



Evaluation of Programmes Targeting Higher Education

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The projects are supported
by the European Union.

Questions of the Evaluation

1. Has Hungarian higher education progressed thanks to EU funds between 2007-2012?
2. What factors affected the efficiency of development programmes?
3. What recommendations can be made for the 2014-2020 period?

Methods of the Evaluation

1. Databases – data analysis

- SMIS (Standardised Monitoring Information System) – database
- Public access databases
- Data sets of institutional development plans

2. Document analysis

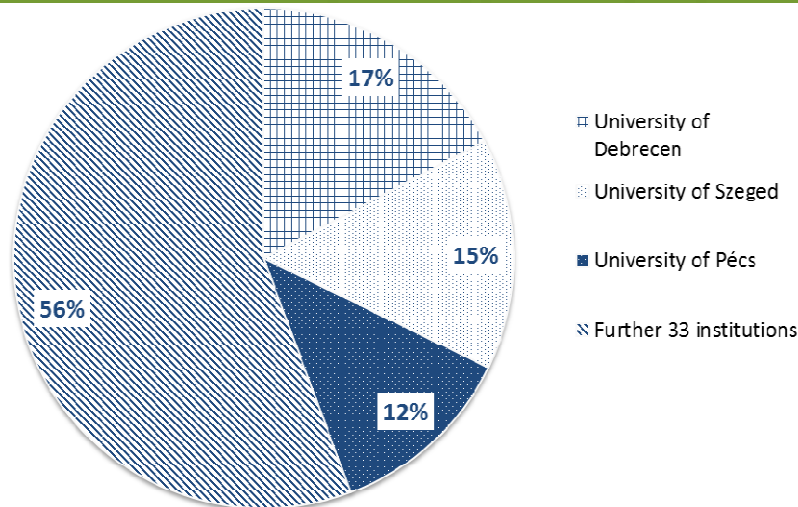
3. Expert interviews

4. 10 institutional case studies with the collaboration of Revita Foundation

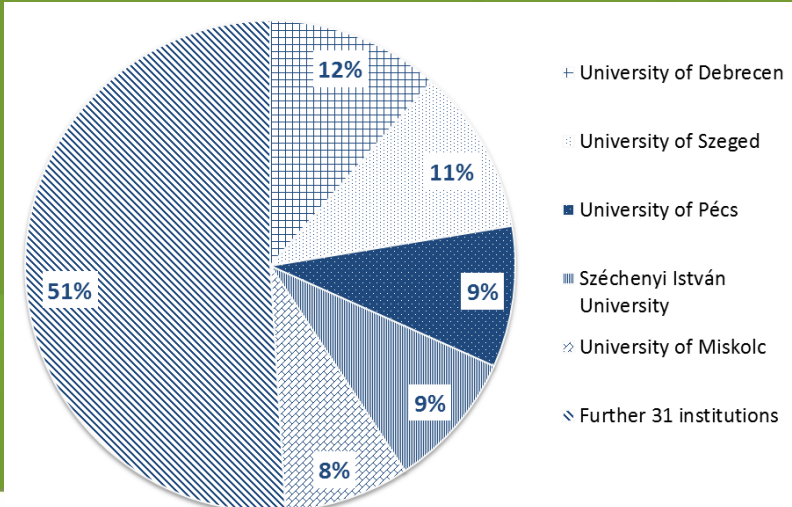
Amount and allocation of development funds

- Between 2007 and August 2012 HUF 250 billion for institutions of higher education (IHEs)
- Out of this, HUF 142.5 billion for higher education interventions (SROP 4, SIOP 1.3 + CHOP 4.2.1)
- HUF 3-4 million absorption per IHE per day; HUF 10 million by the largest IHEs

