

## Metis GmbH: Selected References

### a) Evaluation

Title	Description	Recipient	Start	End
European Evaluation Helpdesk for Rural Development 2014-2020	The Helpdesk supports and enhances learning processes in evaluation. Through the development of appropriate and usable tools and methodologies, the analysis of evaluation activities in the Member States, as well as the collection of good practices, the knowledge base for evaluation will be constantly enhanced. Well tailored and targeted dissemination, capacity building and communication activities will contribute to the improvement of evaluation of rural development policies. Thus the Helpdesk has important functions, both in methodological development and in knowledge transfer. All activities will contribute to the progress of rural development policies and target support for rural development in a more effective and efficient way. The target groups of the services are Managing Authorities, evaluators, Paying Agencies, Commission services as well as National and EU Rural Networks.	European Commission, DG for Agriculture; Directorate E. Economic analysis perspectives and evaluation; communication, Unit E. 4. Evaluation and studies	01/2015	ongoing (12/2021)
ESF 2007-2013 Ex-post Evaluation Synthesis	The purpose of this contract is to synthesise the results of three thematic ex post evaluations covering the ESF Priorities Adaptability and Human Capital, the Integration of Disadvantaged Groups and Access and Sustainable Integration into Employment, all prepared during 2014. Also supplementary evaluation syntheses of the ESF Priorities Promoting Partnership and Strengthening Institutional Capacity which were not covered by separate contracts, are provided. Outputs and results are summarised in 28 country reports, which include also conclusions, lessons learned and good practice. The synthesis draws lessons for economic and social cohesion policy at Member State and EU level with reference to the European Employment Strategy.	European Commission, DG Employment	01/2015	ongoing (05/2016)

Title	Description	Recipient	Start	End
<p>Ex post evaluation of Cohesion Policy programmes 2007-2013, financed by the ERDF and Cohesion Fund, Work Package 3: Financial instruments for enterprise support</p>	<p>The overall aim of the evaluation is to assess the rationale, implementation and early evidence of effectiveness of financial instruments. The evaluation examines the extent to which the resources were used, the effectiveness and the socioeconomic impact. In addition, and of major importance for future learning, it identifies the factors contributing to the success or failure of programmes and seek to identify good practice and, crucially, the conditions under which such practice is transferable. Metis is responsible for the management of the case studies (Task 3) and the stakeholder seminar (Task 4). Task 3 contributes in-depth information to the evaluation and the seminar supports the consolidation of the Final Report.</p>	<p>European Commission, DG Regional Policy (lead contractor: t33)</p>	<p>09/2014</p>	<p>ongoing (12/2015)</p>
<p>Ex-ante Evaluation and Strategic Environmental Assessment of the Operational Programme Adriatic-Ionian 2014-2020</p>	<p>This assignment comprises the ex-ante evaluation and the strategic environment assessment, including the scoping and the preparation of the environmental report according to Directive 2001/42/EC The aim of the ex-ante evaluation is to improve the quality of the programme design of [the] programme. The SEA shall integrate environmental considerations into the preparation and adoption of the Programme with a view to promoting sustainable development. Both shall provide clear recommendations based on the draft programme to the programme bodies.</p>	<p>Szechenyi Programme Office Non-profit Ltd. (Hungary)</p>	<p>03/2014</p>	<p>ongoing (12/2015)</p>

Title	Description	Recipient	Start	End
Ongoing Evaluation of the ERDF and ESF Programme 2007-2013 in Saxony-Anhalt: The urban dimension	The ongoing evaluation addresses in which ways the urban dimension is being addressed in the ERDF programme and will integrate also the projects and achievements of the ESF programme. The evaluation has three aims: First, project data for different project types and territorial categories are regularly monitored. In addition, selected topics related to project types and the territorial categories are analysed and discussed in-depth. Second, the contributions of infrastructure measures with specific relevance for the knowledge-based urban development are identified and analysed. Third, the synergies and cooperation between different projects is investigated with the integrated and participative approach in five selected cities.	Ministry of Finance of the Saxony-Anhalt, Ref. EU-Managing Authority of the Operational Programme ERDF in Saxony-Anhalt 2007-2013 (consortium leader Ramboll Management)	11/2008	ongoing (12/2015)
ESF 2007-2013 Ex-post evaluation: Access and sustainable integration into Employment	This evaluation starts off with an in-depth analysis of interventions undertaken in 14 clusters of actions, which were identified in a preparatory study as being directly concerned with access to employment. The focus is on analysing to what extent the objective of access to employment and integration into the labour market has been met by the ESF interventions in the Member States. While an overview covers all Member States, an in-depth evaluation is undertaken in 12 Member States, including Belgium, Estonia, France, Germany, Greece, Hungary, Italy, Poland, Slovakia, Slovenia, Spain and Sweden.	European Commission, DG Employment	09/2014	ongoing (09/2015)

