persons being trained with higher / certified qualifications	0	100	100	100%
Number of institutions with higher qualifications	0	110	107	103%
Percentage of persons being trained with higher / certified qualifications	0	100	100	100%
Number of persons with increased intercultural awareness	0	1000	1905	191%
Percentage of migrants confirming that they received support and facilitations	0	100	100	100%

Source: own study based on the programming documents and data from Digital Poland Projects Centre

Within the frameworks of the project the trainings focusing on migration and development were held, their goal was to extend the qualifications in migration management and to benefit from the development potential of migration. The trainings were addressed to the central and local authorities. Another issue was competence building in the organisations working for and with migrants, and other bodies affecting the migration or integration of migrants. The National Platform of Cooperation for Integration was founded – acting as a permanent cooperation platform between the migrants' organisations and Polish institutions. There were trainings related to cultural orientations for migrants, their aim was to provide the migrants with basic knowledge and foster building an integration-friendly attitude. A PR campaign for better understanding of migration issues and promoting the positive migrants' image and their contribution for host society was arranged.

Within the frameworks of completed project the achieved results indicators are relatively high, they rather have a more formal character, and there are some doubts as to the objectivity of the indicator "The percentage of migrants confirming that they received support and facilitations".

It is worth pointing out that unfortunately the background for the implementation of this project and its effects were not particularly beneficial and the dynamics of changes in opinions among the Polish

community during the last years was not positive. Research undertaken within the project⁸² shows that the Poles' attitude towards the foreigners is clearly deteriorating, due to the media communication as well – for example the number of persons that agree with the statement that 'Foreigners have positive influence on the Polish community, enhancing its culture' dropped in 2016 in comparison to 2015 from 21% to 9%. As much as 61% of all respondents think that foreigners constitute a threat to Poland. 80% claims that they threaten the security, and in every third person's opinion they threaten the labour market.

The last of the implemented project concerned the road safety. Indicators related to that project are presented below.

Table 45. The achievement of the selected result indicators for the project KIK 76 'Traffic safety'

	Base value	Originally assumed target value	Achieved value	Achieved value to target value
Traffic safety – KIK 76				
Percentage of training participants who consider the trainings were useful.	0	75%	89,9%	120%
Percentage growth in awareness of threats among the most vulnerable road users.	0	20%	Achieved, but there are no detailed data	-
Number of places consider dangerous in selected countries.	7	0	0	0

Source: own study based on the programming documents and data from Digital Poland Projects Centre

Within the frameworks of the project, numerous training activities were carried out, there were acquisitions of 19 non-marked police vehicles with equipment and video recorders, designed for the Police units from the area of Podlaskie, Lubuskie and Mazowieckie Voivodeships, 180 000 pieces of reflective materials were purchased, 50 investments were implemented to improve the traffic safety, among others the following were constructed: two platforms – bus stops, two devices for traffic calming – street humps, pedestrian crossing with traffic lights, and other elements that calm the traffic. Within the frameworks of this project a social campaign 'Kieruj się rozsądkiem' ('Drive with your mind') was organised.

The number of training participants exceeded the assumed value by 20%.

Relevance

The improvement in Customs services' working conditions at the border check points and increasing their capacity seem entirely legitimate (though there is a doubt as to the utilisation rate of the border

⁸² 'Research on attitudes towards foreigners in Poland', Ipsos to the order of International Organisation for Migration (IOM), Warsaw, September 2016.

check point in Połowce), and in the same way it is difficult to have doubts about campaigns and information activities for the traffic safety, or the emergency management improvement.

Impact

The impact of the implemented projects is quite difficult to evaluate, due to their considerable diversity range and 'one-off' character. It undoubtedly influenced to the improvement on traffic safety and the conditions and speed of checks at the border crossing points that were the subject of the support.

Sustainability

Likewise, due to the large diversity of the implemented projects, the evaluation of the durability should be comprehensive and rather approximate.

In case of the projects that are of 'soft' character, their durability should be relatively high, if only the beneficiaries of trainings will use the acquired knowledge and skills in their current or similar workplace.

As for the infrastructure projects are concerned, the prerequisite for ensuring sustainability of their results is the usage of constructed or upgraded infrastructure within the objectives and scale presumed in the project. The biggest threaten are the political issues and probable tensions in relations between Belarus and Russia, which is presented well in the table below, showing the decrease in the border traffic at the Polish-Belarusian border after Russia imposed the economic sanctions on Poland and other countries from European Union in 2014.

Table46. The number of persons and vehicles crossing the Polish-Belarusian border

	2013	2014	2015	2016
Number of persons	8 808 734	8 817 678	6 953 541	7 090 950
Number of vehicles	3 970 850	3 817 007	3 439 032	3 589 971

Source: Border guard

Factors influencing the effectiveness, efficiency and sustainability of the effects and impact

The effectiveness, efficiency, sustainability of the impact were influenced by several factors, mentioned below:

- high motivation of many project providers and the relevant local and central government units;
- lose cooperation between the local municipal and county authorities,
- support for some of the projects under national public Funds or European Union Funds,
- long-term beneficial economic effects of the selected projects that were implemented.

Conclusions

The implemented projects present a wide spectrum of actions undertaken to foster security on the borders and safety growth. Their impact will be definitely beneficial, but a lot depends on the factors

beyond the project provider's control, such as the political situation and relationships with the Poland's neighbouring countries.

Strengthening civil society

The Funds allocated for strengthening civil society were realized in the frameworks of Special Allocations. Most of the Funds reserved for Special allocation (the amount of approx. 33 m CHF) were designed for support of 2 Block grants, operated by Ecorys Polska Sp.z o.o. The first was Fund for Non-Governmental Organisations (NGO), whose main objective is to promote the role of civil society as an important participant in increasing the socio-economic cohesion of Poland. The second was the Partnership Fund (PF), whose objective was is to promote and enhance partnerships between Polish and Swiss local and regional authorities or institutions and social partners, and to create and strengthen the network of cooperation between Polish and Swiss local and regional authorities, institutions and social partners with the Polish non-governmental organisations to increase their role in the decision-making for the region or sub-region.

Block grants allowed financing 357 non-investment sub-projects (NGO – 336, PF – 21) of the unit value up to 0.25 m CHF (within the frameworks of Partnership Fund 10 additional mini-projects were financed, which were designed to strengthen the effects of the already completed initiatives). Only the non-governmental bodies were entitled to apply for the NGO support, grants from PF were allocated mostly to local government entities.

Fund for Non-Governmental Organisations (NGO) allowed to reach a considerable number (5837) of actions whose objective was to increase citizens' awareness of their civic participation in the areas: civic education, control actions (among others: monitoring of electoral promises, monitoring and reviewing actions taken by public administration and political circles, anticorruption measures), participation in the public policies. There were approx. 151 thousands of citizens participating. The respondents pointed that first of all the citizens received the biggest and most durable benefits, and further the non-governmental organizations (their potential, professional in the first place, but also organisational and financial, was strengthened).

The actions undertaken within the frameworks of the Partnership Fund were thematically diversified, they concerned among other establishment of partnerships in the following areas: education, ecology, tourism, local development, social economy, promoting readership. The contribution was allocated to the projects whose objective was to promote and exchange the best practice, experience and knowledge, development of cooperation and the exchange of Polish and Swiss experts' experience.

The detailed description of both projects is presented in the following part of this chapter.

Block Grant – Fund for Non-Governmental Organisations

Assumptions

The objective of the Fund for Non-Governmental Organisations (NGO) was to promote the role of the civic society as an important participant in increasing the socio-economic cohesion of the country. The support was directed to the non-governmental organisations, to the actions aiming at increasing the active participation of citizens in public life.

The summary of the assumptions for the Fund implementation are presented in the following table.

Table 47. Assumptions for the support within the frameworks for Fund for Non-Governmental Organisations

	Assumptions for the support
Block Grant Operator	Ecorys POLSKA Sp. z o.o.
The amount of allocation	Total: 29 060 180 CHF Financed by the Swiss Contribution: 24 701 153 CHF
Contribution rate	- the maximum grant value amounts to 90% of the total amount of the sub-project's eligible costs
Sub-project types	'Soft', non-investment projects, non-profit projects, undertaken within 3 areas: <ul style="list-style-type: none"> - Civic education – including among others projects related to consumer education, election rights, civic counselling, development of student self-governance, running campaigns and programmes aimed at stimulation of civil activities, creating the portals that will foster the access to public information, - Control actions – including among others projects related to monitoring of electoral promises, monitoring and reviewing the actions taken by public administration and political circles, initiatives concerning the anticorruption measures, - Participation in the public policies including among others projects related to the dissemination of good practices in civic participation, projects related to social audit the objective of which is to foster the civic participation in formulating and implementing public policies.
Sub-project duration	- 'small' projects: up to 12 months, no longer than until 30th September 2014, - 'large' projects: no time limit, but no longer than until 30th September 2014.
Project value	- 'small' projects: from 5 000 CHF to 40 000 CHF, - 'large' projects: from 10 000 CHF to 250 000 CHF.
Additional requirements	- 'small' projects: the average of total income from the applicant's activity from two last accounting periods do not exceed 50 000 PLN.
Sub-projects Beneficiaries	- Only non-governmental organisations – including foundations, associations and unions of associations that do not act in order to raise profit or those assigning their profit for statutory purposes, with legal personality and registered in Poland at least 12 months before submitting the application for co-financing. <u>Additional conditions:</u> associations having the founder or member that act in order to make a profit, the local government unit, public finance sector unit or a political party were excluded from the participation in the competition.

	Assumptions for the support
Sub-project partners	<ul style="list-style-type: none"> - non-governmental organisations from Poland or other countries belonging to the European Union and Switzerland, - Polish local government units and their associations of all levels, or organisational entities acting on their behalf, as well as dependant bodies. - Involved informal citizens groups (natural persons) acting in conjunction with Applicants.

Source: own study based on the programming documents

Within the frameworks of the Fund for Non-Governmental Organisations 6 competitions were held, 3 for small and 3 for regular grants.

Table 48. Call for proposals under the Fund for NGO

Call for proposal	Grant	Allocation for competition (CHF)	Deadline for calls	Number of submitted proposals	Number of projects approved for co-financing
I	Large	3 666 667	31.03-31.05.2011	524	23
II		8 292 083	29.12.2011-29.02.2012	615	61
III		7 034 517	28.09-28.11.2012	658	55
Total				1797	139
I	Small	1 890 231	30.06-31.08.2011	267	41
II		2 898 812	27.04-27.06.2012	279	69
III		2 862 524	29.03-29.05.2013	319	87
Total				865	197
Small and large grants in total				2662	336

Source: own study based on the proposal documentation and SPCP implementation reports

Among the all co-financed projects 262 (77.9%) of them concerned *civic education*, 46 *participation in the public policies* and 28 *Control actions*.

Effects and assessment of the efficiency and effectiveness

A summary of the results obtained by the Fund for Non-Governmental Organisations, with regard to output and result indicators (assumed and achieved), is presented in the following table.

Table 49. Achievement of output indicators by Fund for Non-Governmental Organisations

Output	Indicator	Target value	Achieved value	Achievement ratio
New non-governmental organisations' initiatives whose objective is to foster civic participation in Poland	Number of projects carried out by non-governmental organisations in the frames of the Fund for Non-Governmental Organisations	336	336	100%
	Number of projects carried out by non-governmental organisations in the frames of the Fund for Non-Governmental Organisations in the geographical focus area of Swiss-Polish Cooperation Programme	248	248	100%
New Operator's initiatives whose objective is to foster civic participation in Poland	Competition for the best project within the frames of the Fund for Non-Governmental Organisations	1	1	100%
	Completion for the best youth initiative / civic intervention	1	1	100%
	Concluding conference / Citizen Summit	1	1	100%

Output	Indicator	Target value	Achieved value	Achievement ratio
	Number of participants in plenary meeting of the concluding conference	250	225	90%
	Number of panels / workshops during the concluding conference	6	6	100%
	Number of participants in panels / workshops during the concluding conference	60	168	280%
	Number of network meetings for the beneficiaries of the Fund for Non-Governmental Organisations	12	12	100%
	Number of beneficiaries of the Fund for Non-Governmental Organisations participating in the network meetings	96	107	111%
	Civic board game for secondary and high-school students (the number of produced and distributed pieces)	11 000	16 000	145%
New non-governmental organisations' initiatives that result in strengthening the cooperation between the non-governmental organisations, e.g. engaging the Polish and foreign partners	Number of implemented projects in the frames of the Fund for Non-Governmental Organisations by the non-governmental organisations acting in partnership	230	320	139%
	Number of implemented projects in the frames of the Fund for Non-Governmental Organisations by the non-governmental organisations acting in partnership in the geographical focus area of Swiss-Polish Cooperation Programme	68	240	353%
New non-governmental organisations' initiatives implemented with the active participation of citizens	Number of initiatives implemented with the active participation of citizens in the frames of the Fund for Non-Governmental Organisations	628	5 580	889%
	Number of initiatives implemented with the active participation of citizens in the frames of Fund for Non-Governmental Organisations in the geographical focus area of Swiss-Polish Cooperation Programme	188	2 082	1107%

Source: own study based on the Completion Report for the project 02/KIK

Exceeding the indicator related to the initiatives carried out by beneficiaries acting in partnership is connected to granting the additional points during the application process for support – that was the incentive to look for and to carry out an undertaking with another entity.

On the other hand the considerable growth, in comparison to assumptions, in the number of initiatives, in which the citizens participated actively, should be related to the large number of projects implemented under the Programme area *Civic education* (262/336). Due to the same reason such a spectacular level was achieved for the result indicator. The potential of Polish society and the need to

participate in activities operated by non-governmental organisations are reflected by another result indicator – the number of citizens participating in the initiatives carried out by the Fund’s beneficiaries.

Table 50. Achievement of result indicators by the Fund for Non-Governmental Organisations

Result	Indicator	Target value	Achieved value	Achievement ratio
Increased cooperation and qualifications of the non-governmental organisation sector in the area of civic participation	Number of persons participating in panels /workshops, whose knowledge and skills in the area of civic participation has increased	50	168	336%
	Number of concluded partnerships during the panels / workshops	6	0*	-
Growth in the number of the secondary and high-school students who will learn about the benefits from the active participation in the life of local communities		5 000	16 000	320%
Increased number of activities whose objective is to increase the citizens’ awareness of civic participation	Number of activities increasing the citizens’ awareness arranged by the beneficiaries of the Fund for Non-Governmental Organisations	1 256	5 837	465%
	Number of activities increasing the citizens’ awareness arranged by the beneficiaries of the Fund for Non-Governmental Organisations in the geographical focus area of Swiss-Polish Cooperation Programme	380	2 240	589%
	Number of activities increasing the citizens’ awareness arranged by the beneficiaries of the Fund for Non-Governmental Organisations after attending the network meetings	12	12	100%
	Number of activities increasing the citizens’ awareness arranged by the beneficiaries of the Fund for Non-Governmental Organisations after attending the network meetings in the geographical focus area of Swiss-Polish Cooperation Programme	4	4	100%
Increased citizens’ participation in activities carried out by the non-governmental organisations	Number of citizens actively participating in the activities realised in the frames of projects supported by the Fund for Non-Governmental Organisations	19 200	151 140	787%
	number of citizens actively participating in the activities realised in the frames of projects supported by the Fund for Non-Governmental Organisations in the geographical focus area of Swiss-Polish Cooperation Programme	5 850	60 327	1031%

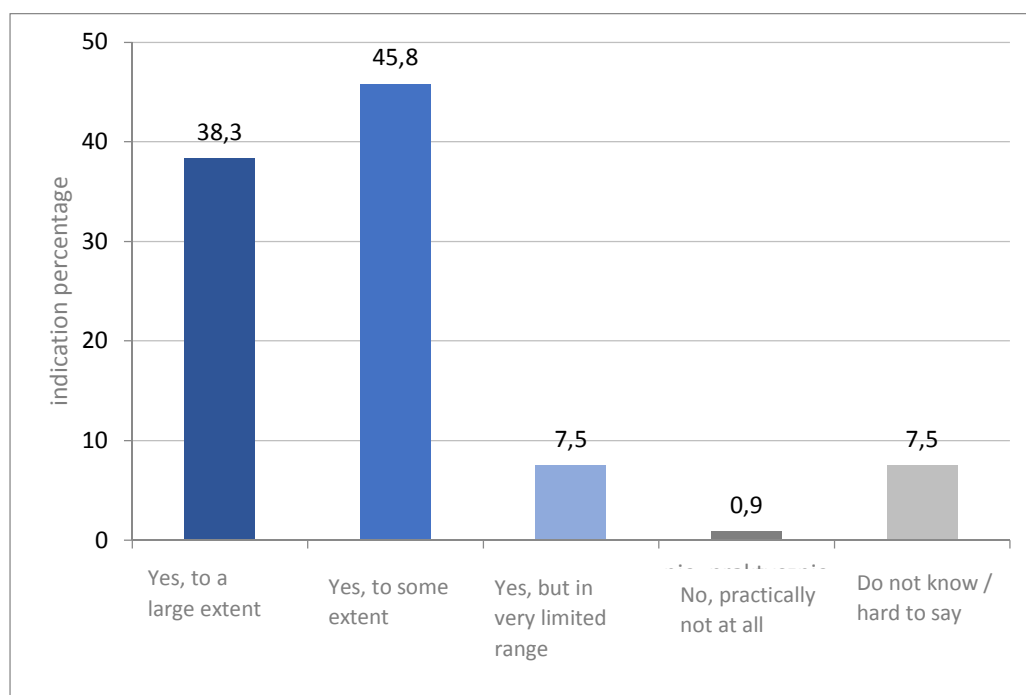
* The indicator was not measured because the formula of the Concluding conference was changed

Source: own study based on the Completion Report for the project 02/KIK

The CAWI survey carried out among the beneficiaries, under the frames of this evaluation, shows that the implemented projects had an impact on improving the situation of the final recipients – 38.3% respondents evaluate that this change is to a large extent the result of impact of the projects, a little less than half of the respondents (45.8%) claim that the change to some extent contributed to improving the situation of the final recipients. At the same time beneficiaries point out that the group that received the biggest and most durable benefits are citizens (52.3% of answers), on the second place there were the non-governmental organisations (22.4%). Other recipient groups, that benefit from the project, but relatively more seldom indicated by the respondents, are: the persons the social assistance institutions care for (5.6%), students and research workers (4.7%), the disabled (3.7%), public administration employees and businessmen (each 0.9%).

Among the groups that were not enumerated among the possible answers, but also indicated by the beneficiaries as the recipients benefiting from the effects of the projects (the category ‘others’ – 8.4%) are: children, the youth, elderly people, women, patients and their families and the ethnic minorities.

Figure 14. The fund for NGO beneficiaries’ opinions on the project impact on improving the situation of the target recipient groups



Source: CAWI survey among the beneficiaries of the NGO (n=107). Question 6: Did the project, in your opinion, influence the improvement in the situation of the target recipients groups, including the equalization of their socio-economic opportunities?

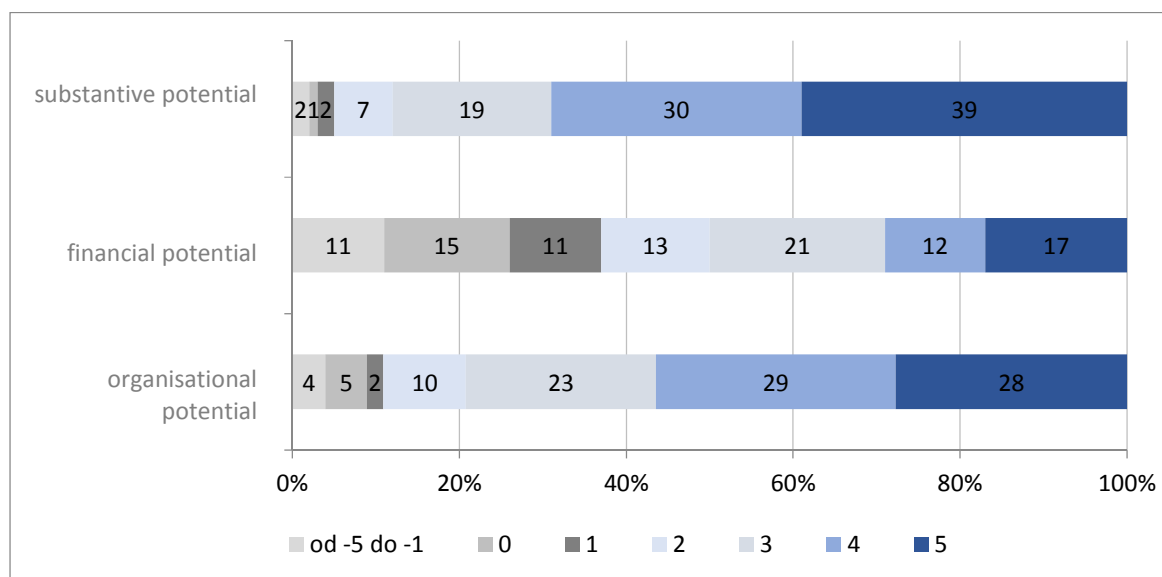
Almost half of the respondents (46%) – beneficiaries of the Fund for Non-Governmental Organisations points out the additional, unplanned effects, which appeared as a result of the implementation of the projects, among the most frequently mentioned are:

- the increase of recipients’ involvement for the benefit of the local community,
- the increase of civic activities, including the groups less involved so far,

- continuation of the cooperation with partners and the implementation of the projects in new fields of activity,
- strengthening organisations' brands,
- forming a new offer for activity,
- establishing new partnerships – the so called networking of institutions that are active on a given area – schools, local authority, NGOs,
- creation of new non-governmental organisations,
- increasing the integration in the local community,
- fostering the cooperation with institutions from the local – local authorities, schools.