Distribution of EU funds received by IHEs

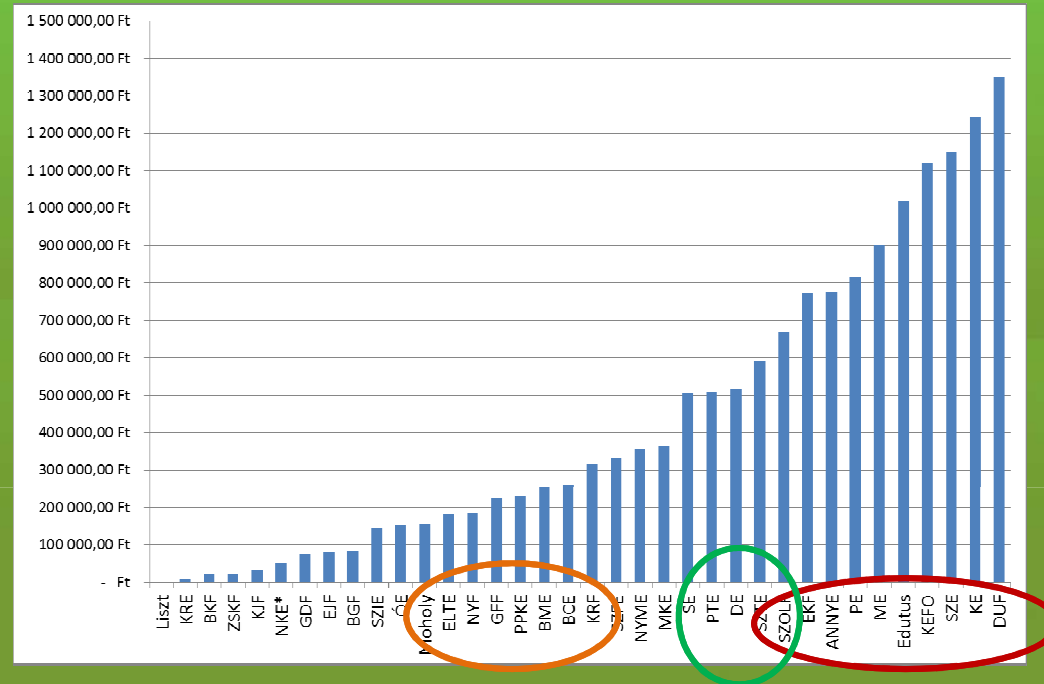


Distribution of EU funds for higher education received by IHEs



Amount and allocation of development funds

EU funding targeting higher education per capita (students) in forints (as of 17th August 2012. , from SMIS data)



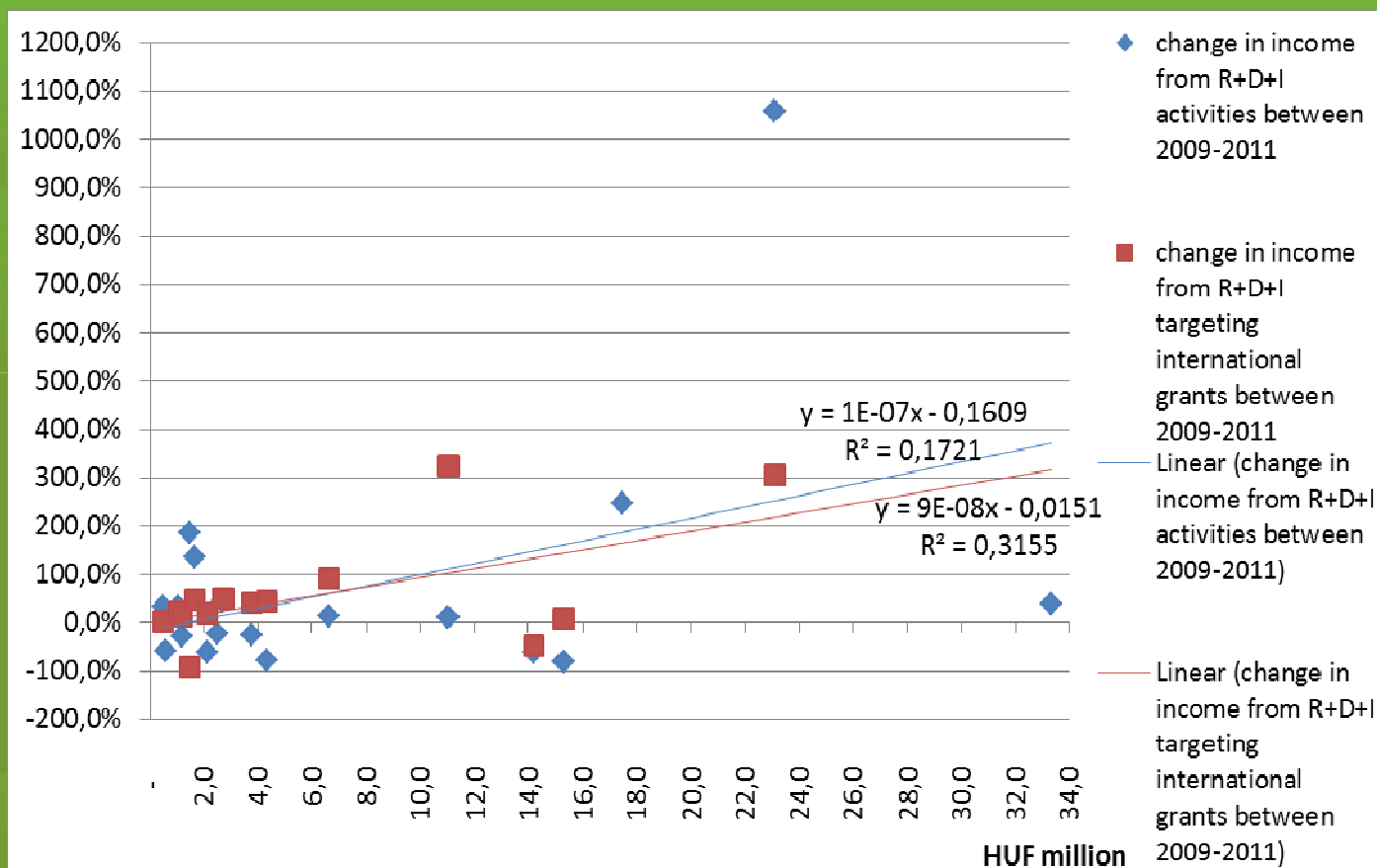
- Spontaneous result of the grant system: restructuring of the capacities
- Large universities outside Budapest: How much can a small country finance?
- Small „development institutions” – management, importance of the development approach, but: is this capacity necessary on the regional level?