Title	Description	Recipient	Start	End
<p>Ex post evaluation of Cohesion Policy programmes 2007-2013, financed by the ERDF and Cohesion Fund, Work Package 10: Urban development and social infrastructures</p>	<p>This evaluation considers the ERDF and the Cohesion Fund during the period 2007-2013 in regions covered by the Convergence, Regional Competitiveness and Employment and European Territorial Cooperation objectives in 27 Member States. It provides a better understanding whether support in urban areas is part of integrated development strategies and the extent to which the objectives are economic, social environmental or a combination of the three. Furthermore there is a need to understand the role of social infrastructure investment in relation to urban development. The evaluation provides an overview of the nature and objectives of co-funded investments in the field of urban development and social infrastructure with a focus on the integrated urban development approach.</p>	<p>European Commission, DG Regional Policy</p>	<p>10/2014</p>	<p>ongoing (09/2015)</p>
<p>Investment Support under Rural Development Policy</p>	<p>The primary purpose of this evaluation is methodological advancement with respect to how impacts of measures to support physical investments are assessed. A selected sample of methods for evaluating investment measures in RDP (related to impact, effectiveness, efficiency, achievements) across at least ten RDP territories in a minimum of seven Member States is analysed and tested. Based on fieldwork strengths and weaknesses of the methodologies will be assessed and the conditions explored, under which the methods could be applied in the real context of evaluations of RD programmes. The results of the evaluation can be used as guidance for future evaluations of investment support measures carried out by MS/regions.</p>	<p>European Commission, DG Agriculture, Directorate L Economic analysis, perspectives and evaluations</p>	<p>11/2013</p>	<p>11/2014</p>

Title	Description	Recipient	Start	End
Ex-ante Evaluation and Strategic Environment Assessment for the ERDF Programme "Investments for Growth and Jobs" in North Rhine-Westphalia 2014-2020	This assignment comprises the ex-ante evaluation, the strategic environment assessment, including the scoping and the preparation of the environmental report according to Directive 2001/42/EC and the support of the public consultation of the environmental report. The ex-ante evaluation for the funding period 2014-20 support the preparation of the programme and elaborates its contribution to the Europe 2020 strategy and its accord with the Common Strategic Framework. Four general topics are elaborated: (1) programme strategy, (2) indicators, monitoring and evaluation, (3) consistency of the financial plan and (4) contributions to the Europe 2020 strategy.	Ministry of Economic Affairs and Energy of the State of North Rhine-Westphalia, Germany	09/2012	11/2014
Improving Labour Market Flexibility and Efficiency through Active Social Partners (PA2, HRD OP 2009-2012)	This project evaluates the effect of the contributions of social partners' joint activities to the Human Resources Development OP. 3% of the OP were earmarked for these joint activities. Based on a comprehensive list of 29 evaluation questions and an intervention logic elaborated in detail a variety of methodologies will be applied. Besides desk research and statistical analysis, interviews, focus groups and surveys will be deployed.	Ministry of Labour and Social Policy (Bulgaria)	02/2014	07/2014
Ex-ante Evaluation for the ERDF Programme in the Free State of Saxony in the funding period 2014 to 2020	The main tasks in this contract comprise the development of the programme's intervention logic in accordance with all relevant strategies at EU level (including the Common Strategic Framework and the partnership agreement) and at <i>Länder</i> level; the development of relevant programme indicators; the evaluation of the appropriateness of the monitoring procedures and the proposed milestones; and finally the verification if the planned measures related to horizontal principles are appropriate. Finally, the Strategic Environmental Assessment will be conducted with participation of the concerned authorities.	Ministry of Economy, Labour and Transport, Saxony (Germany)	07/2012	09/2014

Title	Description	Recipient	Start	End
Ex-ante Evaluation for the ESF Programme in the Free State of Saxony in the funding period 2014 to 2020	The main tasks in this contract comprise the evaluation of the strategy (relevance of the socio-economic analysis and of the SWOT analysis for the ESF); the verification of the internal coherence between investment priorities and specific objectives; the verification of the intervention logic in relation to the planned outputs and the results; the verification of the output and result indicators; the verification of the programme's contribution to the horizontal principles. Finally, the management system and the evaluation plan will be developed as well as the Strategic Environmental Assessment	Ministry of Economy, Labour and Transport, Saxony (Germany)	07/2012	07/2014
Evaluation Helpdesk (of the European Evaluation Network for Rural Development)	The European Evaluation Network for Rural Development provides guidance and advice for the 'ongoing evaluation' of the 94 EU Rural Development programmes 2007 to 2013. A Brussels-based team provides a Helpdesk function, acts as a contact point for the evaluation community in EU 27 and manages all day-to-day operations from their Brussels office. A network of 20 European experts covers a broad spectrum of technical and thematic know-how and further develops the EU evaluation methodology in the field or Rural Development. The contract holder of the Evaluation Helpdesk is the European Economic Interest Group (EEIG) 'RurEval', which is made up of 'Metis GmbH' and the Belgian company 'AEIDL'.	European Commission, DG for Agriculture; Directorate G. Economic analysis and evaluation, Unit G4, Evaluation of measures applicable to agriculture; studies	04/2008	06/2014
Synthesis of SAPARD ex-post evaluations – update: Bulgaria, Croatia, Romania	The synthesis of SAPARD ex-post evaluations for the EU 8 Member States was published in 2010. At that time the ex-post evaluation for the programmes in Bulgaria, Croatia and Romania were not available yet. In this assignment the synthesis report of 2010 is updated based on an improved methodological framework.	European Commission, DG for Agriculture	01/2013	01/2014
Preparatory Study for the Ex-post Evaluation of ESF 2007-2013	The objective of this study is to support the Commission in designing the ex post evaluation of the ESF 2007-2013. The ex post evaluation of the ESF 2000-2006 has shown that this is a very complex and challenging task and that adequate preparation is necessary. This preparatory study aims to develop and discuss possible approaches for this task.	European Commission, DG Employment (in Consortium with Panteia, NL)	01/2013	12/2013