Apart from the benefits for the end users, related to the increase in citizen's involvement in public life, and the improvement of their situation, the effects of the projects are also beneficial for the project providers – the interviews with the beneficiaries indicate that the implementation of the projects contributed to the increase in their organisational potential (understood as effectiveness and efficiency), financial, and first of all the Polish NGOs' substantive potential. These opinions are confirmed by the research carried out by the Operator, the results of which are presented on the picture below.

Figure 15. The fund for NGO beneficiaries' opinions on the impact of the projects on the development of organisation

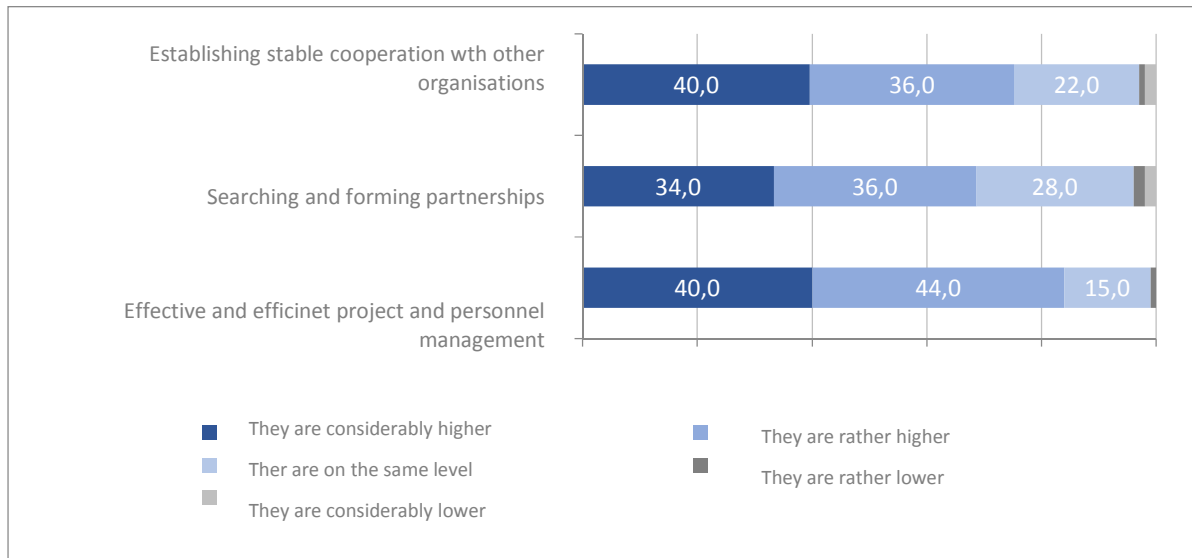


Source: own study based on data coming from the ex-post evaluation research carried out on behalf of the Block Grant Operator⁸³, n=186

The Operator's survey shows as well that the undertakings carried out in the frames of the Fund influenced the non-governmental employees' skills and qualifications related to establishing and building the stable relationships with other partners, as well as management competence.

⁸³ The ex-post evaluation report in the frames of block grant for the non-governmental organisations and the Polish-Swiss regional projects of the Swiss-Polish Cooperation Programme in years 2010-2015, Ecorys, Warsaw, 2015.

Figure 16. The fund for NGO beneficiaries' opinions on the project impact on the change of organization employees' competence in building the cooperation, establishing the partnerships and management

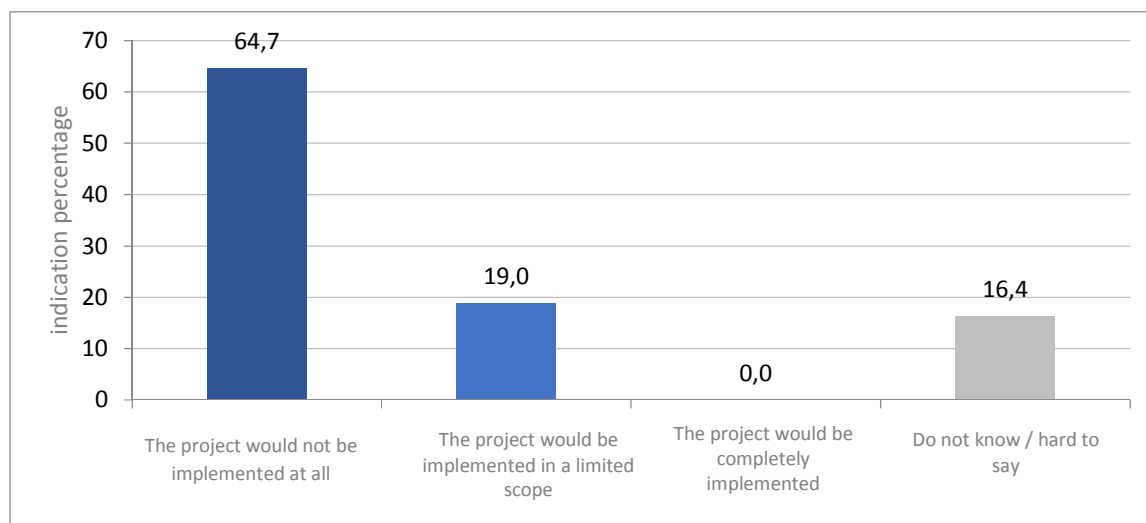


Source: own study based on data coming from the ex-post evaluation research carried out on behalf of the Block Grant Operator⁸⁴, n=186

The benefits, mentioned before, were not possible to appear on such a scale unless the Fund for Non-Governmental Organisation was implemented – the beneficiaries indicate that their projects would not have been carried out at all without the support of SPCP (64.7%) or would be implemented in a limited scope (19%).

⁸⁴ The ex-post evaluation report in the frames of block grant for the non-governmental organisations and the Polish-Swiss regional projects of the Swiss-Polish Cooperation Programme in years 2010-2015, Ecorys, Warsaw, 2015.

Figure 17. Possibility of carrying out the projects without the SPCP's contribution



Source: CAWI survey among the beneficiaries of the Fund for NGO (n=107). Question 3: Would you carry out the project in case you have not received the support from SPCP?

The organisations declaring the implementation of the projects enumerate local government means, own Funds (derived from membership subscriptions and donations from their members or from 1%⁸⁵), and grants obtained through competitions organized by other institutions as the alternative funding. Two beneficiaries indicated the possibility to achieve a part of the project activities owing to the volunteers' and organization supporters' work.

Relevance

The relevance of SPCP' interventions fostering the development of civic society should be assessed very highly, that is determined by the achieved effects, which far exceed the preliminary assumptions. The number of initiatives supported under the Fund, in which the citizens get involved and the number of persons who actively participated, are impressive. Undoubtedly the SPCP' support contributed to increasing the unlocking of the potential of the Polish society in the area related to active citizenship.

The means from the Fund are significant, but not the only financing source of the socially important initiatives – support that is offered is a response to the needs of these organizations in terms of requested support. As the survey⁸⁶ – carried out by Klon Jawor Association – indicates one of the significant problems of the 3rd sector is to raise the financial means for their activity – 65% of the surveyed organizations declare the difficulties related to acquisition of external support. The results of the survey carried among the Fund's beneficiaries also point that without the financial support of SPCP the majority of the undertakings would not have been conducted. Increasing the citizens' participation in the public life, owing to their greater involvement in the actions carried out in the frames of the Fund for NGO, can be the response to another problem faced by the non-governmental organisations that is the

⁸⁵ Starting from the year 2004 citizens can allocate 1% of their individual income tax to entities having the status of a public beneficial organization acting for the public good in the areas indicated in the law on public benefit and volunteer work

⁸⁶ Condition of the non-germental organization sector in Poland, 2015. A survey report, Klon/Jawor Association. Warsaw 2016.

difficulties in acquiring the persons, that want and are able to work for the common good (more than a half of respondents surveyed by the Association formulate such a threat). During the recent years, according to the report, there has been an increase in the relationships among the organisations from the 3rd sector – in 2010 78% of the NGOs declared that they have the relationships with other organisations, in 2014 already 92%, but most of them are local. There are no data that allow defining the role of the SPCP support in enhancing the relations within the sector of non-government organisations, but it can be assumed that – owing to the promotion of partnerships within the Fund – there was such an influence on a small scale. The accuracy of support is also confirmed by the scale of interest on the part of organisations applying for the grant under the Fund for NGO – within all the calls there were over 2.5 thousand of organisations interested only 12.6% of them received support.

Impact

One of the long-term goals of the Fund for NGO was to foster the civic participation understood as the increased activity of Polish people in civic organisations or in work for the local communities.

A survey⁸⁷ carried out by KLON JAWOR association shows that in 2013 34% of Polish people were involved in the actions for the local community, 18% of them participated in formal volunteering for the organisations or social groups. According to data available on the portal dedicated to non-governmental organizations⁸⁸ in 2014 there were already 40% of socially active Poles acting for their environment both under and outside the NGO (the share of citizens working as volunteers has not changed). It is hard to estimate to what extent the SPCP intervention contributed to achieving this growth. The scale of citizens' involvement in the actions supported by Fund for Non-Governmental Organisations (787% in comparison to the initial assumptions), allow to suggest that the support on the local level was significant.

The CAWI results related to the project providers also show the impact scale of activities carried out under the Fund for NGO related to the change in the recipients' situation – as much as 84.1% respondents acknowledge the positive impact of the projects.

Sustainability

It can be assumed with sufficient certainty that the durability of the project results achieved within the frames of Fund for Non-Governmental Organisations was maintained on a high level. The CAWI survey shows that as much as 75.7% respondents declare that they will be able to maintain the results of the projects also after their termination, and all respondents claim that the effects of the projects will be felt and used after the projects are completed.

The conclusion about high durability of the projects is also confirmed by the results of the survey carried out by Block Grant Operator in 2015 – 95% of the interviewed organisations acknowledge the results of the projects as durable and not losing their significance, the majority of the organisations declare that

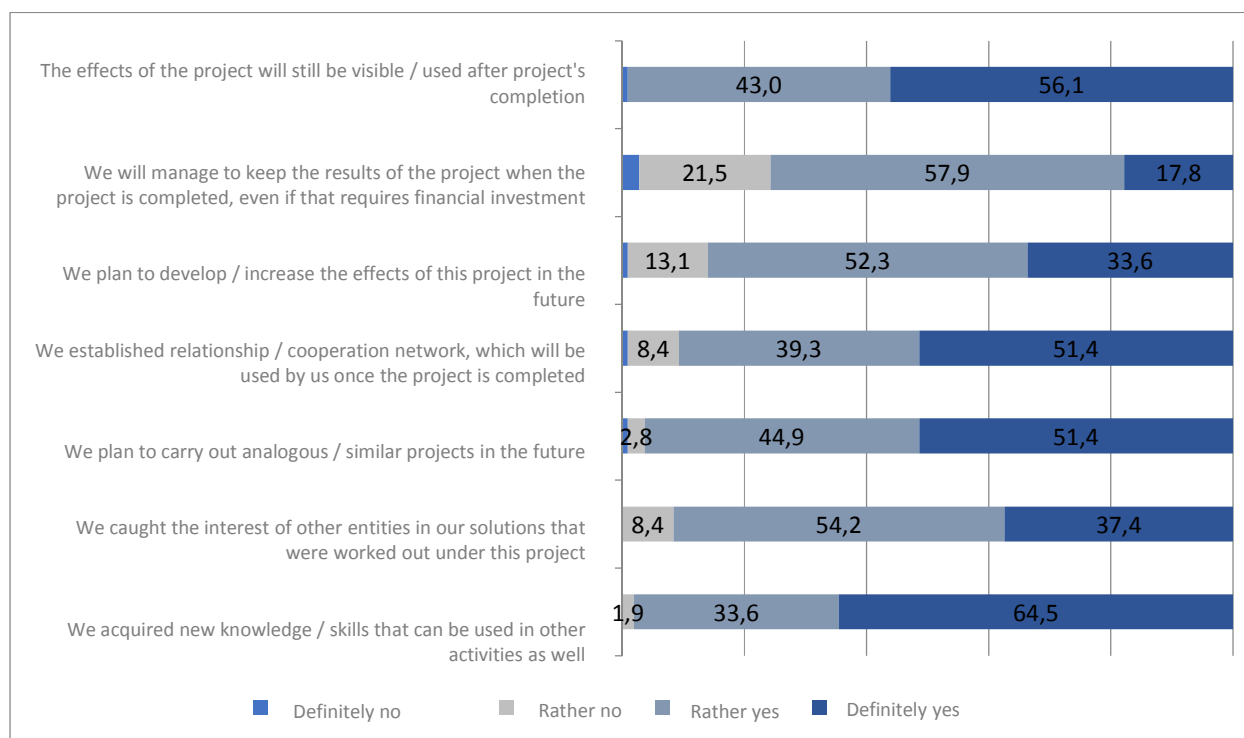
⁸⁷ 'Social commitment among Polish women and Polish men – 2013'. Survey report, Klon/Jawor Association, 2014.

⁸⁸ <http://fakty.ngo.pl/wolontariat>

they will continue the activities initiated during the implementation of the projects under the frames of the Fund for Non-Governmental Organisations, searching for alternative financing sources.

The durability of the effects of the Fund is also confirmed by the fact that the project providers in the overwhelming majority plan to increase the scope of the project in the future in order to carry out similar undertakings, also in cooperation with other entities.

Figure 18. The fund for NGO beneficiaries' opinions on the durability of projects



Source: CAWI survey among the beneficiaries of the Fund for NGO (n=107). Question 4: Which of the below-mentioned statements describe the effects and durability of your project in the best way?

Similarly as in case of the Partnership Fund, the durability is ensured also by the webpage maintained by Block Grant operator, where are the crucial data related to the Fund are presented. On the webpage <http://projektyobywatelskie.pl> the descriptions of all activities that been completed are showcased. The game *Partycypolis* can be downloaded there, and it presents the interesting undertakings financed by the means coming from SPCP⁸⁹. One of the products that were created within the frames of the Fund for Non-Governmental Organizations as the effect of one of the initiatives formed during network meetings is *The Silver Book of Good Practises*⁹⁰ that describes the interesting initiatives dedicated to the elderly people. The effects of the Fund were also promoted by the conference conducted at the end of the Block Grant implementation, entitled 'Citizens for citizens – how Poland was changed by us during the last 5 years'. On the Operator's website one can find recordings from the discussion panels, in which both

⁸⁹ <http://www.partycypolis.projektyobywatelskie.pl/>

⁹⁰ http://www.swissgrant.pl/downloads/ogolne/srebrna_ksiAega.pdf

the NGO and local government representatives participated, in addition there is also a film about the conference⁹¹.

Factors determining the effectiveness, efficiency and sustainability of the effects

The analysis of the project documentation and information collected during the interviews with the Fund beneficiaries indicate the factors that influenced the project implementation, the most frequently enumerated are:

- positive:
 - ✓ not very complicated application procedures;
 - ✓ clear and transparent evaluation criteria for proposals;
 - ✓ extended justification of the proposal evaluation, with educational dimension allowing to correct the mistakes and as a result to apply efficiently in further calls;
 - ✓ division to small and large grants allowing organisations being on various development stage to apply;
 - ✓ support in the form of informative meetings, trainings, at the stage of applying for Funds and during the implementation of the project;
 - ✓ the possibility to start cooperation with other project providers – network meetings;
 - ✓ the possibility to conduct the actions that increase the institutional potential of the organizations;
 - ✓ smooth implementation of the Fund by the Operator, including effective communication;
 - ✓ Operator's involvement in the activities promoting the effects;
- negative:
 - ✓ the necessity to provide the quarterly financial and technical reports;
 - ✓ lack of online device that will allow to apply for support and to prepare the reports;
 - ✓ prolonging final settlement of the project, that might result in insolvency;
 - ✓ change of the project supervisor;
 - ✓ no passivity to provide own contribution from other public Funds.

Conclusions

Relevance, efficiency, effectiveness and sustainability of the SPCP interventions in the area of the development of the civic community in Poland should be evaluated as highly satisfactory – the achieved results exceed considerable the initial assumptions. Taking the great amount of needs of the non-governmental organizations for funding their activities, the significant influence of the implemented projects on the improvement of the recipients groups' situation as well as the considerable strengthening of institutional capacities of organisations which allow to continue and extend the activity related to building the civil society, the continuation of support in that area would be justified. Particularly in case of smaller and less-experienced organizations, the acquired experiences during the implementation of the projects supported under SPCP allow to obtain new grants for their activity, in competitions organized by local authorities, administration or other organizations with available financial

⁹¹ http://ftp.fresh-group.home.pl/pub/KONFA/obywatele_v6.mp4

resources to support the development of civic society. According to the Fund beneficiaries' opinions, the success of their projects apart from the involvement of the organisations themselves and their recipients was influenced by a certain elasticity of the Fund – the possibility to finance different thematic projects, with different scale of an impact, the possibility to modify the project during its implementation, but also the positively evaluated cooperation with the Operator, responsible for SPCP implementation. As interviews with beneficiaries show, in case the Fund is continued, all of them are interested in further applying for the support.

Block Grant – Partnership Fund

Assumptions

In the frames of the Swiss-Polish Cooperation Programme the so-called Grant Block for the Non-Governmental Organisations and Polish – Swiss Regional Partnerships was implemented. It was found in order to involve the non-governmental organizations in the process of reducing socio-economic inequalities that exist between Poland and the advanced EU countries and between the dynamically developing and less-developed regions in Poland, and also in order to develop Polish – Swiss Partnership between the institutions and social partners. In the frames of Block Grant the Funds for the implementation of sub-projects were distributed between two Funds: the Fund for the Non-Governmental Organisations and the Partnership Fund.

The objective of the Partnership Fund (project 03/KIK) was to promote and foster cooperation between the Polish and Swiss authorities (both local and regional) or between institutions and social partners, as well as building and strengthening the network cooperation between Polish and Swiss local and regional authorities, institutions and social partners with the Polish non-governmental organisations to increase their role in the decision-making for the region or sub-region.

The summary of the assumptions for the Fund are presented in the table below.

Table 51. Assumptions for the support in the frames of the Partnership Fund

	Assumptions for the support
Grant Block Operator	Ecorys Polska Sp. z o.o.
The amount of allocation	Total: 4 000 000,00 CHF Financed by the Swiss Contribution: 3 400 000,00 CHF
Contribution rate	- Contribution up to 90 % of the total eligible costs of the project
Types of projects	In the frames of the Fund the following partnership projects can be executed: <ul style="list-style-type: none"> - Creating or fostering the partnerships formed in order to promote and exchange the best practice and / or to provide the know-how or knowledge among the partner entities/institutions, - Created or enhanced partnerships formed in order to transfer the Swiss partners' knowledge and experience concerning the provision of access to information and participation in the decision-making process about specific undertakings, such as information activities, social consultations and negotiations with social partners, - Created or enhanced cooperation networks of Polish and Swiss self-government units, institutions and social partners with Polish non-governmental organizations in order to reinforcing their role in the decision-making process for the region and / or sub-region <p>In the frames of the Partnership Fund the projects with value from 10 000,00 do 250 000,00 CHF can be executed.</p>
Sub-project duration	- no time limit, but no longer than until 30th September 2014.
Sub-projects Beneficiaries	<ul style="list-style-type: none"> - Polish territorial self-government units of regional and local level, including unions and associations created on the Act on commune self-governance, - Polish non-profit or not-for-profit institutions (that are not the non-governmental organizations as understood by the Polish Act on public benefit activities and voluntary work), engaged in public benefit activity, which are owned by a territorial self-government unit, - voivodeship offices and social partners, <p><u>Additional provisions:</u> the above-mentioned applicants must have a legal status, must be registered at least 12 months before the submitting the application for support and carry out actions that are non-profit oriented or allocate them for their statutory objectives</p>
Sub-project partners	<ul style="list-style-type: none"> - Swiss and Polish local territorial self-government units and associations and unions established by them, - Swiss and Polish institutions and social partners, - Swiss governmental entities, - Swiss and Polish non-governmental organizations.

Source: own study based on the Completion Report for the project and <http://www.swissgrant.pl/fundusz-partnerski/o-grancie>

Within the frames of the Partnership Fund there were 2 calls for proposals in open competitions, in accordance with the following specification.

Table 52. Calls for proposals in the competitions organised by the Partnership Fund

Calls	Allocation designed for competition (CHF)	Deadline for the calls	Number of submitted applications	Number of projects approved for co-financing
I	1 800 000	1.06-30.11.2011 r.	11	10
II	1 811 335	29.06-28.12.2012 r.	15	11
Total			26	21

Source: own study based on proposals documentation and SPCP implementation reports

Generated savings allow carrying out 10 additional mini-projects – the Funds were allocated for enhancing the effects of the already implemented projects in the frames of the Partnership Fund by the existing beneficiaries. The total value of all executed undertakings amounted to 13 661 951 PLN.

The undertakings carried out in the frames of the Partnership Fund were thematically diversified, actually each of the sub-projects was very individual, and they concerned the establishment of partnerships in the following areas: education, ecology, tourism, local development, social economy, promoting readership. In the frames of the Fund the following projects were financed:

- promotion and exchange of the *best practice*, experience and knowledge in social economy and its role in activation of persons threatened by social exclusion,
- transfer of knowledge and experience in the area related to energy efficiency,
- exchange of the experience related to tourism promotion and development,
- fostering the partnership for activation of local communities, promotion of voluntary activities to increase the ethnic minorities participation in urban management,
- cooperation and the experience exchange between Polish and Swiss specialists in education of people with intellectual disabilities, education in the theme of safety and first aid or social dialogue.