Connection between development funding and institutional performance

Relationship between funds and R+D+I income

X-axis: amount of SROP 4., SIOP 1.3, ROP, and EDOP funds per number of teachers

Y-axis: change in income of the institutions from R+D+I activities (blue) and from international grants (2009-2011)



Main results of the developments

- Renewal of infrastructure (buildings, equipment) in the convergence regions
- The strengthening of universities as institutions: management support systems, strategic planning approach, cooperation within institutions
- At places with lively prior R+D cooperation, the assets acquisitions strengthened the industrial service capacities
- Retaining of young researchers, at least temporarily

Factors affecting the efficiency of developments

Institutional factors affecting the behavior of (1) the sponsor and (2) the beneficiaries

1. Sponsor's side: the grant scheme of development policy
 - Project financing:
 - Infrastructure vs. Raising the quality of education or research
 - Grant competition:
 - Territorial coordination is weak
 - Too heavy burden on development policy (e.g. 'research university' grant scheme)

Factors affecting the efficiency of developments

2. The beneficiaries' side:

- **Environmental factors:**

- Strong cooperation with employers and/or
- International scientific embeddedness of professors

- **Internal institutional factors**

- „business-like” operation at institutions of smaller size and narrow profile:
 - Strong central control, centralized management setting clear priorities
- „republic-like” operation at larger institutions with a broader profile:
 - Transparent, well organized coordination between larger units (faculties)
 - Creation of internal competition
 - Stronger lower-level (faculty) management

Recommendations for the 2014-2020 period



- **The logic of planning needs to be reversed**
 - We have spent on what ESF and ERDF funds were available for
 - Let us reverse this!
 - First, a comprehensive system of higher education development should be devised
 - Second, where it is possible, we should include EU resources
 - Third, we should finance the gaps from national funds.
- **A unified higher education strategy is needed which would provide a firm framework for EU funded programmes.**
 - Long-term (15-20 year) goals
 - Medium-term goals for 2014-2020
 - Performance contracting with the IHEs
 - Largest share of core operation on per capita, input basis
 - Priority development areas financed on the basis of performance commitments
 - Subordination of EU funding under these. Includability of indicators and minimum level of expectations into contracts

Recommendations for the 2014-2020 period



Differentiate the expectations as well as the methods of governance!

	Regional knowledge center	Internationally competitive university
Primary effect range	Regional	National, European
Main expectation	Supplying the labour market and applied research demands	Excellence by scientific standards. Competitiveness in attracting students on European level
Coordination	Commitment (having a say, risking own funds) of regional actors (municipalities, chambers, corporations)	Institutions organising international scientific life: publications, scientific networks. Opening of the labour market for lecturers.
Development resources	EU: economic development, regional competitiveness	EU: without core research, there is no innovation potential(?) National resources (to take basic research to a higher level)!

Recommendations for the 2014-2020 period



- Innovation activity of higher education
 - We should be realistic
 - Silicon-valley vs. existing IHE-business cooperation:
 - The primary focus is educational cooperation
 - Concrete corporate demands
 - Research based innovation only comes after these
- Investments has to be guided through the innovation chain
 - The supply of core research at the start and servicing concrete company demands at the end are working, yet between the two the support of experimental and industrial development is not resolved:
 - Relatively more funds for experimental design
 - Development of knowledge- and innovation management
 - Acknowledgement of financial risks



Thank you for your attention!