Effects and assessment of the efficiency and effectiveness

The summary of the major results related to the implementation of the project 03/KIK (the Partnership Fund), with reference to the target values of the output and result indicators, are presented in the table below.

Table 53. Achievement of output and result indicators by the Partnership Fund

Indicator	Indicator type	Target value	Achieved value	Achievement rate
<i>The achievement rate for indicators related to new partnerships established between Polish and Swiss local territorial self-government units, institutions and social partners from Poland and Switzerland and with the Swiss non-governmental organisations</i>				
Number of proposals forming new partnerships that received financing (excluding the Polish non-governmental organizations)	output	27	27	100%

Indicator	Indicator type	Target value	Achieved value	Achievement rate
Number of proposals forming new partnerships with non-governmental organizations that received financing	output			
Number of new project in the frames of existing partnerships that received financing	output			
<i>The achievement rate for indicators related to the growth of knowledge among the potential beneficiaries of the Partnership Fund and the Swiss-Polish Cooperation Programme</i>				
Number of questionnaires	result	150	52	35%
Number of submitted proposals	result	50	26	52%
<i>The achievement rate for indicators related to the capacities of the Polish local territorial self-government units for communication, cooperation and to understanding the project approach and sustainability of the expenditure in the context of partnership initiatives</i>				
Number of submitted proposals fulfilling the substantive assessment criteria	result	40	21	53%

Source: own study based on the Completion Report for the Block Grant under the Priority 2 (Partnership Fund)

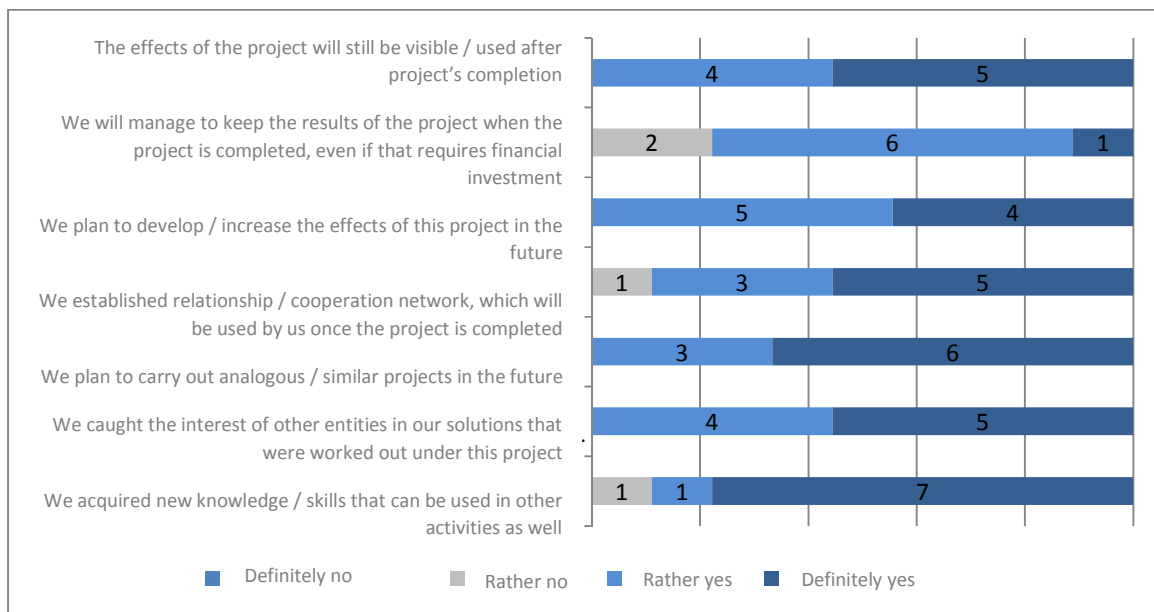
As it is indicated above the output indicators related to the goal of establishing new partnerships between Polish and Swiss entities were achieved – in the frames of 20 projects the new partnerships were formed, in case of 1 project the cooperation was established with a partner the beneficiary cooperated with in the past. The indicator also includes 6 other projects, under which the cooperation was formed with non-governmental organizations (from all 21). The failure in achievement of the result indicator was mainly due to the lower number of people participating at informative meetings than expected and to lower number of proposals submitted in two competitions than expected, although the Operator of the Block Grant undertook intensive information and promotion activities.

The information provided by the Operator indicate that the main reason for submitting about twice less correct proposals than expected, was the difficulty in finding, or rather at convincing the Swiss partner to involve in cooperation with a Polish institution. The ex-post evaluation of the project carried on behalf of Ecorys shows that a half of the interviewed beneficiaries encounter difficulties in finding a partner on the Swiss part, part of them (14%) pointed out problems in ensuring their own contribution. According to the Operator's opinion the Swiss institutions did not often know about the possibility of cooperation with the Polish side in the frameworks of the Partnership Fund. It seems that in the future the informative and promotion campaign should be carried out both in Poland and in Switzerland, showing as an example the profits of a conducted project that can be the outcome of international cooperation among the partners from both countries. The Operator pointed out that the local territorial self-government units, as the main beneficiary of the Fund support, are frequently not prepared (due to their debts among others) to devote the financial resources for the implementation of 'soft' projects or to second the employees to service them, mainly the investment undertakings are of the high priority, but such support was not foreseen by the Partnership Fund. One of the barriers, that could influence the smaller number of the proposals, is the insufficient qualifications, including language qualifications.

As for the sustainability and visibility of the results of support are concerned, as it is shown by the CAWI survey among the beneficiaries of the sub-project under the Partnership Fund, one optimistic fact is that all the respondents claim that the effects of the project will be felt and be used also when the project is completed, and that in addition there are plans to extend the scope of the project in the future or the implementation of other similar undertakings.

The interest of other entities in the solutions worked out in the frames of a project financed by the means from the Partnership Fund is also profitable, as it evokes the spill-over effects of project benefits on other entities.

Figure 19. PF beneficiaries' opinion on the sustainability of the projects



Source: own study in the base of CAWI survey (n=9)

Half of interviewed persons stated that were it not for the support of SPCP the project could not have been implemented, mainly due to the lack of financial means; insufficient knowledge to carry out a project without the content support of the Swiss partner was also pointed out. Other respondents said that the projects could be implemented only to a limited scope and only with the beneficiary's own resources.

The analysis demonstrates that the main benefits resulting from the implementation of the projects are related to:

- the opportunity to acquire new experiences and knowledge;
- development of the competence among the beneficiary's institution employees, also in regard to establishing the cooperation with other entities from their local environment, as well as from the abroad;
- the increase of the beneficiary's organizational potential;
- forming new direct relationships;

- the opportunity to carry out other common undertakings;
- encouraging more active local communities, including voluntary activities;
- learning about the culture and tradition of the partner state;
- the opportunity to influence the decisions concerning a given region / town, assuming the participation of different actors in a given area.

Relevance

During the recent years, the international cooperation is gaining in importance among the territorial self-government units, due to the undoubtedly benefits that result from it. First of all, establishing the partnerships has an educational and cognitive dimension, arising from the exchange of knowledge, know-how or good practice. The cooperation allows to implement new solutions on a local ground, inspired by the experiences of the foreign partners, which may contribute to promotion of a given region / town, and it frequently becomes the factor activating the local community to undertake actions for common good. The report prepared by Institute of Public Affairs⁹² indicates that the lack of activity in establishing the international cooperation is first of all the result of the limited financial resources for these activities (79% of interviewed persons), lack of time for these activities related to work load pressures (25%), lack of interest on the partner's side (24%) and insufficient qualifications (22%).

According to the opinion of the territorial self-government units, the best method to intensify such cooperation would be obtaining the financial support for its development. Taking that into consideration the support of SPCP, related both to the intangible and financial benefits, seems to respond to the need of the territorial self-government units of establishing and developing the partner relationship.

Impact

The scale of resources designed for fostering the cooperation between the Polish and Swiss entities, territorial dispersal and incredibly diversified area of cooperation do not allow formulating conclusions about the impact of the support of SPCP on a global scale. Undoubtedly the undertakings supported under the Partnership Fund had a crucial influence on a local level – owing to the implementation of joint projects the beneficiaries could use know-how of the Swiss partner, they could transpose the best practice on the local area from abroad or improve their cooperative qualifications. The implementation of the projects contributes to establishing active civic society.

Sustainability

Durability of the effects of the Partnership Fund will depend on the extent to which knowledge and experience acquired during the implementation of the supported undertakings based on cooperation with Swiss partner will be used in further activity by the beneficiaries of the sub-projects. High durability of the effects can reasonably be assumed – this is confirmed by the quantitative research, in which the interviewed persons declare that the effects of the project will be maintained, visible and used also after the projects are completed. The analysis of the webpages dedicated to the supported undertakings,

⁹² *'International cooperation of Polish local governments – conclusions from the research'*, Institute of Public Affairs, Warsaw, 2012.

allow evaluating very positively the expected durability of the effects. This could also be maintained because the projects were implemented by stable parties – territorial self-government units and non-profit or not-for-profit organizations associated with them.

Durability is also sustained via the webpage <http://www.swissgrant.pl/fundusz-partnerski/o-grancie> provided by the Grant Block Operator, all necessary data concerning the Partnership Fund are available there, including information on conducted calls and their results, project documentation, information on the events related to the implementation of the project 03/KIK/03 (among others consultations, trainings, conferences), the publications on the block grant are also placed there. Description of all partner initiatives which were carried out in the frames of the Fund can be found on the internet site <http://projektyobywatelskie.pl>. Durability is also provided by the English-Polish publication ‘*Sita partnerstw*’ prepared by the Operator, which presents all sub-projects carried out in 2012-2015 and financed within the framework of the Partnership Fund http://www.swissgrant.pl/downloads/ogolne/sia_partnerstw.pdf.

The effects of the Fund were also promoted by the conference conducted at the end of the Block Grant implementation – Fund for Non-Governmental Organizations and the Partnership Fund, entitled ‘Citizens for citizens – how Poland was changed by us during the last 5 years’, summing up the implementation of these two support instruments.

Factors determining the effectiveness, efficiency and sustainability of the effects and impact

The efficiency and sustainability of the initiatives financed under the Partnership Fund are influenced mainly by:

- (+) implementation of the sub-projects by stable parties – territorial self-government units and non-profit organizations acting for public good, associated with them in terms of ownership;
- (-) territorial dispersal;
- (-) relatively small scale of support;
- (+) the involvement on the part of the Operator and beneficiaries in activities promoting the results;
- (+) beneficiaries could freely decide on the scope of cooperation and the areas of undertaken activities.

Conclusions

The Fund is a good device for promoting and fostering the partnerships on the international level, allowing for relatively small, but important projects for the beneficiaries, to be implemented in different thematic areas. The increased significance of the international cooperation among the territorial self-government units and the benefits resulting from it, allow assuming that in the future the interest in cooperation and the use of the Funds means will be more intensive.

In order to further enhance the process of establishing the Polish-Swiss relationships, in the next edition of the implementation of the Fund, consideration could be given to extending the range of beneficiaries and partners of the projects eligible for application, including for example the organizations that

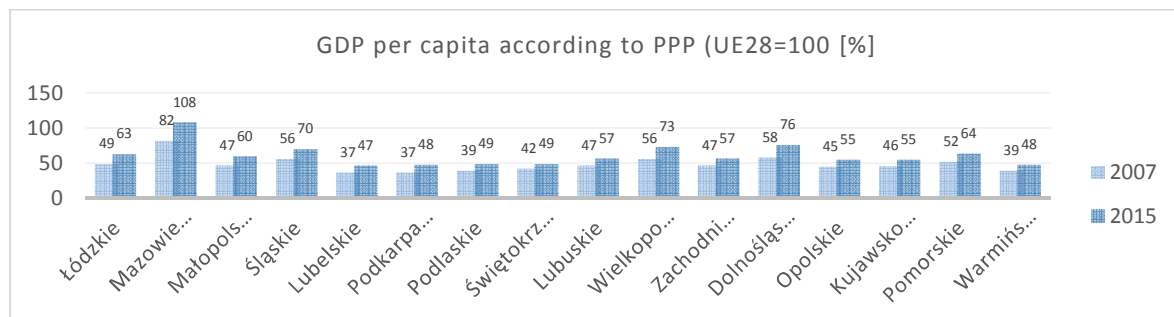
represent the public, private and non-governmental sectors (e.g. Local Action Groups or Local / Regional Tourist Organizations).

Impact of the SPCP implementation on reducing social and economic disparities

Analysis of the socio-economic situation during the SPCP implementation

As background to the assessment of the SPCP intervention's impact on a macroeconomic level, the analysis below presents an analysis of the social and economic change in the regions of Poland in the period of the Programme implementation. Analysis was applied to the main macroeconomic indicators (GDP per capita, employment, unemployment) and selected indicators showing changes in the specific areas in the Programme's scope of intervention (CO₂ emission and share of renewable energy, number of small and medium-sized enterprises, R&D expenditure and number of patent applications, number of hospital beds).⁹³

Figure 20. Level of GDP per capita based on PPP in relation to the UE-28 across the voivodeships in the period of the SPCP implementation



Source: Own elaboration based on the STRATEG Database of the Central Statistical Office (CSO)

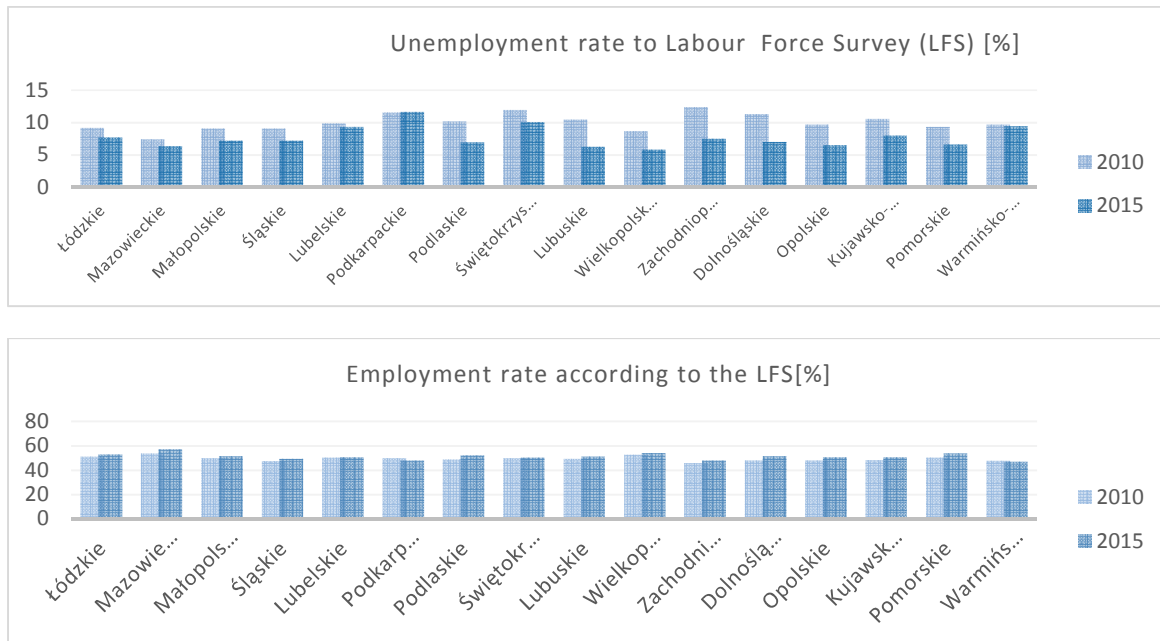
In the period of the Swiss Funds implementation, there is a noted change in the convergence of the Polish regions' economies to the EU. The level of GDP per capita in all Polish voivodeships approached the average GDP level in the EU. The biggest change occurred in the voivodeships of Mazowieckie (26%), Dolnośląskie (18%) and Wielkopolskie (17%).

Among the regions comprising the area of geographical concentration of the SPCP⁹⁴, the biggest positive change with regards to convergence is noted in the Małopolskie voivodeship (13%). The slowest developing region in the period of the SPCP implementation is the Świętokrzyskie voivodeship (7%).

⁹³ The selection of indicators and the possibility of their analysis depended on their availability in the STRATEG database of the CSO arranged by region for the years defined.

⁹⁴ Voivodeships of Małopolskie, Lubelskie, Podkarpackie and Świętokrzyskie.

Figure 21. Labour market across the voivodeships in the period of the SPCP implementation

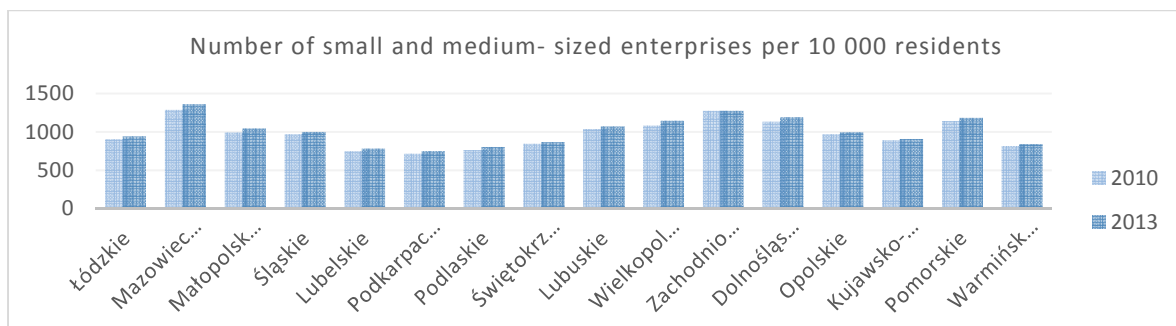


Source: Own elaboration based on the STRATEG Database of the CSO

Positive changes in the Polish regions in the period under examination are observed also in the labour market, thanks to a significant reduction of the unemployment rate (with the exception of the Podkarpackie voivodeship, where the *de facto* unemployment rate remains unchanged) and a notable increase of employment rate (with the exception of the voivodeships of Podkarpackie and Warmińsko-mazurskie, where the employment rate decreases in the analysed period).

Among the regions of the geographical concentration area, the labour market situation in the analysed period improves to the greatest degree in the Małopolskie voivodeship (unemployment reduced by 1,9%, employment increased by 1,7%). The worst situation is noted in the Podkarpackie voivodeship (unemployment rate unchanged and employment decreased by 2%).

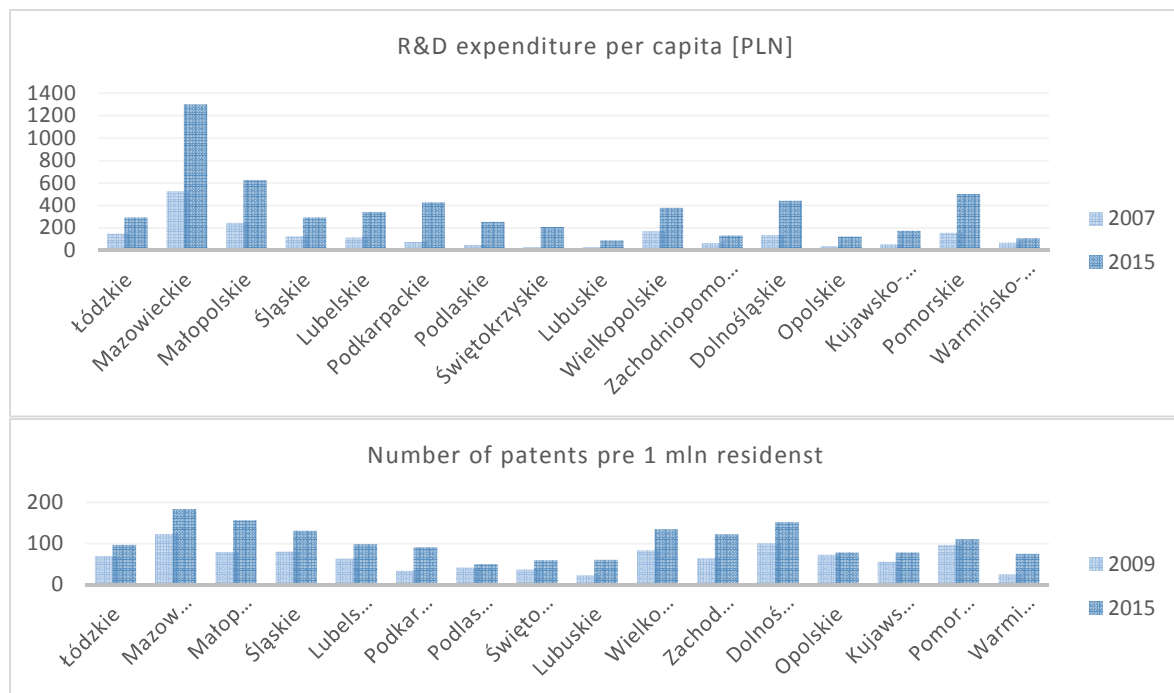
Figure 22. Number of small and medium-sized enterprises per 10 000 residents across the voivodeships in the period of the SPCP implementation



Source: Own elaboration based on the STRATEG Database of the CSO

As regards development of entrepreneurship measured by number of small and medium-sized enterprises in relation to population size, the situation shows slight improvement while the structural disparities between the voivodeship remains constant. In the area of the geographical concentration of the SPCP intervention, the highest level of entrepreneurship in the examined period is noted in the Małopolskie voivodeship (1044 enterprises per 10 000 residents in 2013) and the lowest in the Podkarpackie voivodeship (749 enterprises).

Figure 23. Research and development activity and patent activity across the voivodeships in the period of the SPCP implementation.

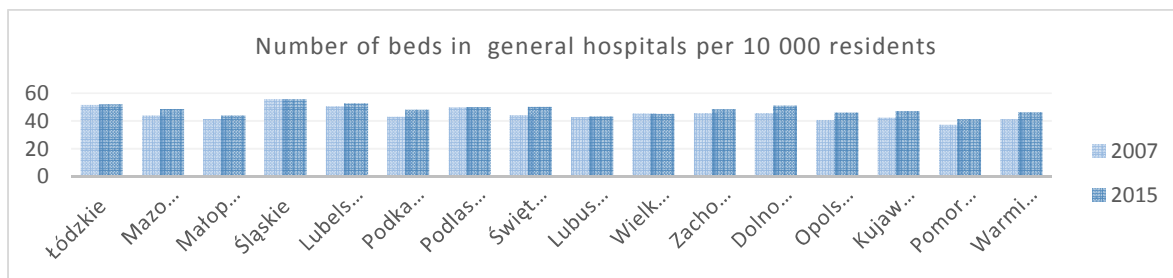


Source: Own elaboration based on the STRATEG Database of the CSO

As regards research and development activity and its effects in the form of patent applications that comprise one of the basic measurements of innovation and economic productivity, a significant improvement is noted in the examined period while the regional disparities remains constant. In the context of this study's objectives, particular attention should be given to the dynamics of growth of R&D expenditure and the number of patent applications in the voivodeships of the area of geographical concentration (among others, R&D expenditure increased seven times in the Świętokrzyskie voivodeship and number of patent applications doubled in the Małopolskie voivodeship). The large scale of change in the examined period is partially due to low base effect; nevertheless, the visible increase in the research and development activity should be given a clearly positive assessment as an important factor of long-term economic growth.

In the examined period, there is also a positive change with regards to indicators measuring the standard of living in the areas of the Swiss Funds intervention, i.e. health care (Figure 24) as well as energy and environment (Figure 25).

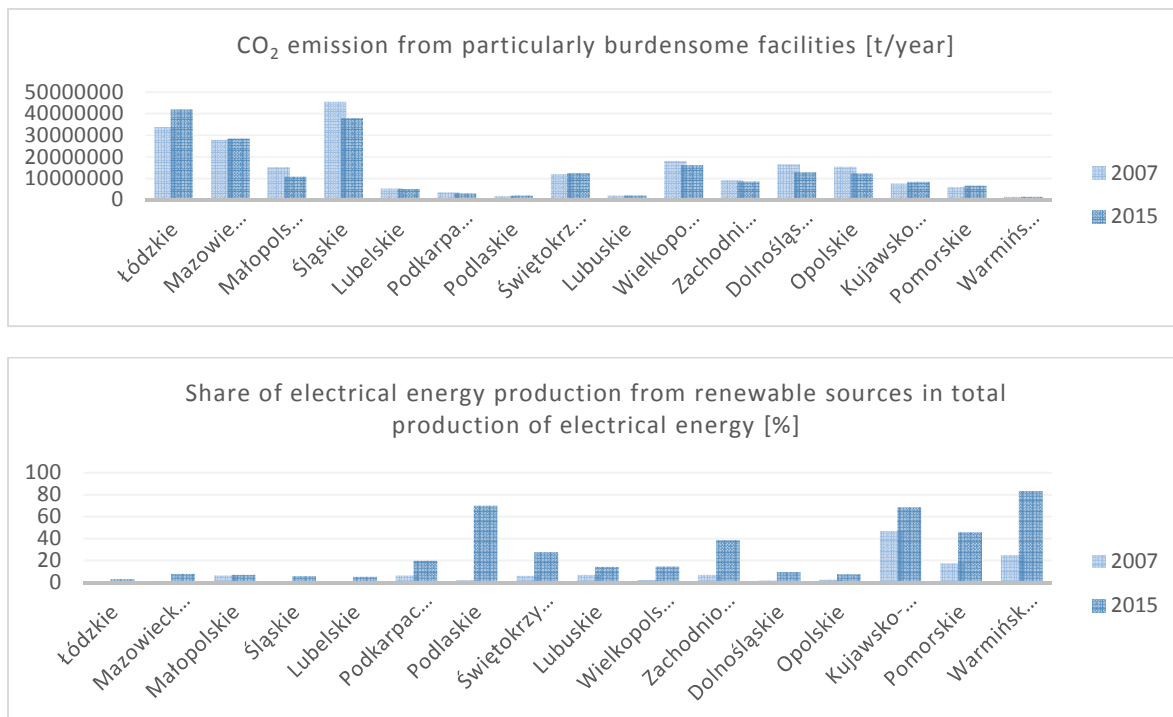
Figure 24. Number of beds in general hospitals per 10 000 residents across the voivodeships in the SPCP implementation period



Source: Own elaboration based on the STRATEG Database of the CSO

Particular attention should be given to a very significant increase in share of electrical energy produced from renewable sources in total electrical energy production in the majority of Polish voivodeships (including an increase to 70% of total electrical energy production in the Podlaskie voivodeship). Across the area of geographical concentration, it includes, among others, an over four-fold share increase in the Świętokrzyskie voivodeship (to approx. 28%) and a three-fold increase in the Podkarpackie voivodeship (to approx. 20%).

Figure 25. CO₂ emission and production of electrical energy from renewable sources across the voivodeships in the period of SPCP implementation



Source: Own elaboration based on the STRATEG Database of the CSO

Assessment of the socio-economic impact of the SPCP

In order to assess the significance of the Swiss Funds to the Polish economy, the below analysis compares the Programme with other interventions implemented in Poland in the same period within the European cohesion policy (NSRF 2007-2013).

The Swiss-Polish Cooperation Programme was a public intervention of a relatively small scale of resources (approx. 489 million CHF, i.e. 1,8 billion PLN⁹⁵) comprising approx. 0,6 % of the spending allocation with the cohesion policy for the period 2007-2013 (approx. 277 billion PLN). Based on the results of the evaluation studies conducted with macroeconomic models, thanks to implementation of EU funding, the Polish GDP per capita in 2015 was approx. 5% higher than the EU average.⁹⁶ The implementation of cohesion policy also contributed to changing the situation on the labour market on a macroeconomic scale. Thanks to the operational programmes implemented within the NSRF, the number of the employed was higher by over 600 000 than if the cohesion policy had not been implemented.⁹⁷

Considering the above mentioned results of evaluation studies and the ratio of funding amount from Swiss Funds to the EU funding amount, it can be argued that the SPCP had a limited impact on the economy on a macroeconomic scale. Due to differences in the structure of the SPCP and the NSRF allocation with a division into infrastructure investment, human capital, manufacturing sector and R&D (with the exception of the R&D and the manufacturing sector, where the SPPC and NSRF⁹⁸ allocation is similar and equals approx. 30%), it is difficult to formulating a thesis on the expected impact. Nevertheless, it may be assumed that the impact of the Swiss Funds should correspond approximately to its ratio to the NSRF allocation. This means the impact of the Programme was unnoticeable with regards to changing GDP and slight with regards to generating new jobs on country scale as a results of implementing projects within the SPCP.

The results of evaluation studies conducted by the European Commission also indicate⁹⁹ that every 1 Euro invested within the implementation of EU funding in the UE-12 countries generates another 0,9 Euro of GDP in midterm (2015) and yet another 2,8 Euro of GDP in long-term (2023). Considering the aforementioned question of differences in the intervention structure of Swiss Funds and EU Funds, the above mentioned multiplier could serve as a point of reference for formulating a thesis on the impact of this type of public intervention on the economy. Due to a limited scale of allocation, in the case of Swiss Funds this impact is therefore small.

When assessing the impact of Swiss Funds on the economy and the reduction of socio-economic disparities, one should bear in mind that the territorial distribution of the Programme's impact was not

⁹⁵ The applied exchange rate is 1 CHF = 3,65 PLN. It is the average exchange rate for the years 2012-2016 based on the balanced rate of the National Bank of Poland. http://www.nbp.pl/home.aspx?f=/kursy/arch_a.html.

⁹⁶ Impact of cohesion policy on the socio-economic development of Poland and the regions in the period 2004-2015, MD, 2016.

⁹⁷ Ibidem.

⁹⁸ The impact of cohesion policy 2007-2013: model simulations with Quest III, EC, 2016.

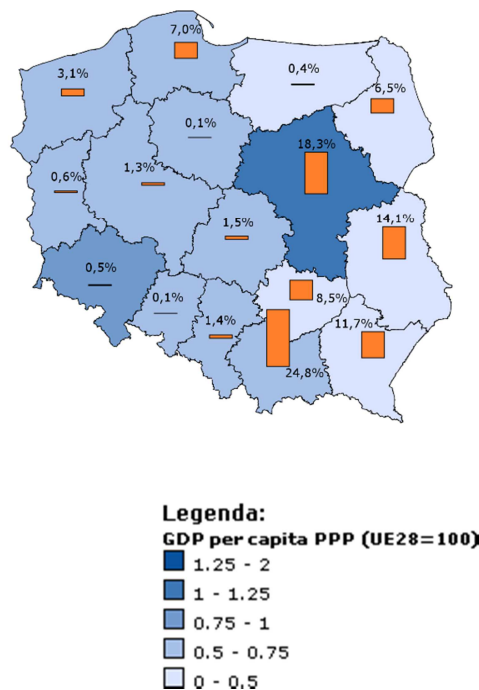
⁹⁹ Ibidem.

even. This means that to some of the regions, the support was more significant than what can be concluded from the general analysis above.

This is related mainly to the assumptions of the Programme according to which a minimum of 40% of the funding amount should be spent in the so-called areas of geographic concentration, i.e. voivodeships of Małopolskie, Lubelskie, Świętokrzyskie and Podkarpackie. Another factor which differentiates the estimated impact of the SPCP territorially, was the actual spatial distribution of the projects implemented within the Programme, related to their specificity, method for project selections and potential and activity of beneficiaries.

The map below shows the actual spatial distribution of projects implemented within the Swiss-Polish Cooperation Programme with regards to value, with indication of each voivodeship's share in the total contracted amount of funding (the analysis excludes amount of 24 450 000 CHF allocated to the cost of management on the Swiss side)¹⁰⁰ against the GDP *per capita* in relation to the EU average.

Map 1. Share of individual voivodeships in the total contracted amount of SPCP funding



Source: Own elaboration based on existing data analysis

¹⁰⁰ The structure was defined based on projects implemented in the voivodeships as well as country-level projects allowing to implement subprojects where it was possible to recreate their territorial structure. For the remaining projects (10), i.e. country-level projects without subprojects and country-level projects with subprojects whose location could not be established, the territorial project structure was assumed to be analogical to the general structure.

The territorial distribution of the funding amount from Swiss Funds presented above indicates that there is a differentiation of impact and significance of the Programme to the socio-economic situation in individual voivodeships.

Firstly, the biggest economic impact of the Programme in absolute terms should be expected in regions where the largest amount of the Swiss grant was contracted. This is visible particularly in the Małopolskie voivodeship, as well as in other voivodeships in the area of geographical concentration, i.e. Lubelskie, Świętokrzyskie and Podkarpackie (59,1% of resources was contracted in the area of geographical concentration, including 24,8% in the Małopolskie voivodeship) as well as Mazowieckie (18,3 % of resources).¹⁰¹

Secondly, the economic significance of Swiss Funds depends on the size of each voivodeship's economy. The scale of the SPCP impact is related to the ratio of the amount of funding contracted in each voivodeship to the level of its socio-economic development (in this case measured by GDP per capita in relation to the EU average in 2015). The higher the ratio, the bigger the significance of Swiss Funds to the socio-economic development of the region.

The results of the analyses indicate that, as in the case of impact in absolute terms, the Swiss-Polish Cooperation Programme had the biggest significance for the socio-economic development of the voivodeships of Małopolskie and Lubelskie, followed by Podkarpackie, Świętokrzyskie and Mazowieckie.

Based on this, when assessing the support from the perspective of Programme objectives which was to reduce regional socio-economic disparities, the most efficient Swiss Funds intervention took place in voivodeships with the lowest GDP per capita in the country in the entire period of the SPCP implementation, i.e. Lubelskie, Podkarpackie and Świętokrzyskie.

Despite the limited impact on macroeconomic level, the Swiss-Polish Cooperation Programme had a significant socio-economic impact in selected support areas as well as on local level. Detailed results of the analysis of these aspects were presented in chapters dedicated to specific areas. Notwithstanding, the study results for selected areas are presented below to illustrate the focused impact of the SPCP.

A significant impact of the Swiss Funds support on regional and local level is observed in the area of energy efficiency. A factor facilitating the increased impact of the SPCP funding in this area was the concentration of the allocation on the priority areas of the geographical concentration (Map 2).

¹⁰¹ The significant share of funding spent in the Mazowieckie voivodeship is a result of implementing large energy projects and a project for infrastructure development of the Warsaw Suburban Railway (KIK/22). A part of the projects implemented nominally in the Mazowieckie voivodeship (projects from the health care area KIK/34 and KIK/35) were qualified as country-level projects due to their country-level character.

In the context of assessing the impact and the socio-economic significance of Swiss Funds, one should also mention initiatives with a distinctive added value. These include activities focused on preventive health care and international scientific research.

The relevance of the intervention in the area of health promotion is a result of a large deficit of these types of initiatives in Poland. Based on the results presented in this report, preventive care expenditure comprises less than 3% of total health care expenditure in Poland. This allows to formulate a positive assessment of the relevance of the SPCP support and the expected impact of the Programme in this area.

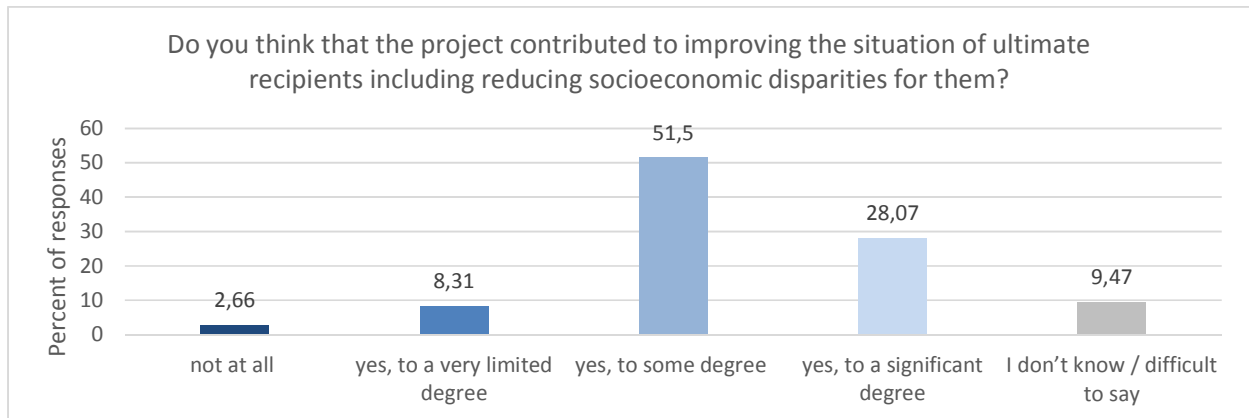
Despite the fact that the Polish-Swiss Research Programme comprises only a small part of this type of activity funded from other sources, including, among others, the EU structural Funds, based on the results of this evaluation, it was characterised by a high level of added value in the form of establishing a network of international contacts important to the development of Polish science.

In other support areas of the SPCP, such as regional development, transportation infrastructure or entrepreneurial support, it is difficult to speak of notable effects on country or even regional level due to the fact that Swiss Funds constitute a minor part of the support provided by other sources, including especially the support within the European cohesion policy. Nevertheless, these types of intervention contribute to socio-economic effects significant from local perspective, on the level of individual enterprises (the National Capital Fund support) or industries (financial reporting and enterprise auditing – project KIK/05) and support for non-governmental organisations within the FNGO). An example of notable positive local impact of Swiss Funds is the municipality of Legionowo, where the expected annual increase of passengers using public transportation (estimated at one million passengers) should contribute significantly to improving the situation of local support target groups and the quality of life of the residents.

The positive impact of Swiss Funds on local level and within selected thematic areas is confirmed by the survey conducted among the beneficiaries of the SPCP support as well as the Executing Agencies.

The beneficiaries of the SPCP projects assess the support positively. In their opinion, the intervention was characterised by high efficiency and sustainability of the obtained socio-economic effects, while also delivering clearly positive changes for the ultimate recipients which in most cases would not have taken place without the Swiss Funds support. Positive assessment is also given by the beneficiaries to the utility of the support, i.e. the degree to which the projects addressed the problems and needs of target groups and contributed to changing their socio-economic situation.

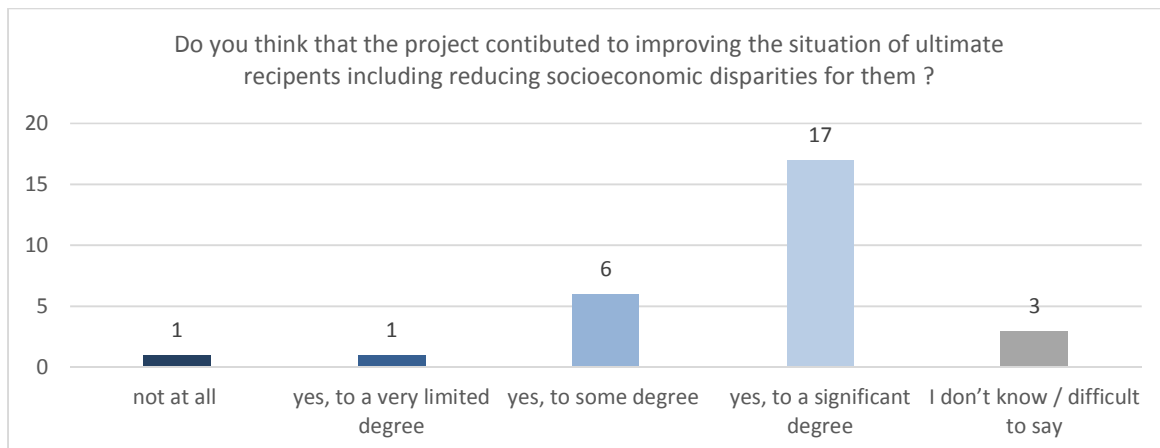
Figure 26. Assessment of the SPCP utility by support beneficiaries



Source: CAWI survey of beneficiaries, n=602

Almost 90% of subproject beneficiaries indicated that implementing the projects improved the situation of target groups to various degrees. A similar opinion was expressed by the representatives of the Executing Agencies (figure below).

Figure 27. Assessment of the SPCP utility by representatives of the Executing Agencies



Source: CAWI survey of Implemented Entities, n=28

The definite majority of the surveyed representatives of the Executing Agencies is convinced that the project had a positive impact on the situation of support target groups. Based on the opinion of the representatives of the Executing Agencies, the effects of the project implementation related mostly to improving the quality of life for the residents. The most frequently indicated changes were: improvement of the region's image as resident-friendly (change indicated by 85% of respondents), improvement of health conditions (68%) and improvement of the quality of the environment (61%). To a lesser degree, the support effects related to economic changes (approx. 54% of respondents indicated new jobs as an effect of the SPCP implementation, while only 25% indicated an increased number of enterprises). This results from the thematic structure of the SPCP support but is nevertheless an accurate depiction of the type and mechanism of impact of Swiss Funds.

Assessment of the SPCP management and implementation system

The assessment of the Swiss-Polish Cooperation Programme (SPCP) management and implementation system taken into account in the evaluation is based on diversified sources of information collected in a research. It consisted in individual in-depth interviews and telephone interviews carried out on all institutional levels of the Programme's management system, as well as quantitative researches (CAWI) for support beneficiaries, programmes/projects Executing Agencies (EAs) and partners of the projects.

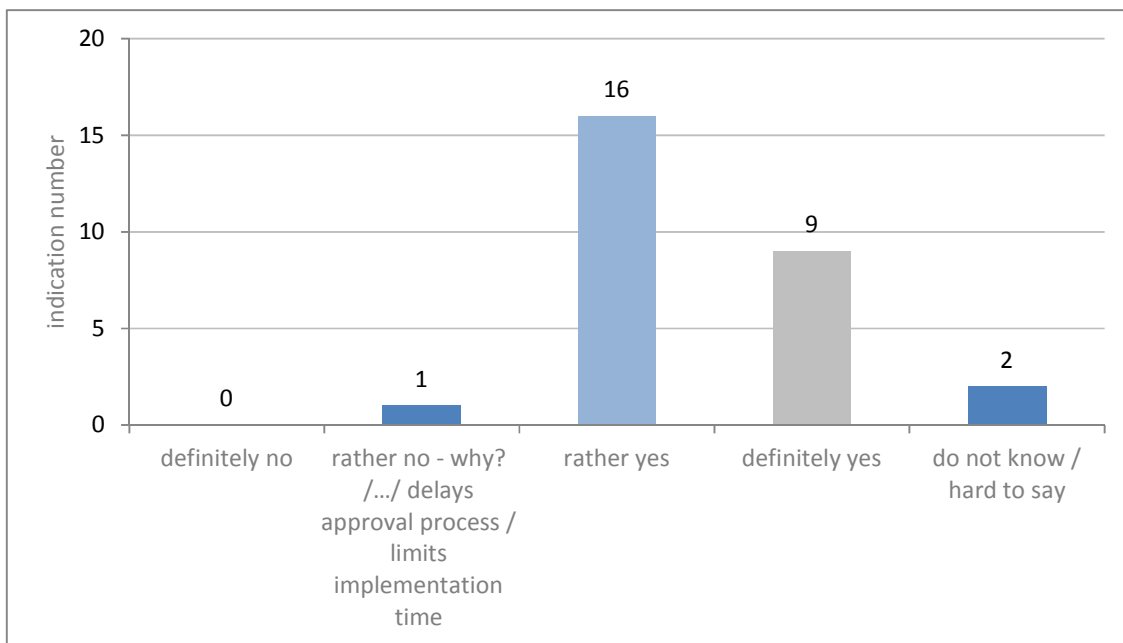
The interviewees participating in the qualitative researches (individual in-depth interviews and telephone interviews) generally assessed the SPCP management and implementation system very positively. Yet, they also had some improvement suggestions.

As indicated by representatives of some entities engaged in the Programme's implementation, the two-stage procedure of projects assessment created some issues at the projects preparation and selection stage. Unfavourable consequences of the procedure were particularly visible in case of contracting process management in time. As every project received the Donor approval decision at a different moment, the procedure hindered planning of the assessment process. As a result, each project implementer had a different deadline to submit the Complete Project Proposition (which certainly constituted a significant complication). Moreover, the time between obtaining the decision concerning funding (approval of the Complete Project Proposition) and signing the agreement was generally long, which was caused by the necessity to negotiate contracts, particularly appendixes (budgets, logical matrices), for each project separately. To sum up, the whole process resulting from the two-stage assessment procedure was long. What is more, it should be added that as a result of the two-stage assessment procedure, some applicants gave up the projects implementation. Reasons behind these decisions were diversified and concerned, for instance: changes of the context of the project implementation and the need of its implementation, emergence of new funding possibilities, lack of acceptance for changes proposed by the Swiss party.

The survey research of the Executing Agencies (EAs) took into account also the issue of the efficiency assessment of the two-stage projects assessment procedure. Results of this part of the research confirm to some extent the opinions expressed in the qualitative interviews. However, they are less critical.

Referring to the information presented in the image below, the population of the EAs is by no means dominated by emphatically positive opinions, which might indicate high utility and efficiency of this procedure, although it should be also stressed that there are a lot of such (clearly) positive opinions (some 1/3). Meanwhile, predominating stances should be classified as opinions taking into account both, positive outcomes of the procedure as well as its certain limitations; albeit with dominating former ones with positive implication ('rather yes'). Such opinions account for ca. 60%.

Figure 28. Efficiency assessment of the two-stage procedure of projects selection in the Programme ('In your opinion, was the two-stage project selection procedure, consisting in preparing firstly the Projects Drafts followed by Complete Projects Propositions, efficient?')



Source: CAWI research of EAs / Block Grant Operator, n=28

One (although not emphatically) negative opinion stressed unfavourable outcome of the procedure in the form of prolonged time of preparations / project settlement (this issue was stressed in individual interviews and by no means did it appear there sporadically). Ultimately, the interviews show that the two-stage procedure is implemented at the expense of limited time for the implementation of the proposed venture.

Naturally, such negative opinions may stem from experiences of a given entity, which now assesses them as unfavourable. We should also remember that the programmes executers may include both experienced entities, programming/designing certain supporting activities numerous times, as well as institutions implementing them. In these situations, such solutions may be perceived as a kind of constraint. It would explain high percentage of reasonably positive opinions.

Due to the above-mentioned research results, it seems worthwhile for the possible next SPCP edition to either consider giving up the two-stage assessment or envisage its significant simplification and acceleration. Simultaneously, we should (on the other hand) add that the role of the Project Preparation Facility was assessed extremely positively. Nevertheless, it was suggested that its offer should be promoted better in the future to ensure higher level of exploitation. Fund's utility was assessed highly. Its means allowed to prepare the projects better, which eventually facilitated their later implementation.

Rules and scope of funding of the Technical Assistance Fund were also assessed positively. In case of this instrument, majority of means were allocated to informational and promotional activities concerning SPCP offer. Catalogue of eligible expenditures included the total of 10 activities covering, *inter alia*, assessments of submitted projects, monitoring the projects implementation, control, audit and evaluation, expert support, organisation of trainings, seminars, workshops and conferences. Contrary to

EU Structural Funds, remuneration of people employed to manage the Programme within the government administration was not generally financed.¹⁰² Moreover, it is important to underline, that the final date of the eligibility of expenditures under the Technical Assistance Fund is the 14th of June 2017, which makes financing of costs of activities related to the Programme closing procedures impossible.

Significant advantage of the rules for the use of technical assistance within SPCP consisted in rather wide and flexible range of funding expenses, naturally provided that there had been previous settlements with the Swiss party (which resulted from using comprehensive categories of eligible expenditures). However, on the other hand the possibility to fund compensation of employees from the Technical Assistance Fund was limited in the evaluated Programme edition (it concerned two bodies only). Considering long time of the projects implementation, as well as employees expenses in the contracting and Programme implementation sphere, it seems justified to take broader funding possibilities for such costs into consideration in the future.

Generally speaking, respondents of the quality interviews stressed that the funding level for management costs was sufficient (proper scope of the catalogue of eligible expenditures). In some cases, they paid attention to limitations (indicated below) connected with the possibility to finance employment costs for staff administering the Programme (in the government administration bodies managing the Programme). Reporting and clearance of expenditure system was also considered very meticulous and too bureaucratic.

Project approach which envisaged that contracts with the Swiss party were signed for particular projects also aroused some controversies. As a result, if there were savings in the project (e.g. due to changes in the PLN/CHF exchange rate), it was generally possible to use them only within the same project. It sometimes led to funding expenses with a bit loose ties with the original shape of the project (although still remaining in accordance with the project objectives and ultimately strengthening its outcomes). It seems that it is worthwhile in the future to consider funding groups of projects (programme) with simplified procedures for relocating means between various projects (simultaneously maintaining limited number of projects and their strong support by relevant entities and the Swiss party). It should be remembered that the Programme did not envisage procedures for the relocation of means between projects. In case of procedures getting complicated, long time of assessment and contracting, most of the agreements concerning the projects implementation was signed in the contracting closing dates. In practice, it prevented relocation of means between projects when the projects were carried out. This conclusion would justify the (suggested above) consideration to introduce in the future a relevant mechanism allowing the introduction of such changes.

Generally, the procedures used for interim assessment of the progress made in various projects in combination with a visit to the project implementation site and with the participation of experts, were assessed very positively. Such solutions and discussions with beneficiaries allowed to introduce relevant corrections and ultimately maximise the quality of implemented projects and their outcomes.

On the other hand, respondents noticed that projects underwent significant number of controls, carried out by *inter alia* the donor, the Intermediate Body and Tax Control Offices, which sometimes hindered

¹⁰² With one exception: remuneration of employees of two Intermediate Bodies (Digital Poland Projects Centre and the Ministry of Health).

their implementation. In the future, certain reduction of the number of controls should be pursued, where possible.

Some respondents indicated also that project approach and freedom in setting indicators hinder (or basically outright prevent) analysing the impact of the whole Programme – due to the use of very diversified indicators and their definitions. Hence, a solution should be considered in the future, according to which it would be necessary to use min. 2-3 standardised outcome indicators, at least within various areas. Additionally, greater attention should be paid to the definitions of the indicators and their measurement to avoid situations where outcome indicators have a rather formal, bureaucratic character and are getting closer in their essence to output indicators.

There were diversified opinions concerning the adopted SPCP management system with an extensive role played by the Swiss-Polish Cooperation Programme Bureau by the Swiss Embassy in Poland. According to some of the interviewees, tasks of the Bureau duplicated the tasks of the Intermediate Bodies or the National Coordination Unit (NCU), which was supported by a low level of the whole Programme formalization (which was generally assessed very highly). Some respondents claimed that some beneficiaries used it to make settlements with the Bureau excluding relevant Intermediate Body (naturally, any changes in the projects required following the formal path; nevertheless, such reconciliation 'shortcuts' might have somehow hindered the implementation of these bodies and NCU tasks). Some respondents believe that it would be worthwhile in the future to formalise a bit the decision-making process and put it in order, also in the context of possible controls of the project implementation, so that all decisions concerning changes introduced to the project were properly documented, argued and made on strictly determined levels of the organisation of the Programme management system.

Some respondents suggested NCU prepared, in cooperation with SPCP Bureau, guidelines concerning proper actions of the beneficiaries for key, typical issues. Limited need to create guidelines in the Programme resulted from the adoption of a project approach, i.e. tailor-made, which prevented (or at least hindered to a great extent) introduction of general standard solutions.

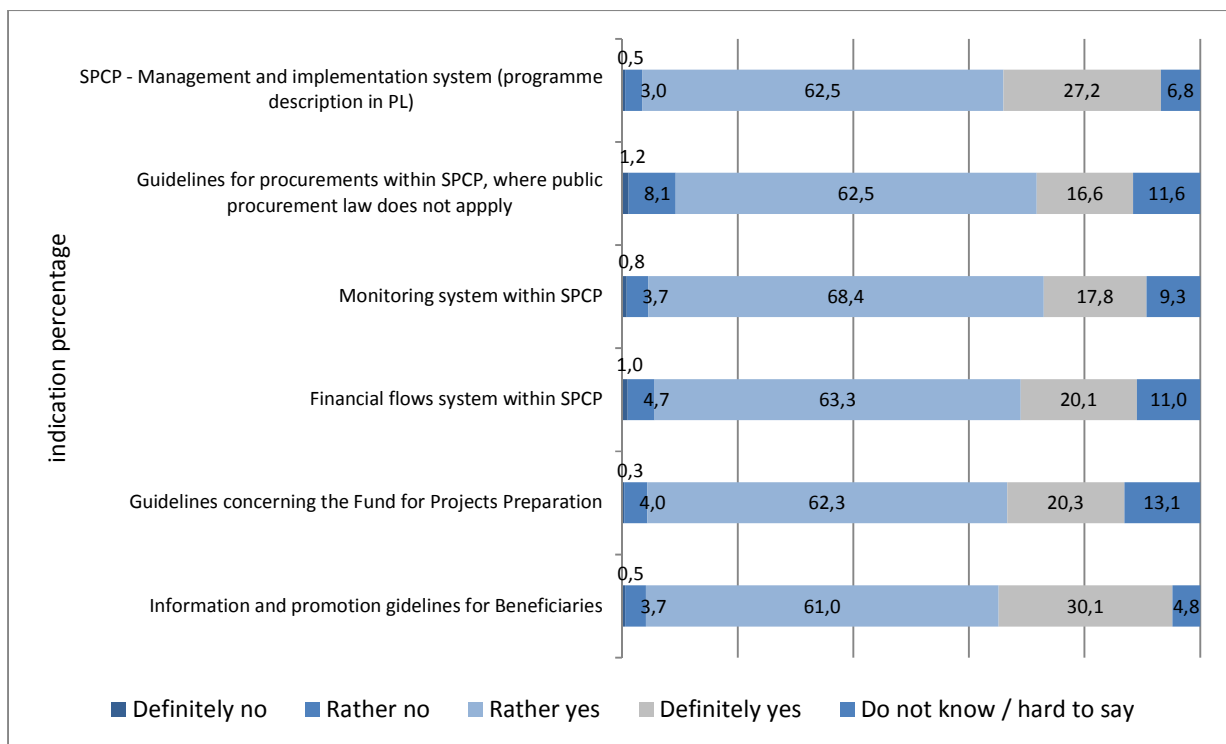
The matter of exchange rate changes was also somewhat problematic. Rules for the clearance of expenditure in the context of CHF/PLN exchange rate changes were changing in the course of SPCP implementation. In the ultimate version, the risk rested with the beneficiary, who could not bear greater expenses than the determined amount of money in CHF. As a result, budgets were slightly exceeded in some projects (it should be remembered that in case of most Polish beneficiaries in SPCP, exchange rate differences had a positive impact – they usually had more means to use). Respondents reckon it would be worthwhile to facilitate the process of the clearance of expenditure and give up the double currency standard which is very complicated from the reporting point of view. Exchange rate risk should be 'shifted' to the level of the state budget (disposer of the national public contribution), where possible exchange rate differences in various projects can offset each other.

The issue of the double currency of clearances led also to certain consequences already at the stage of projects contracting, which was thus becoming more complicated. Due to exchange rate changes, which occurred from the moment of submitting the projects propositions until their approval and conclusion of the agreements, the agreements were in fact signed for different amounts in CHF than originally planned (in most cases the amounts were smaller). Occurring savings led to the possibility to launch projects from the reserve lists. However, it resulted in a necessity to contract them at a rather late stage. To sum up,

consequences in the form of a possibility to implement more projects should be assessed positively, albeit bearing in mind that they had to be implemented over a shorter period of time and their contracting required additional engagement of the manager.

Quality of the Programme documentation is assessed as satisfactory by most of the beneficiaries of SPCP grant projects. Researches show that positive or very positive assessments (with predominance of the former ones) prevail in the assessment of all analysed documents (image below). Nevertheless, it should be also noticed that bulk of negative opinions (though one should remember that their share is insignificant) concerned guidelines for concluding public procurements within the Programme. It should indicate that amongst all the documents, this particular document should be improved in the first place.

Figure 29. Assessment articulated by the support beneficiaries concerning the quality of information included in SPCP programme documents (comprehensibility, completeness, transparency of information) (“Were the information included in /.../ clear and comprehensible?”)



Source: CAWI research of SPCP beneficiaries, n = 602

Entities implementing projects within SPCP were asked a similar question. As one may have expected, low assessments of the programme documents were scarce (there were only three indications¹⁰³ stressing that information in the documentation was formulated in a ‘rather’ not clear and comprehensible manner, which in consequence led to certain problems with the projects implementation).

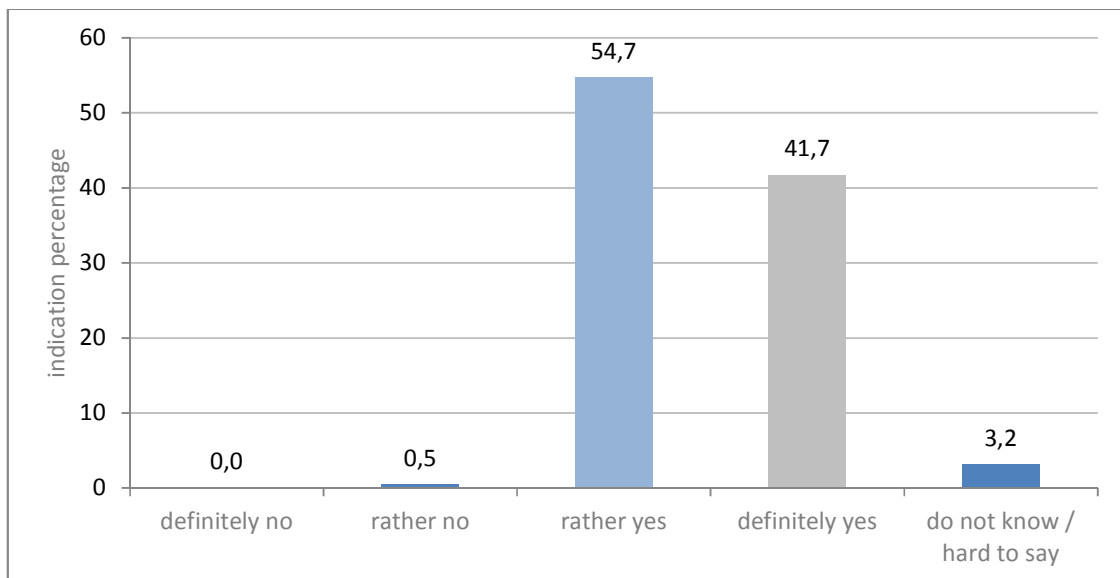
To sum up, the formal and legal instrumentation used in the Programme, should be considered properly-constructed. Hence, it does not require any particularly extensive changes in the future (should the

¹⁰³One indication concerned a solution from the field of Programme management and implementation system, further indication – guidelines for public procurements, and the last one – guidelines for information and promotion.

Programme be continued). On the contrary, we should rather talk about possible 'incremental' modifications leading to further improvements of the system.

Selection of enterprises which will be supported (what is involved here is the subsystem of projects selection, which is functioning within a wider Programme management system / its various components such as sub-programmes) is an extremely important element of each intervention programme. Besides the procedural instrumentation sphere, criteria for projects selection are a particularly important element of the system, since their use determines ultimately the directions of the support distribution – concrete ventures, whose implementation is supported. Therefore, proper construction of projects selection criteria is crucial. They should lead to the selection of support beneficiaries, whose projects correspond to the logic of the Programme public intervention. Naturally, in order for such system to function effectively and – by supporting concrete ventures – ensure reaching intervention objectives, it is necessary to construct the system in a way which would be clear and comprehensible for the project implementers.

Figure 30. Assessment articulated by support beneficiaries concerning the clarity of the grant projects selection criteria used by EAs / Block Grant Operator within SPCP ("Were the [projects] selection criteria formulated clearly?")



Source: CAWI research of SPCS beneficiaries, n=602

In the case of SPCP, the general assessment of the system of projects selection criteria (generally – in supporting activities implemented in all Programme priorities) – is satisfactory. The positive partial conclusion presented above results directly from identified stances of grant recipients (see: preceding image).

Nearly 42% of beneficiaries assessed clarity of the definition of projects selection criteria decidedly positively; further ca. 55% of beneficiaries said they were 'rather' clear. Share of negative assessments or assessments indicating lack of opinion in a given matter turned out to be very low – basically negligible. Therefore, based on the results of the research, one may assume the construction of the criteria was

proper¹⁰⁴. As a consequence, positive outcome on the projects implementers' side consisted in good understanding of the Programme expectations (its objectives) leading to preparation of relevant ventures propositions.

Quality of the information flows between institutions creating the system also impacts the functioning of the Programme management system. Importance of the information flows is significant, both at the stage of functioning of the projects selection subsystem, as well as when they are implemented and settled. When it comes to the management function, relations between institutions managing the Programme are also important, particularly between entities implementing various components of the Programme, Block Grant Operator, Intermediate Bodies and institutions located in the system as 'central' entities (National Coordination Unit and SPCP Bureau in the Swiss Embassy).

The carried out CAWI research explains the above-mentioned issues by discussing two levels of relations, which we consider crucial. It concerns information flows between the following groups of entities/institutions:

- Beneficiaries and EAs (as well as Block Grant Operator),
- EAs and Intermediate Bodies.

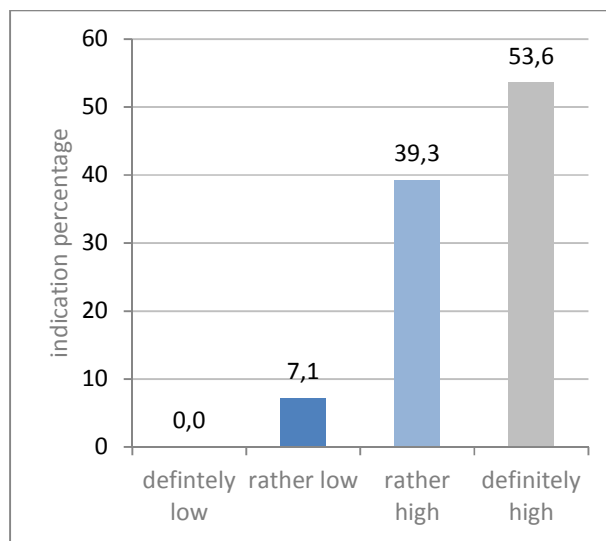
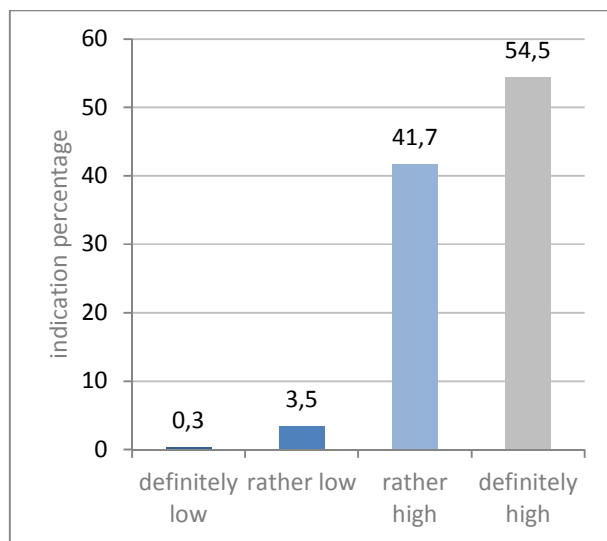
¹⁰⁴ Micro-data indicate that such opinions would be articulated (at least partially) also by the projects implementers, who did not eventually become grant recipients. Since (for instance), in the thematic scope 'R&D' (NCU-45 Polish-Swiss Research Programme), where the selection level was particularly high, presented applications were assessed as substantially very good. Besides, share of formally incorrect applications in the recruitment for research grants, was very low (amounted to scarce 5%).

Figure 31. Assessment articulated by the support beneficiaries regarding the quality of relations and contacts with EAs / Block Grant Operators in terms of information flows ('How would you assess your relations and contacts /.../ in terms of information flow?')

Figure 32. Assessment articulated by EAs / Block Grant Operators regarding the quality of relations and contacts with Intermediate Bodies in terms of information flows ('How would you assess your relations and contacts /.../ in terms of information flow?')

Beneficiaries – against EAs / Block Grant Operators

EAs / Block Grant Operators – against Intermediate Bodies



Source: CAWI research of the SPCP beneficiaries, n=602

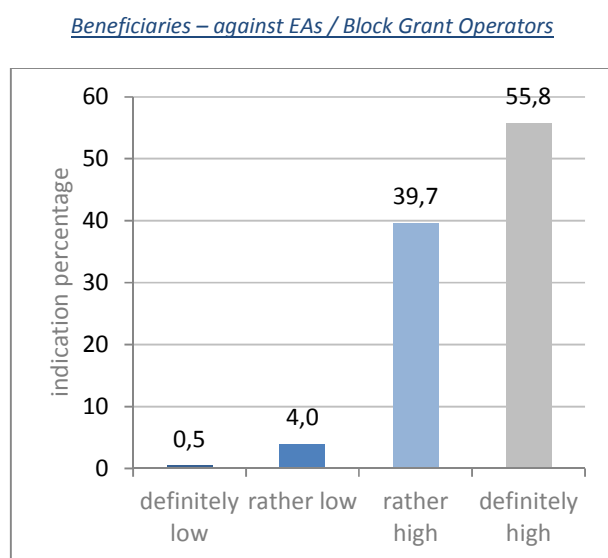
Source: CAWI research of EAs / Block Grant Operators, n=28

Support beneficiaries expressed very positive assessments of the quality of their relations and contacts with EAs (and the Block Grant Operator) (image above on the left). More than half (ca. 55%) of respondents assessed the level of these relations and contacts as 'very high'. High percentage of decidedly positive assessments was accompanied by significant share of 'rather' high assessments. In total, some 96% of the support beneficiaries expressed high assessment.

Negative and rather negative assessments were limited. It shows that in terms of the Programme implementation, correct functioning of the information channels was secured. For certain, it was an important factor impacting the Programme correct functioning – a feature well-recognised by its beneficiaries (both at the stage of applying for support, as well as later – at the projects implementation stage). Similar results (image above, on the right) refer to the assessment of information flows between EAs and Intermediate Bodies – share of assessments is very similar to the one indicated by projects beneficiaries. Therefore, it is eligible to conclude that the information channels in the Programme management system were built and worked properly.

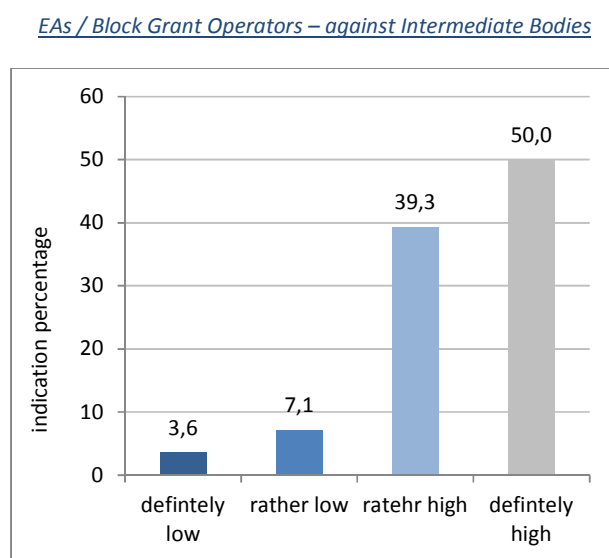
Generally, the situation concerning the assessment of the quality of relations and contacts is very similar in terms of the effectiveness of the support granted by various entities from the institutional system concerning the implemented projects (images below).

Figure 33. Assessment articulated by the support beneficiaries regarding the quality of relations and contacts with EAs / Block Grant Operators regarding the effectiveness of the support granted in terms of implemented grant projects (“How would you assess your relations and contacts with /.../ in terms of [support] effectiveness?”)



Source: CAWI research of the SPCP beneficiaries, n=602

Figure 34. Assessment articulated by EAs / Block Grant Operators regarding the quality of relations and contacts with Intermediate Bodies regarding the effectiveness of the support granted in terms of implemented grant projects (“How would you assess your relations and contacts with /.../ in terms of [support] effectiveness?”)



Source: CAWI research of EAs / Block Grant Operators, n=28

However, in case of this assessment, there’s a set of activities supporting the realisation of the whole projects implementation process, right until their substantial and financial finalization. Just like before, the assessments are similar (generally high or very high – with predominating latter ones) in reference to the functioning of both analysed levels on which the implementation support was granted. Share of negative assessments is a bit higher for relations between EAs (and the Block Grant Operator) and Intermediate Bodies. Although the intensity of such comments is generally insignificant.

It should be added here that when it comes to the assessment of co-operation relations in the SPCP management system, EAs (and the Block Grant Operator) expressed positive opinions about the general support, which they could obtain from Intermediate Bodies (or NCU). In response to other research question, interviewees replied that such support was available (16 ‘definitely yes’ indications and 9 ‘rather yes’), which increased the effectiveness of the grant projects at their every stage. When we compare this information with the research results in terms of the quality of information flows, we receive an overwhelming and generally positive image of the SPCP management system as a whole.

Determined organisational shape, distribution of functions (tasks) and formal and legal regulations of the Programme management system led to diversified consequences. CAWI research (table below) allowed to define the key ones, which were negative and referred to the system task sphere, which was managed by EAs (and the Block Grant Operator).

Table 54. List of negative features and their occurrence in the intervention implementation process as a consequence of SPCP management system

Negative feature	High level of occurrence of the negative feature			
	definitely no	rather no	rather yes	definitely yes
Overworked members of the project team	2	9	9	8
Low quality of co-operation and communication between project IEs	12	14	1	1
Difficulties in interpreting binding rules and guidelines	5	13	8	2
Delays in project settlement	6	14	1	7
Temporary loss of accounting liquidity during project implementation	8	10	7	3
Not finishing the project before the deadline	15	5	4	4
High frequency of changes in the project	2	12	11	3
Complicated and time-consuming public procurement procedures	2	8	10	8
Necessity to undertake unplanned activities, without sufficient means in the budget	10	14	3	1
Smaller than expected interest of the ultimate support recipients	12	13	2	1

Source: CAWI research of EAs / Block Grant Operator, n=28

The table proves that negative features resulting from the solutions of the Programme management system were not (in most cases) revealed to a degree significant enough to evoke particular risks for the Programme's success. This conclusion is not denied by three features, whose impact was assessed as decidedly stronger. In the first place, these were two features indicated by majority of EAs. These were:

- complicated and time-consuming procedures of public procurements (feature indicated by 18 entities, ca. 64%)¹⁰⁵ and
- overworked members of the project team (feature indicated most frequently, in total by 17 from amongst 28 researched entities, ca. 61%)¹⁰⁶.

From the point of view of EAs, another significant factor consisted in also frequently observed necessity to introduce changes in the implemented project, yet in case of this feature, there were significantly less emphatic opinions stressing its crucial significance (3 'definitely yes' opinions and 11 'rather yes'

¹⁰⁵ As shown by the research, this feature was significant for respondents. However, one should remember that it was not specific for the Programme system solutions and it resulted, first and foremost, from general law in force. Meanwhile, for public procurements exceeding CHF 500,000 additional requirements of the Swiss party were applied (ex-ante evaluation of the procurement).

¹⁰⁶ This feature might be indicated due to two premises: (1) organizational conditioning inside various IEs and (2) Programme organizational requirements forcing significant engagement and workload, probably not envisaged by IEs to such extent. Taking the research's object and objective (known to the respondents) into account, we are inclined to believe that these opinions result mainly from the latter of the two premises, hence they are a consequence of experiences related to the implementation of projects within SPCP.

opinions, in total 50%). It should be remembered that frequency of changes signalled by the respondents was a feature related to the specificity of the projects, their surroundings and changing implementation conditions and not their shape / functioning of the Programme management system. In other words, such changes were initiated by EAs themselves. This was their (right) reaction to implementation challenges of various projects.

Simultaneously, 'delays in project settlement' was a very significant and frequent feature indicated by EAs (7 'definitely yes' opinions and 1 'rather yes', ca. 29% in total). On the other hand, in case of features, which were assessed as important, yet not crucial, the following issues were stressed relatively often: issues related to high frequency of changes in the project (11 'rather yes' opinions, 3 'definitely yes', 50% in total), difficulties with maintaining accounting liquidity during project implementation (7 'rather yes' opinions, 3 'definitely yes', 36% in total) and difficulties with interpreting binding rules and guidelines (8 'rather yes' opinions, 2 'definitely yes', 36% in total).

Settlements concerning the occurrence of negative features in the Programme management system may constitute right indications for the possible system modifications (which was exactly the purpose of this part of the research). Taking the research results into account, these would be the following areas:

- legal and formal requirements and tools driving the projects implementation side in terms of procedures regulating spending the support means, while maintaining the competitiveness of the choice to opt for external service providers / products (let's remember that this issue was the only one to obtain negative assessments more frequently from the beneficiaries of the grant projects – negative assessments concerned guidelines for the implementation of public procurements in the Programme, albeit the share of negative assessments was not high),
- rationalisation of work and other improvements in terms of staff appointments in teams responsible for attending the projects,
- improved planning of the projects, i.e. projects architecture taking into account solutions which can undergo flexible modifications depending on encountered conditions at the implementation stage (various solutions, including 'emergency' ones);
- improvements in cash flows in terms of their promptness (and pace of realisation);
- simplifying and specifying formal and legal solutions governing the functioning of the system in a way which would allow minimization of the necessity to formulate additional interpretations.

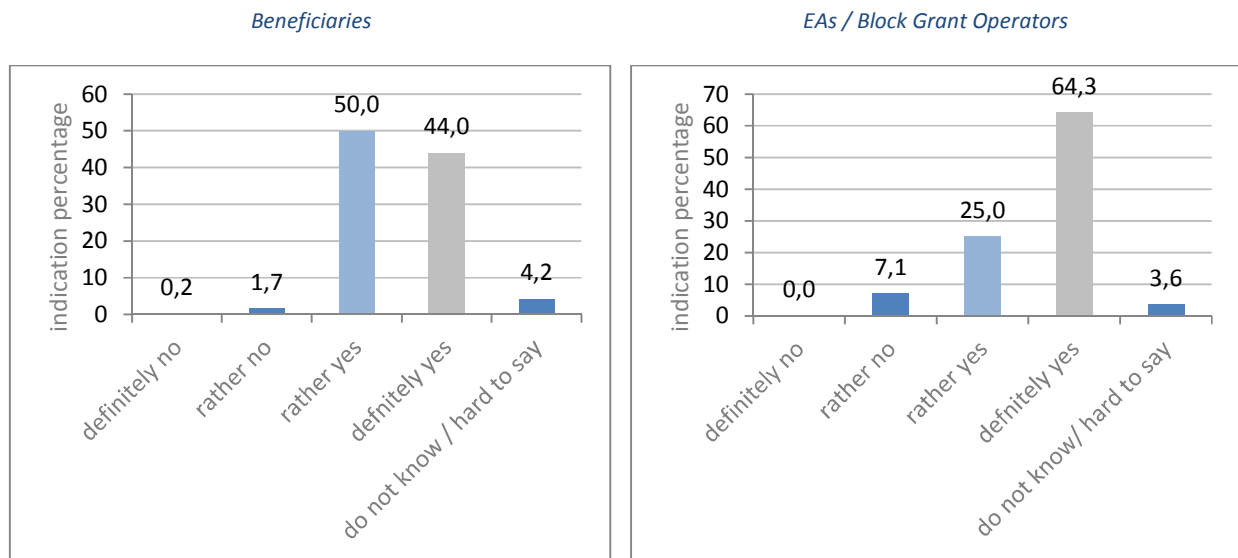
CAWI research conducted for the needs of this evaluation, takes into account also the issues connected with the Programme's promotion and information subsystem, which was funded from the means of the SPCP Technical Assistance Fund in case of NCU, Intermediate Bodies, Audit Institution and Payment Institution and from the management costs in case of other institutions in the SPCP implementation system¹⁰⁷. Means of the Technical Assistance Fund were devoted to, *inter alia*, the elaboration of the strategy for NCU informational and promotional activities, which was later implemented by the Unit.

¹⁰⁷ Promotional and informational activities were one of the elements of the catalogue of eligible costs of the Technical Assistance Fund, covering 10 items in total.

Assessments of the functioning and effectiveness of the component concerning the promotional activities carried out on various levels of the Programme implementation, including the means from the Technical Assistance Fund, were generally positive, yet much more decidedly in case of EAs (image below on the right) than in case of the support beneficiaries. 'Definitely' positive assessments occurred much more frequently amongst EAs, although the share of 'rather' negative opinions was simultaneously greater here. When it comes to the beneficiaries, they expressed mostly 'rather' positive opinions (image below on the left). However, negative opinions were scarce in each case (similarly, the share of undecided opinions was also very small).

Figure 35. Assessment articulated by support beneficiaries concerning the regularity and effectiveness of the promotion system operations (promotional and informational activity) of the EAs / Block Grant Operators within SPCP

Figure 36. Assessment articulated by EAs / Block Grant Operators concerning the regularity and effectiveness of the promotional system functioning within SPCP



Source: CAWI research of SPCP beneficiaries, n=602

Source: CAWI research of EAs / Block Grant Operators, n=28

The above results justify the satisfactory assessment of the functioning of the information and promotion system on various levels of SPCP implementation¹⁰⁸. We can conclude that the Technical Assistance Fund and the costs of EAs management constituted right, effective and efficient funding sources for the tasks in the informational and promotional sphere (similar to other spheres – areas eligible to financing from the Fund). It is indicated by both, wide scope of promotional activities, as well as high quality and relevant diversity of informational and promotional activities. Taking into account the level of the public opinion's interest in the Programme, extensive interest in announced recruitments and the number of informational and promotional activities, including press publications and other pieces of media news, we believe that the informational and promotional campaign carried out on all

¹⁰⁸ Good example may be provided here by a EAs' campaign promoting CSR addressed to micro-enterprises, SMEs and public administration shaping regional policies concerning SMEs support. This idea has been promoted in the circles, which had not been previously perceived as entities taking such activity into account in their practice.

levels (nationwide, regional/sectoral and local) was satisfactorily effective, both at an initial stage of Programme implementation (when main activities concerned the promotion of recruitments) as well as at its final stage (when the main task consisted in spreading the information about achieved outcomes, exchange of experiences and promotion of good practices). In this context, we should stress numerous opinions indicating interest in the Programme's possible continuation (underlined by respondents of individual interviews – generally at all institutional stages covered by this evaluation).

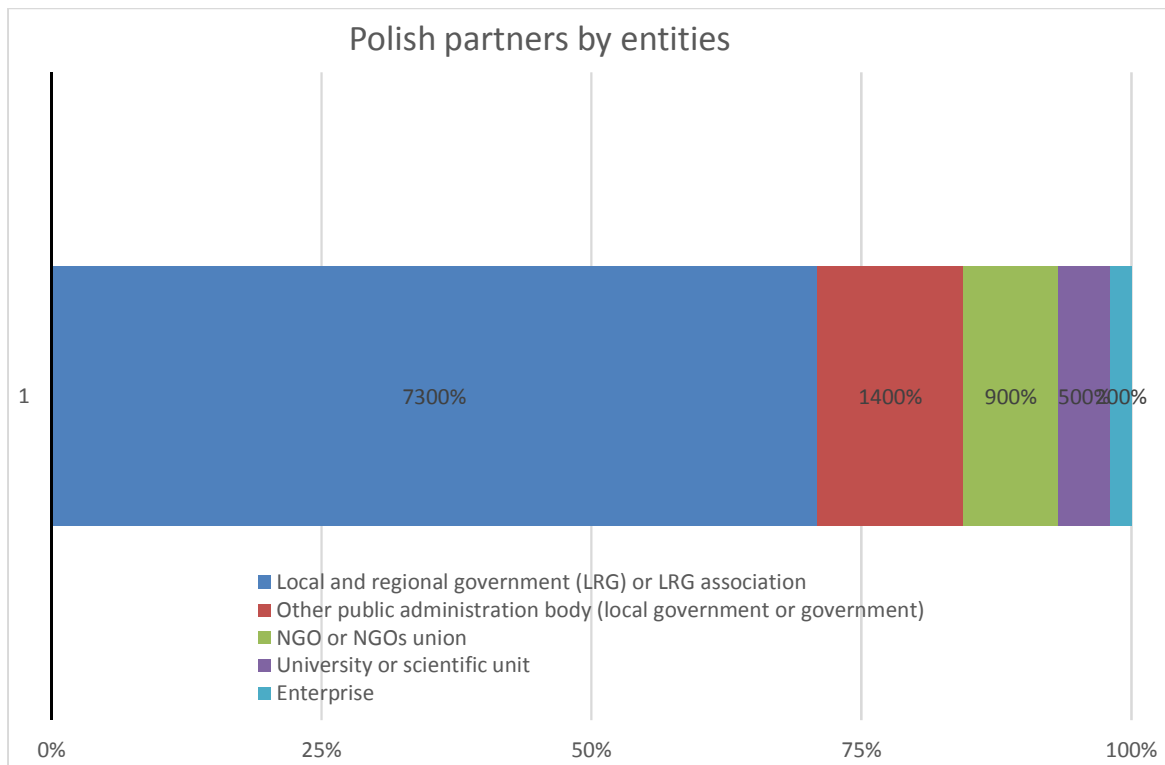
Taking into account the above-mentioned results of the research, any possible modifications (implemented in a similar Programme in the future), which would improve the informational and promotional subsystem should focus on the matters of the object and scope of the informational and promotional activities undertaken at the level of the projects (directly within the projects and/or indirectly, i.e. within activities ensured by EAs / Block Grant Operator) and at the thematic/sectoral level by Intermediary Bodies. The above-mentioned activities should be supplemented by a nationwide image campaign. Nevertheless, it is clear that the results of the research discussed here do not provide sufficient premises which would justify an urgent need to implement changes in the Programme's informational and promotional sphere.

As for the promotional activities, quality researches paid attention to the fact that besides the Programme promotion in Poland, promotional activities in Switzerland carried out in co-operation with Swiss institutions responsible for the Programme management, should also be considered. Such a solution could help Polish institutions and organisations find relevant partners.

Assessment of the co-operation

Total of 231 Polish partners of the projects and 43 foreign partners were identified in the received databases. Partnerships were dominated by those established between LRGs and other public administration bodies – see below.

Figure 37. Polish partners by types of entity

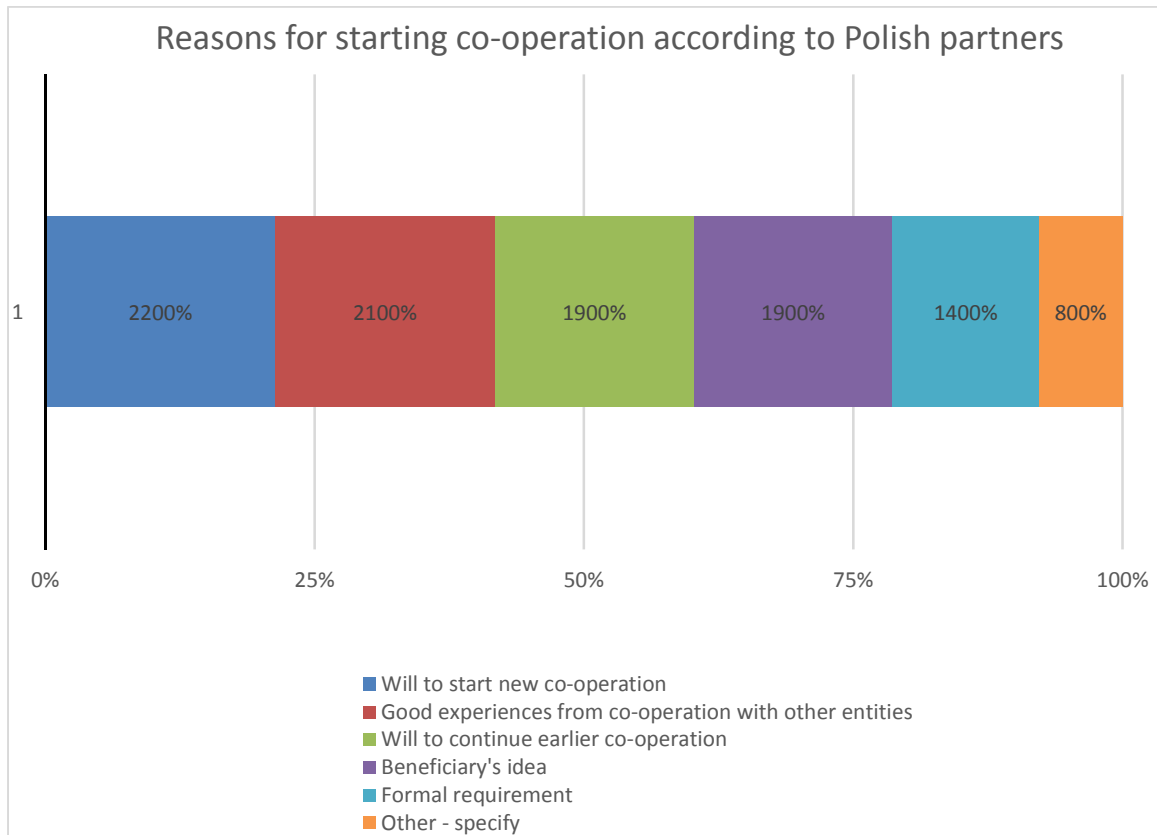


Source: CAWI research of SPCP Polish partners, n=103

List of foreign partners was dominated by universities and other scientific units or scientific and research units.

Will to start and continue the co-operation and positive previous experiences in this respect were the most frequently indicted reasons underlying establishment of partnerships.

Figure 38. Reasons behind starting co-operation



Source: CAWI research of SPCP Polish partners, n=103

Other mentioned reasons included, *inter alia*:

- complementing own potentials when applying for financial support in the project,
- range of the area covered by the project,
- greater possibility to obtain funding.

The majority of foreign partners was engaged in co-operation within the Polish-Swiss Research Programme, where the partnership was obligatory. Eventually, PSRP funded 31 mutual (Polish-Swiss) research projects, which received ca. CHF 31.6 million. The research proved that the obligatory character of the partnership did not result in a superficial character of the co-operation. Partnerships established between Polish and Swiss scientific units to carry out research projects were extremely effective, useful and provided significant added value generated by the Programme. As it turned out, they became an effective instrument used to conduct joint researches, transfer experiences and knowledge between the members of the research teams, develop existing and establish new contacts, leading to (and generating in the future) perspectives of further bilateral co-operation (Polish-Swiss) or broader partnerships, which would engage teams from scientific units from different countries. Moreover, also the durability of the

established partnerships in the PSRP area should be assessed highly – 26 joint scientific teams applied for other grant programmes.

Partnerships concerning regional development or environmental protection constituted another kind of partnerships. Their main aim consisted in carrying out large, comprehensive projects serving inhabitants of various regions. They increased the efficiency of the projects implementation (common tender procedures and project maintenance) and their durability should be assessed very highly – in some projects the co-operation was extended to other areas.

To sum up, effectiveness, durability and efficiency of the co-operation within SPCP should be assessed highly.

SWOT/TOWS analysis

Research results were summed up in the form of SWOT analysis. Theses concerning SPCP strengths and weaknesses were formulated and Programme's opportunities and threats were identified. Elements of the SWOT analysis indicated during the expert panel as most crucial (frequency of indications and strength of particular elements) are marked in bold in the table below.

Table 55. SWOT analysis

Strengths	Weaknesses
<p>(1) Donor's flexibility at the project implementation stage resulting in the possibility to implement additional, justified components of the project</p> <p>(2) Individual approach and extensive engagement of the Donor and the institution resulting in good preparation of the projects</p> <p>(3) Extensive engagement of the Donor and managing entities on the Polish side, entailing equally big engagement of EAs and beneficiaries</p> <p>(4) Generally, smaller formalization compared to other public investments</p> <p>(5) Possibility to carry out hard and soft activities in one project, as well as multi-sectoral approach – comprehensiveness of the projects</p> <p>(6) Implementation of large projects enabling to reach high financial (tender savings thanks to carrying out single proceedings) and organizational efficiency</p> <p>(7) Relevant selection of most support areas as well as ultimate recipients or modus operandi, frequently innovative and niche</p> <p>(8) Thematic concentration in some areas (e.g. asbestos removal)</p> <p>(9) Geographical concentration</p> <p>(10) Complementarity of the approach between various areas (e.g. areas indicated in researches correspond to the support areas)</p> <p>(11) Projects implementation in partnerships between many institutions – strengthening the cooperation at a local, regional level</p> <p>(12) Quality (transparency, comprehensibility and completeness) of the programme documentation (satisfying assessments articulated by support beneficiaries – with some exceptions)</p> <p>(13) Selection system and criteria for the projects assessment considered fair, clear, transparent and minimizing issues in the field of projects' assessment and selection</p> <p>(14) High quality and efficiency of information flow in the Programme (emphatically positive assessments, formulated by both EAs as well as the support beneficiaries)</p> <p>(15) High utility of relations and contacts in the system contributing to the efficient use of the support (supporting the implementation sphere – emphatically positive assessments formulated by both EAs as well as – in particular – the support beneficiaries)</p>	<p>(1) Some of the documents arouse interpretative ambiguities and problems – guidelines for public procurements are indicated most frequently</p> <p>(2) Too complicated and long process of settling the scope of projects supported within the Programme, particularly long process within the I stage of the assessment before presenting the project complete proposition</p> <p>(3) Duplication of some of the tasks between management system institutions</p> <p>(4) Emerging problems in maintaining promptness of financial transfers</p> <p>(5) Too absorbing reporting system</p> <p>(6) Unfavourable consequences of the double currency conversion of the support means system</p> <p>(7) Duplication of some support areas with other funding sources without a clear distinction of the characteristics of SPCP support</p> <p>(8) Partial lack of precision in some regulations leading to the necessity to formulate interpretations</p> <p>(9) Difficulties with ensuring sufficient human resources against the scope of issues related to the support management – at the Programme's various institutional levels</p> <p>(10) Limited range of funding personal costs connected with SPCP management and implementation (when these processes turned out to be generally time-consuming and complicated and hence requiring extensive engagement of human resources)</p> <p>(11) Unpredictability related to the lack of systematized requirements of the Donor, which were changing and evolving throughout the Programme's implementation at its various stages (frequently informal requirements)</p> <p>(12) Difficulties in aggregating data concerning the projects achievements at the level of areas and the whole Programme due to excessive diversification of indicators</p> <p>(13) Short deadline of contracting means, making it impossible to relocate resources flexibly between thematic areas and projects concerning various factors/reasons, e.g. changes in exchange rates</p>

Opportunities	Threats
<ul style="list-style-type: none"> (1) Possibility to use a whole range of experiences gained in the process of implementation of the Programme's previous editions (2) Opportunity to strengthen international co-operation (bilateral, yet also broader) based on high potential and substantive quality of the Swiss partners (3) Very positive image of the Programme (as an accessible one) strengthening interest. / Formulated conviction about the positive effects of the implementation of previous projects (frequent occurrence of spill-over effects) (4) Opportunity to shape the Programme with an assumption to fill in the gaps concerning the support – where it is possible and justified (well-thought-out thematic concentration – similar to the way it has been done so far) (5) Improving the management system does not require revolutionary changes – 'incremental' corrections are sufficient (6) Possibility to use the fact that the system, despite its complicated nature, is fully functional and 'absorbed' by different actors. (7) Belief concerning positive effects of the bilateral partnership co-operation (8) Building competences amongst institutions concerning the ability to manage wide-scale ventures that are complicated at an organizational level, including numerous partners – basing on proven solutions, elaborated within the projects (9) Foreign exchange differences 	<ul style="list-style-type: none"> (1) Prolonging time, which is necessary to make settlements concerning conditions and rules of the Programme implementation, leading in consequence to limited time for the projects actual implementation (2) Automatic use of solutions popularized in structural Funds for the Programme's needs (tendency to retort old/known solutions, though not necessarily adequate) (3) Difficulties in designing supporting activities, resistant to current changes in the surroundings (problems with flexibility of the designing of supporting activities) (4) Exchange risk (5) Difficulties with winning over ultimate recipients to implement ambitious projects, e.g. concerning the exchange of heat sources or installing solar panels, but also risk groups in healthcare projects

Source: own elaboration based on the carried out research

As proven by the table above, SPCP is dominated by strengths and opportunities. Thus, as a result of TOWS analysis, future implementation of an aggressive strategy (maxi-maxi) should be recommended. It consists in the continuation of the adopted direction with maximum use of strengths and opportunities. It is reflected in recommendations from the research.

Conclusions and recommendations

Summary and most important conclusions

In summary, it must be stressed that the conducted evaluation allows to give a definitely high assessment to the effectiveness, efficiency, utility and sustainability of the projects and subprojects implemented within the SPCP. The assessment of the same parameters for the SPCP as a whole is satisfactory.

The main success factors of the SPCP included a high level of involvement of institutions on both the Donor's and the Polish side, good preparation of projects as well as individual and flexible approach to their implementation.

Other factors that contributed to the effectiveness, efficiency, utility and sustainability were:

- accurate selection of support areas, ultimate recipients and operational methods, which were often innovative and niche;
- thematic concentration (e.g. in the area of waste management, the focus was on asbestos removal; in the area of health care – on preventive initiatives);
- geographical concentration (e.g. in the area of energy efficiency or social assistance);
- complementarity of approach between different areas (e.g. including the supported sectors in the SPRP);
- the possibility to implement 'soft' and 'hard' initiatives within one project and a multi-sector approach (e.g. within the transportation project in Legionowo, it was possible to additionally implement a service centre with space given also to the town library; 'soft' and 'hard' initiatives were combined in social assistance programmes or initiatives supporting regional development);
- implementation of large projects enabling to achieve high efficiency of funding (savings obtained through tender procedures) and organisation, thanks to joint organisation of tender procedures;
- flexible approach to project scope, enabling initiatives that were much needed by the ultimate recipients and impossible to support using other resources (e.g. covering the cost of new roof covering to replace removed asbestos for the poorest residents, or, within the SPRP, permitting a long project implementation period to allow to implement the research plan at a comfortable pace and ensure long-term stability of funding).

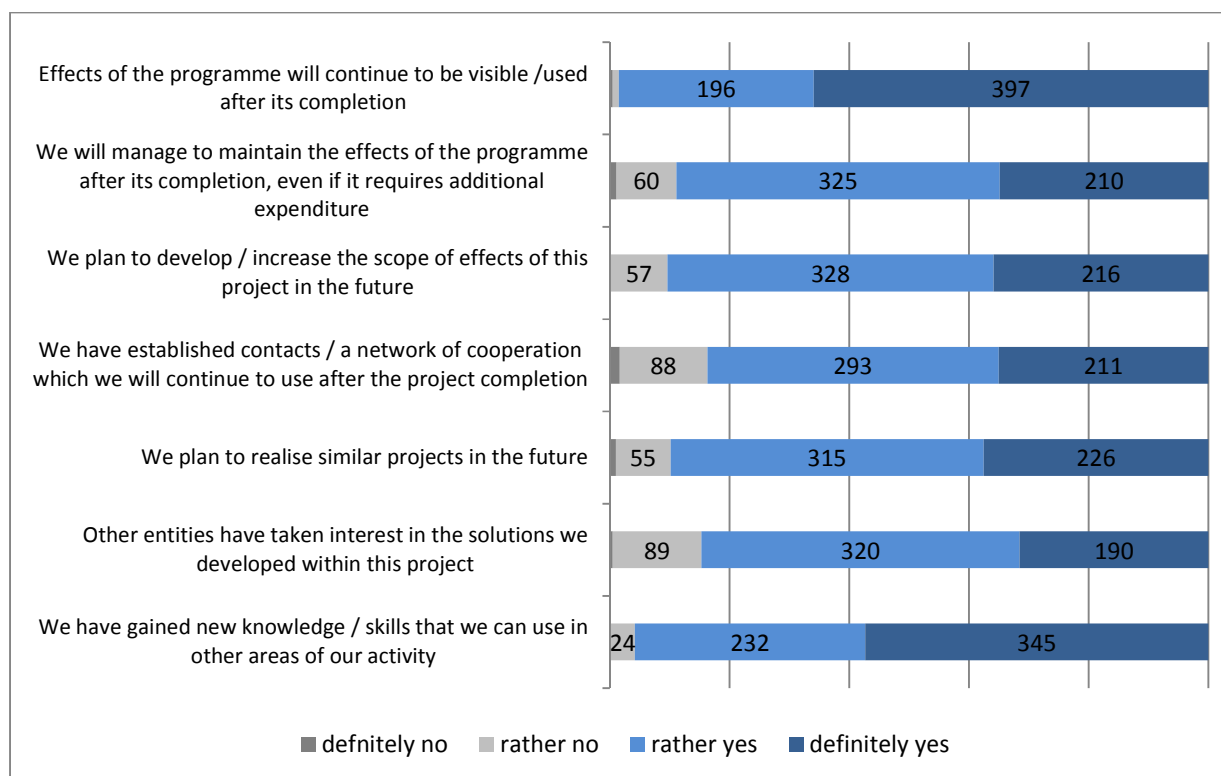
Factors which decreased relevance, and therefore the potential scale of impact, included:

- overlapping of certain support areas and other funding sources without a clear differentiation of the SPCP support characteristics at the time of programming –the SPCP is distinguished only at individual project stage;
- large number of support areas.

Therefore, the most important recommendations of the study include the strengthening of the programme approach and further concentration of the support on a smaller number of areas, which will enable to improve the scale of the SPCP impact. Moreover, the strengthening of the programme approach should also be applied to measurement of effects common to projects / subprojects in specific areas.

Across all areas, the beneficiaries' assessment of sustainability is also very high, as illustrated below.

Figure 39. Beneficiaries's opinions on effects and sustainability of projects

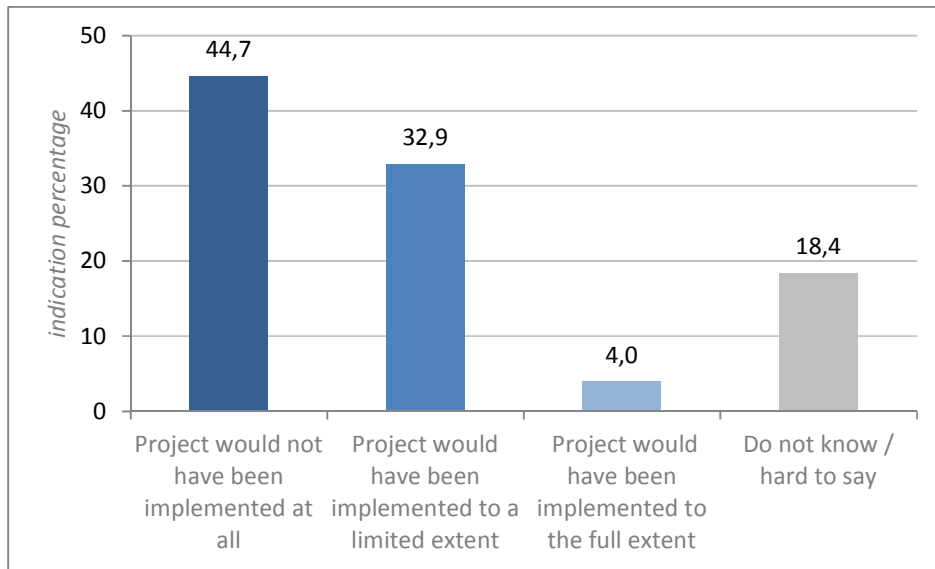


Source: CAWI survey of beneficiaries (n=602). Question 4: Which of these statements best describes the effects and sustainability of your project?

Positive assessment ('probably yes' and 'definitely yes' – a total of above 95%) applies in particular to the following: the use or visibility of effects after project completion; the possibility to use the gained knowledge and skills in other areas of activity. Other aspects of sustainability (maintenance of project effects, development of scope of effects, using the contacts and networks of cooperation, plans for implementation of similar projects or other entities taking interest in the solutions developed within the project) also received largely positive assessment ('probably yes' and 'definitely yes' – in total approx. 83-90%, depending on the aspect).

Moreover, beneficiaries indicated that to a large extent the projects would not have been implemented without the SPCP support.

Figure 40. Beneficiaries's opinions on implementation of projects without SPCP support



Source: CAWI survey of beneficiaries (n=602). Question 3. Would you have implemented the project if you had not been granted the support within the SPCP?

As mentioned earlier, the impact of the SPCP on the socio-economic situation on a macroeconomic level is rather unnoticeable due to the relatively small scale of resources – approx. 0,6% of the allocation spent within the cohesion policy in the period 2007-2013. However, the SPCP had socio-economic significance in selected support areas and on local level, e.g.:

- significant impact of the SPCP support in the area of energy efficiency in the Małopolskie voivodeship – approx. 35% of resources, combined with the region's high demand for initiatives of this type (in recent years, the voivodeship registers one of the country's highest levels of particle pollution), contributed to noticeable effects on local level;
- thanks to the SPCP implementation, over 10% of the total mass of asbestos products remaining to be treated were treated in the Lubelskie voivodeship, including over 21% in the municipalities of the Lubartów Region.

Recommendations

Horizontal recommendations

No.	Study conclusion	Recommendation	Type of recommendation (sector, horizontal)	Method of implementation	Recipient	Due date	Threats to implementation	Method of limiting or eliminating the identified threats
------------	-------------------------	-----------------------	--	---------------------------------	------------------	-----------------	--------------------------------------	---

1.	<p>While effectiveness, efficiency, utility and sustainability are clearly high on individual project level, the impact of the entire SPCP is difficult to capture due to the scale of its available resources compared to other sources of funding.</p>	<p>Focus on a smaller number of selected support areas, in which the effect of the SPCP support will be more visible and significant; strengthen the programme approach.</p> <p>When strengthening the Programme approach, one should bear in mind the benefits of the project approach, which was an important success factor of the SPCP.</p>	horizontal	<p>During the negotiations for the next edition of the SPCP, identify areas in which the effect of the support will be most visible and significant (e.g. areas identified on the basis of this evaluation would include: local development in a geographical concentration, removal of asbestos, renewable energy, social assistance with a further concentration of resources, civil society, research and development in partnership) or identify semi-complementarity (e.g. supporting nursing homes across different areas: social assistance, health care, energy efficiency, social entrepreneurship, research and development in the area of social innovation, transportation solutions to increase accessibility, management of waste and resources, integration to local and regional community, etc.)</p> <p>Additionally, soft projects in the area of creating the public transportation offer can be indicated as an area of innovation where it would be possible to use the rich and unique Swiss know-how.</p>	Donor and the National Coordination Unit	During the planning of the new Programme	Difficulty in negotiating the catalogue of areas of thematic concentration.	Conduct negotiations based on evidence-based approach.
----	--	---	------------	--	--	--	---	--

2	<p>Project approach in some areas may cause the support effects to be dispersed and difficult to assess and the Programme's impact to be poorly visible.</p>	<p>Firstly, we recommend to strengthen the programme approach, in particular with regards to defining detailed objectives and measuring effects.</p> <p>When strengthening the programme approach, one should bear in mind the benefits of the project approach, which was an important success factor of the SPCP.</p> <p>If project approach is to be maintained, one should consider a concentration of the support on complex, comprehensive projects in a given area (such as the project 'Building the institutional and legal capacity of financial reporting and auditing in the private sector on country level,' implemented by the World Bank) in which the effect of the SPCP support will be visible and significant.</p>	horizontal	<p>Option 1. Strengthen the programme approach, in particular with regards to defining detailed objectives and measuring effects (list of key indicators, IT system for collecting information on project output and outcome).</p> <p>Option 2. During the negotiations for the next edition of the SPCP, attempt to identify in each programme area the potential projects of complex character and a potential significant impact and negotiate to support them within the SPCP.</p>	Donor and the National Coordination Unit	During the planning of the new Programme	<p>Option 2. Difficulty to identify this type of projects in some areas, potentially a high risk related to their implementation.</p>	<p>Option 2. Accept that this approach will only be feasible for selected areas; entrust the implementation to an experienced entity equipped with the appropriate human and organisational potential.</p>
---	--	--	------------	--	--	--	---	--

3	In the case of some projects, outcome indicators are unclear, methodologically incorrect or may not be objective.	Prepare a list of key indicators. Shorten the list of both output and outcome indicators. More focus on the correct construction of outcome indicators so that they reflect the project outcome in a clear and objective manner.	horizontal	<p>Prepare, in agreement with the Donors, a list of key indicators, e.g. on the thematic area level. Create a guide for the key outcome indicators of specific thematic areas along with a standardised calculation methodology.</p> <p>At the stage of project preparation, conduct workshops on correct methods of indicator construction; at the stage of project approval, thoroughly review and correct indicators.</p>	Donors, National Coordination Unit, Intermediate Bodies	During the planning of the new Programme, at an early stage of implementing the next edition.	Time pressure during project preparation.	Place appropriate weight on the correct construction of indicators and implement activities that will support it.
---	---	--	------------	--	---	---	---	---

4	Very good assessment was given to the Project Preparation Facility, although there probably would have been more interest in it, had it been better promoted.	In the next edition of the SPCP, the PPF should be continued. At the same time, it is recommended to significantly strengthen activities that promote and provide information on the support that it provides.	horizontal	Thoroughly prepare and implement informational and promotional activities that will reach the applicants and convince them of the PPF usefulness.	National Coordination Unit and relevant Intermediate Bodies	During the planning of the new Programme	Potential applicants' concern over the credibility of the communicated information.	For the informational and promotional activities, use examples of projects (along with testimonies from representatives of project promoters) that benefited from the Funds support within the current edition of the SPCP.
---	---	--	------------	---	---	--	---	---

5	<p>The two-stage projects selection procedure used in the Programme was sometimes too time-consuming, leaving less time to implement the funded projects. However, overall, this procedure contributed to improving the substance of the projects.</p>	<p>In this case, two different recommendations can be given, i.e.:</p> <ul style="list-style-type: none"> • maintain the procedure in its current shape, but on the condition that clear standards are introduced for the implementation period of agreements; • simplify the procedure, i.e. make it single-stage; this solution, however, would require a more precise definition of eligible project subjects, types as well as eligible applicants / beneficiaries. 	horizontal	<p>As regards the first recommendation:</p> <ul style="list-style-type: none"> • introduce solutions that specify (delimit) the time frame for reaching an agreement (time for preparation and assessment of projects – subject to modification based on the project’s subject) for each side of the process; these standards should be observed rigorously. <p>As regards the second recommendation:</p> <ul style="list-style-type: none"> • Design new solutions for selection of projects, based on more precise definitions of the so-called eligible projects (with regards to their characteristics and types of applicants / beneficiaries). 	Donor and the National Coordination Unit	During the planning of the new Programme	<p>The first recommendation, once implemented, might be effective only to a limited degree (the process will still be time-consuming).</p> <p>The second recommendation introduces far-reaching changes into the current system which would pose serious challenges at the stage of designing new solutions.</p>	<p>Use management solutions that enforce compliance with the introduced standard of time for reaching an agreement.</p> <p>Take advantage of experience with similar solutions and assign appropriate resources to enable preparation of new solutions.</p>
---	--	---	------------	--	--	--	--	---

6	<p>Funding of government administration's personnel costs of the Programme service was very limited within the SPCP. On the other hand, their responsibilities and tasks in the management and implementation system were time-consuming and complex, and in consequence, required a sizeable engagement of human resources. The date of the eligibility of expenditures under the Technical Assistance Fund does not include the period of the realization of the Programme closing procedures.</p>	<p>In the next editions of the Programme, consider to increase the allocation for funding of personnel costs. It is also advisable to extend the period of the eligibility of expenditures under the Technical Assistance Fund, so that it includes the period of the realization of the Programme closing procedures.</p>	horizontal	<p>Include an increased allocation for funding personnel costs within the Technical Assistance Fund</p>	Donor	During the planning of the new Programme	<p>In the case of financing the personnel costs from the budget of the Technical Assistance Fund, the allocation for other cost categories will be limited.</p>	<p>Deepen the analysis of needs within this respect – as result a rational divide of the Technical Assistance Fund allocation for all budget categories.</p>
---	--	--	------------	---	-------	--	---	--

7	<p>In the Programme, there was hardly any possibility to reallocate resources between projects / thematic areas. On the other hand, there were savings obtained during project implementation which led to searching for other (project-related) initiatives (frequently, it was not easy to define a new object of funding in alignment with the defined objectives and project scope). On the other hand, there could have been projects in which the additional funding could be used with greater ease (also in accordance with their objectives).</p>	<p>Introduce a mechanism for resource reallocation between projects / thematic areas – for projects / thematic areas in implementation (reallocation after the end of the contracting period).</p>	horizontal	<p>Design formal and organisational solutions to enable reallocation of resources between projects / thematic areas in implementation after the end of the contracting period.</p> <p>In this case, a possible (partial) solution would be to prolong the contracting period or to reserve a share of the resources for use after the end of the contracting period.</p>	Donor and the National Coordination Unit	During the planning of the new Programme	Designing this type of solutions will complicate the Programme implementation system.	Design the solution in an uncomplicated manner that enables to apply it as an “express” approval procedure (involving, if possible, only a small number of decision-making levels).
---	--	--	------------	--	--	--	---	---

Sector recommendations

No.	Study conclusion	Recommendation	Type of recommendation (sector, horizontal)	Method of implementation	Recipient	Due date	Threats to implementation	Method of limiting or eliminating the identified threats
1	Support within the area <i>Initiatives for regional development...</i> was assessed positively as stimulating to development of local communities with regards to issues little covered by other public interventions.	It is recommended to continue the support in a similar area and with a similar scope and addressed to a similar group of beneficiaries.	Sector – Initiatives for regional development	Introduce appropriate provisions in the programme documentation	Donor and the National Coordination Unit	During the planning of the new Programme	None	None

No.	Study conclusion	Recommendation	Type of recommendation (sector, horizontal)	Method of implementation	Recipient	Due date	Threats to implementation	Method of limiting or eliminating the identified threats
2	In case of research projects, it is possible to obtain better results by holding more than one call for applications (allowing to improve applications and enabling a larger total number of applicants).	The application schedule should be constructed in such a manner as to allow at least two calls for applications during the period of implementation.	Sector – Research and development	Divide the allocation flexibly and include at least two calls for applications (support competitions) in the schedule.	Donor and the National Coordination Unit	During the planning of the new Programme	Time pressure during the preparation of the new Programme and the support rules for the research and development area.	Implement processes more efficiently and quickly at the time of establishing the new Programme and the scope of its thematic areas.

No.	Study conclusion	Recommendation	Type of recommendation (sector, horizontal)	Method of implementation	Recipient	Due date	Threats to implementation	Method of limiting or eliminating the identified threats
3	Intensification of international cooperation is an important factor for developing the scientific sector.	Establish a support component for funding study visits during which research institutions could plan the next jointly implemented research projects.	Sector – Research and development	Design a new component of support in the thematic area of research and development (small grants for study visits dedicated to planning).	Donor and the National Coordination Unit	During the planning of the new Programme	Time pressure during the preparation of the new Programme and the support rules for the research and development area.	Implement processes more efficiently and quickly at the time of establishing the new Programme and the scope of its thematic areas.
4	Support in the area of health promotion and social assistance as an initiative little covered by other public interventions.	It is recommended to continue the support in a similar area and with a similar scope and addressed to a similar group of beneficiaries.	Sector – Health promotion and social assistance	Introduce appropriate records in the programme documentation	Donor and the National Coordination Unit	During the planning of the new Programme	None	None

No.	Study conclusion	Recommendation	Type of recommendation (sector, horizontal)	Method of implementation	Recipient	Due date	Threats to implementation	Method of limiting or eliminating the identified threats
5	<p>Projects implemented in the area of asbestos products removal were characterised by high effectiveness and had a significant impact on changes in this area on regional and country level. The demand for this type of initiatives remains very high (based on the NARP, more than a dozen million tonnes of asbestos products remain to be removed across the country).</p>	<p>Continue the support in the area of asbestos products removal, using the experience of broad cooperation between local governments and the developed standards of operation. Intensify promotional campaigns for the calls for applications in order to propagate the initiative across a larger number of regions.</p>	Sector – waste management	<p>Include the area of removing asbestos-containing products in the new Programme. Intensify promotional campaigns for the calls for applications.</p>	Donor and the National Coordination Unit	During the planning of the new Programme	<p>Not including the area of asbestos products removal in the support within the new Programme. Time pressure at the time of call for applications.</p>	<p>Include the area of asbestos removal in the negotiation of support areas between Switzerland and the EU and between Switzerland and Poland. Appropriately plan wide-ranging informational and promotional campaigns for calls for applications to the new Programme.</p>

No.	Study conclusion	Recommendation	Type of recommendation (sector, horizontal)	Method of implementation	Recipient	Due date	Threats to implementation	Method of limiting or eliminating the identified threats
6	<p>Projects implemented in the area of energy efficiency and emission reduction were characterised by high effectiveness (thanks to, among others, appropriate informational and promotional campaigns) and a pro-social aspect (supporting the residents) and served as an important demonstration. Thanks to their comprehensiveness and geographical concentration of initiatives, the projects had a significant impact on changes on local level.</p> <p>However, the demand for lowering low emission (due to the consistently very poor air quality level in Poland) and improving energy</p>	<p>Continue the support in the area of energy efficiency and emission reduction with a focus on the following types of initiatives:</p> <ul style="list-style-type: none"> - significantly impactful on reducing low emission in periods of greatest pollution concentration (winter season); - comprehensive, geographically concentrated, involving both public and private entities (use of renewable energy, replacement of boilers, thermo-modernisation) and thus with a potential for impact on improving air quality on local level; - including an informational and promotional component; - innovative 	Sector – Energy efficiency	<p>Include the area of energy efficiency and emission reduction in the new Programme. Include the following aspects in the criteria for project assessment and selection:</p> <ul style="list-style-type: none"> - project impact on reducing low emission in periods of greatest pollution concentration; - comprehensive-ness of local initiatives; - innovation; - effectiveness of the planned informational and promotional campaigns. 	Executing Agencies, National Coordination Unit	During the planning of the new Programme	<p>Not including the area of energy efficiency in the support within the new Programme. Delay in introducing the new Programme and the related changes in the structure of needs in the area of improving energy efficiency and emission reduction.</p>	<p>Include the area of energy efficiency and emission reduction in the negotiation of support areas between Switzerland and the EU and between Switzerland and Poland.</p> <p>In case the new Programme is delayed by more than two years, it will be necessary to perform a new detailed analysis of the complementarity of the offered support in relation to other financial instruments as well as an analysis of the current needs in the area of improving air quality and energy efficiency.</p>

No.	Study conclusion	Recommendation	Type of recommendation (sector, horizontal)	Method of implementation	Recipient	Due date	Threats to implementation	Method of limiting or eliminating the identified threats
	efficiency remains enormous.	(demonstration effect).						

No.	Study conclusion	Recommendation	Type of recommendation (sector, horizontal)	Method of implementation	Recipient	Due date	Threats to implementation	Method of limiting or eliminating the identified threats
7	<p>The projects implemented in the area of transportation were generally of a comprehensive character and aimed to deliver a sustainable improvement in conditions and speed of travel / transfer. This might have been limited, if e.g. the renovations of the rail track infrastructure have been conducted not only during, but also after the adaptation of the new rolling stock.</p>	<p>Projects selected for funding should be of comprehensive character and cover purchase new rolling stock as well as renovating the rail track infrastructure or (in case of rolling stock projects) apply to railway lines where the infrastructure is in good condition and not expected to undergo general renovation.</p> <p>Additionally, a requirement could be added for the project application to include a plan for a possible additional purchase (in case of obtaining savings or a beneficial CHF/PLN exchange rate), closely connected to the implemented project.</p>	Sector – Transportation	Introduce appropriate requirements at the time of project preparation and enforce them accordingly.	Donor and the National Coordination Unit	During the planning of the new Programme	Pressure from local and regional governments to fund their projects that do not necessarily fulfil the recommended conditions.	Design the assessment criteria in such a way as to minimise or eliminate the risk of such a situation.

No.	Study conclusion	Recommendation	Type of recommendation (sector, horizontal)	Method of implementation	Recipient	Due date	Threats to implementation	Method of limiting or eliminating the identified threats
8	Projects implemented in the area of biodiversity, such as KIK/24, KIK/37, KIK/53 and KIK/65 are of innovative character and serve as examples of efficient implementation of inventory and monitoring initiatives, revitalisation and renaturalisation.	It is essential to provide full, long-term availability of information on effects obtained and methods applied in biodiversity projects.	Sector – Biodiversity	Provide availability of information on applied methods and obtained effects, primarily via the internet through dedicated web portals or website of the EA.	Executing Agencies, National Coordination Unit	Immediately (within three months)	Lack of financial resources at the IE to create or maintain a website dedicated to the methodology applied within the SPCP projects and the effects obtained.	Make the information available on subpages of the service programszwajcarski.gov.pl

No.	Study conclusion	Recommendation	Type of recommendation (sector, horizontal)	Method of implementation	Recipient	Due date	Threats to implementation	Method of limiting or eliminating the identified threats
9	The time scope of the SPCP filled the gap between the EU financial perspectives 2007-2013 and 2014-2020, which contributed to the upholding and reinforcing of the potential of Polish non-governmental organisations working towards protection of biodiversity.	If the support is to be continued, it is worth considering to finance initiatives complementary to the offering of other programmes, e.g. transregional programmes for protection of selected species or habitats; projects combining protection of environmental and cultural heritage; projects to stimulate socio-economic development on the basis of environmental resources.	Sector – Biodiversity	Establish an additional component for support in the area of biodiversity, possibly in combination with an additional call for applications.	Donor and the National Coordination Unit	During the planning of the new Programme	Difficulty in defining the rules of the call for applications and applications assessment; necessity of correlating the schedule of projects' implementation in relation to other programmes.	During the planning of the new Programme, conduct consultations with the sector of non-governmental organisations working towards protection of biodiversity in order to correctly identify the current issues related to continuity of funding.

List of tables

- Table 1. Research thematic scope..... 9
- Table 2. Attribution of support areas to specific SPCP objectives 11
- Table 3. Qualitative research and research within case studies 12
- Table 4. Quantitative research conducted..... 12
- Table 5. Project selected for case studies 12
- Table 6. Projects on energy efficiency selected for simplified case studies 13
- Table 7. Support assessments within the thematic area – Initiatives for the development of peripheral and underdeveloped regions..... 15
- Table 8. List of projects implemented within the thematic area – Initiatives for the development of peripheral and underdeveloped regions..... 17
- Table 9. Trainings organised within the thematic area by the end of 2016 20
- Table 10. Support assumptions within the thematic area of private sector..... 29
- Table 11. Support assumptions within thematic area – ‘Research and Development’ 38
- Table 12. Output and outcome indicators obtained within PSRP (31 March, 2017) 39
- Table 13. Support assumptions within the Objective – Health promotion and contagious diseases prevention at the national level and on the areas of geographical concentration 47
- Table 14. List of projects implemented within the Objective – Health promotion and contagious diseases prevention at the national level and on the areas of geographical concentration 48
- Table 15. Obtained values of selected output indicators for the Objective – Health promotion and contagious diseases prevention at the national level and on the areas of geographical concentration 48
- Table 16. Support assumptions within the Objective – Improved services of basic health care and of social care on peripheral and marginalised areas of geographical concentration 57
- Table 17. List of projects implemented within the Objective – Improved services of basic health care and of social care on peripheral and marginalised areas of geographical concentration 58
- Table 18. Obtained values of selected output indicators for the Objective – Improved services of basic health care and of social care on peripheral and marginalised areas of geographical concentration . 59
- Table 19. Support assumptions within Objective 1. Improvement of services within city infrastructure to enhance standard of living and promote economic development..... 62
- Table20. List of projects implemented within Objective 1. Improvement of services within city infrastructure to enhance standard of living and promote economic development 63
- Table21. Implementation of selected output and outcome indicators within Objective 1. Improvement of services within city infrastructure to enhance standard of living and promote economic development..... 66
- Table 22. Support assumptions within Objective 2. Improving energy efficiency and reduction of emissions, especially greenhouse gases and hazardous substances 73
- Table23. List of projects implemented within Objective 2. Improving energy efficiency and reduction of emissions, especially greenhouse gases and hazardous substances..... 74
- Table 24. Implementation of selected output and outcome indicators within Objective 2. Improving energy efficiency and reduction of emissions, especially greenhouse gases and hazardous substances 79
- Table 25. Comparison of effects in the area of assembling solar installations obtained within different programmes 85

Table 26. Comparison of pollution emission reductions obtained within the SPCP in the Małopolskie voivodeship with the emissions from plane sources in 2011 (based on data contained in the Programme for air quality protection in the Małopolskie voivodeship).....	86
Table 27. Support assumptions within Objective 3. Improvement of management, safety, efficiency and reliability of local / regional public transportation systems.....	91
Table 28. List of projects implemented within Objective 3. Improvement of management, safety, efficiency and reliability of local / regional public transportation systems	92
Table 29. Implementation of selected output and outcome indicators for project KIK/22 “Development of the public transportation system in the Warsaw agglomeration through increasing efficiency, reliability and safety of the Warsaw Suburban Rail’	93
Table 30. Implementation of outcome indicators for project KIK/23 ‘Purchase of four diesel multiple units for the Malbork-Grudziądz railway line to improve safety, management, efficiency and reliability of the local transportation system’	96
Table 31. Implementation of outcome indicators for project KIK/28 ‘Transportation Hub in Legionowo’	97
Table 32. Intensity of usage of passenger railway service divided by voivodeship	99
Table 33. Comparison of scale of support for purchase of passenger railway rolling stock within the SPCP and the Cohesion Policy 2007-2013.....	100
Table 34. Support assumptions within Objective 1. Improvement of services within city infrastructure to enhance standard of living and promote economic development.....	103
Table 35. List of projects implemented within the Subject area 2.2 Biodiversity and protection of ecosystems and support of transborder environmental initiatives.....	105
Table 36. Effects obtained within individual projects of the subject area 2.2 Biodiversity and protection of ecosystems and support of transborder environmental initiatives.....	108
Table 37. Assumptions for the support under Thematic Area 1.2. ‘Security, stability and support for reforms’	116
Table 38. The lists of projects implemented under the Thematic Area 1.2 Measures to secure border	117
Table 39. The achievement of the selected result indicators for the project KIK/02 ‘Construction of the epidemiological filter within facilities of the Office for Foreigners Centre in Biała Podlaska’	118
Table 40. The achievement of the selected result indicators for the project KIK/03 ‘Preparation of mobile control groups of the Customs Service to carry out emergency response and crisis management’	119
Table 41. The achievement of the result indicators for the project KIK/04 ‘On the verge of terrorism - emergency response trainings’	120
Table 42. The achievement of the result indicators for the project KIK/20 ‘Contribution to the capacity and control improvement of the railway border check point in Siemianówka’	121
Table 43. The achievement of the result indicators for the project KIK/74 ‘Contribution to the capacity and control improvement of the road border check point in Połowce’	122
Table 44. The achievement of selected result indicators for the project KIK/75 ‘Enhancing the efficiency of migration management in Poland’	123
Table 45. The achievement of the selected result indicators for the project KIK/76 ‘Traffic safety’	124
Table 46. The number of persons and vehicles crossing the Polish-Belarusian border.....	125
Table 47. Assumptions for the support within the frameworks for Fund for Non-Governmental Organisations.....	128
Table 48. Call for proposals under the Fund for NGO	130
Table 49. Achievement of output indicators by Fund for Non-Governmental Organisations	130
Table 50. Achievement of result indicators by the Fund for Non-Governmental Organisations	132

Table 51. Assumptions for the support in the frames of the Partnership Fund	142
Table 52. Calls for proposals in the competitions organised by the Partnership Fund	143
Table 53. Achievement of output and result indicators by the Partnership Fund.....	143
Table 54. List of negative features and their occurrence in the intervention implementation process as a consequence of SPCP management system	168
Table 55. SWOT analysis.....	175

List of figures

Figure 1. Example interesting SPCP initiative aimed at increasing tourist attractiveness of a region..	19
Figure 2. Opinions of beneficiaries (the area of regional development) on improved situation of target support groups	21
Figure 3. Opinions of beneficiaries (the area of regional development) on possible project implementation without SPCP support	22
Figure 4. Opinions of beneficiaries (the area of regional development) on unplanned effects	23
Figure 5. Opinions of beneficiaries in the area of regional development on the sustainability (use) of project impact	25
Figure 6. Opinions of beneficiaries in the area of regional development on the sustainability (maintenance) of project impact	25
Figure 7. Opinions of beneficiaries in the area of regional development on sustainability (development) of project impact	26
Figure 8. Opinions of beneficiaries in the area of SPCP private sector on impact sustainability of projects implemented (KIK/60)	35
Figure 9. Opinions of PSRP respondents on developed/extended project effects	43
Figure 10. Opinions of PSRP respondents on project impact sustainability	44
Figure 11. Opinions of beneficiaries of the area of social aid on the sustainability of project impact.	61
Figure 12. Mass of products containing asbestos listed in the inventory in each voivodeship with indication of products treated and remaining to be treated (thousands of tonnes)	68
Figure 13. Number of passengers of railway transport in Poland.....	98
Figure 14. The fund for NGO beneficiaries' opinions on the project impact on improving the situation of the target recipient groups	133
Figure 15. The fund for NGO beneficiaries' opinions on the impact of the projects on the development of organisation	134
Figure 16. The fund for NGO beneficiaries' opinions on the project impact on the change of organization employees' competence in building the cooperation, establishing the partnerships and management	135
Figure 17. Possibility of carrying out the projects without the SPCP's contribution	136
Figure 18. The fund for NGO beneficiaries' opinions on the durability of projects	138
Figure 19. PF beneficiaries' opinion on the sustainability of the projects	145
Figure 20. Level of GDP per capita based on PPP in relation to the UE-28 across the voivodeships in the period of the SPCP implementation.....	149
Figure 21. Labour market across the voivodeships in the period of the SPCP implementation.....	150
Figure 22. Number of small and medium-sized enterprises per 10 000 residents across the voivodeships in the period of the SPCP implementation.....	150
Figure 23. Research and development activity and patent activity across the voivodeships in the period of the SPCP implementation.....	151
Figure 24. Number of beds in general hospitals per 10 000 residents across the voivodeships in the SPCP implementation period	152
Figure 25. CO ₂ emission and production of electrical energy from renewable sources across the voivodeships in the period of SPCP implementation	152
Figure 26. Assessment of the SPCP utility by support beneficiaries	158
Figure 27. Assessment of the SPCP utility by representatives of the Executing Agencies.....	158
Figure 28. Efficiency assessment of the two-stage procedure of projects selection in the Programme ('In your opinion, was the two-stage project selection procedure, consisting in preparing firstly the Projects Drafts followed by Complete Projects Propositions, efficient?')	160

Figure 29. Assessment articulated by the support beneficiaries concerning the quality of information included in SPCP programme documents (comprehensibility, completeness, transparency of information) (“Were the information included in /.../ clear and comprehensible?”).....	163
Figure 30. Assessment articulated by support beneficiaries concerning the clarity of the grant projects selection criteria used by EAs / Block Grant Operator within SPCP (“Were the [projects] selection criteria formulated clearly?”)	164
Figure 31. Assessment articulated by the support beneficiaries regarding the quality of relations and contacts with EAs / Block Grant Operators in terms of information flows (“How would you assess your relations and contacts /.../ in terms of information flow?”)	166
Figure 32. Assessment articulated by EAs / Block Grant Operators regarding the quality of relations and contacts with Intermediate Bodies in terms of information flows (“How would you assess your relations and contacts /.../ in terms of information flow?”).....	166
Figure 33. Assessment articulated by the support beneficiaries regarding the quality of relations and contacts with EAs / Block Grant Operators regarding the effectiveness of the support granted in terms of implemented grant projects (“How would you assess your relations and contacts with /.../ in terms of [support] effectiveness?”)	167
Figure 34. Assessment articulated by EAs / Block Grant Operators regarding the quality of relations and contacts with Intermediate Bodies regarding the effectiveness of the support granted in terms of implemented grant projects (“How would you assess your relations and contacts with /.../ in terms of [support] effectiveness?”)	167
Figure 35. Assessment articulated by support beneficiaries concerning the regularity and effectiveness of the promotion system operations (promotional and informational activity) of the EAs / Block Grant Operators within SPCP	170
Figure 36. Assessment articulated by EAs / Block Grant Operators concerning the regularity and effectiveness of the promotional system functioning within SPCP	170
Figure 37. Polish partners by types of entity.....	172
Figure 38. Reasons behind starting co-operation	173
Figure 39. Beneficiaries’s opinions on effects and sustainability of projects	178
Figure 40. Beneficiaries’s opinions on implementation of projects without SPCP support	179