Title	Description	Recipient	Start	End
ESF Expert Evaluation Network I, II and III	The ESF Expert Evaluation Network had the task to summarise the results and gains of the ESF funding in the last period. Together with evaluation experts from all Member States, the Metis team developed an inventory of all ESF evaluations and stored related information in a database in accordance to criteria and results. Beyond this also Annual Implementation Reports and additional sources were screened. Country reports on all ESF priorities as well as thematic reports at country and EU levels were prepared. Among the themes were 'access to employment', 'social inclusion', 'young people' and 'women'. Finally, a summarising report was provided giving an overview of results and gains.	European Commission, DG Employment	09/2010	12/2013
Mid-term Evaluation RDP North Albania	This Mid-term Evaluation has the purpose to assess the interim results of the Regional Development Programme (RDP) Northern Albania, to review the intervention logic and to draw conclusions and recommendations for the adaptation and/or the actualisation of activities. The RDP is funded by the Austrian Development Agency and the Swiss Development Cooperation and runs until the end of 2014.	ÖAR Regionalberatung as Lead Contractor on behalf of the donors	02/2013	03/2013
Evaluation of the Regional Management Institution in Bavaria	The objective of this project is twofold. First, the regional management institution, which has been offered in whole Bavaria as an instrument of the Bavarian regional development since 2007, has to be analysed and evaluated. Second, approaches for the future support of regional development have to be developed. The regional management institution has the role of a partner in this evaluation. Based on grass-roots survey, in-depth interviews will be conducted with a selection of regional management officers and with relevant decision makers. The role of Metis in this project is to prepare and compile a comparative analysis taking into account similar institutions in Switzerland and Austria.	Bavarian Ministry of Economy, Infrastructure, Transport and Technology (in consortium with Research Group Agricultural and Regional Development (ART) Triesting)	07/2012	01/2013

Title	Description	Recipient	Start	End
External support for the Evaluation of the Programme for Cross-Border Cooperation Slovakia-Austria 2007-2013	The subject of this contract is the external support for the evaluation of the SK-AT cross-border cooperation programme over a period of 30 months. The main tasks of the assignment are an appraisal of the programme strategy, the evaluation of the technical assistance and communication, the assessment of flagship projects, and the appraisal of programme outcomes and impact. These tasks are elaborated in four interim reports and the final report. In-depth analysis of specific questions and strategy papers are part of these report. Data are gathered with surveys and group discussions.	City of Vienna (SK-AT Joint Technical Secretariat)	07/2010	12/2012
Mid-term evaluation of the Operational Programme "Strengthening of the regional competitiveness and integrative urban development in the city of Vienna"	This mid-term evaluation follows a strategic approach and has four major objectives. First, given the small amount of projects it has to take into account the results of single projects. Second, it has to follow the general guidelines of the European Commission. Third, it has to choose a methodology which is appropriate for the small amount of funding in the programme. Finally, it has to keep the additional burden for the project holders at a minimum.	City of Vienna, Municipal Department 27 – EU Strategy and Economic Development	06/2011	03/2012

**b) Studies and Consultancy**

Title	Description	Recipient	Start	End
Easing legal and administrative obstacles in EU border regions	<p>This study is part of a wider cross-border cooperation review launched by the Commission services in 2015. The identification, classification and analysis of legal and administrative obstacles is based on a pluri-disciplinary and holistic approach which complies with their possible complex roots and variable adverse impacts at different levels, i.e. policy-specific, on horizontal policies, on territorial integration.</p> <p>The study report presents a comprehensive inventory of legal and administrative obstacles at the internal EU land borders, provides an in-depth analysis of the obstacles, including practical solutions for overcoming them. It contains also 15 thematically and geographically balanced case studies.</p>	European Commission, DG Regional Policy	07/2015	ongoing (01/2017)
The analysis of the outcome of the negotiations concerning the Partnership Agreements and European Social Fund (ESF) Operational Programmes, including multi-fund programmes, for the programming period 2014-2020	<p>The study aims to provide an evidence-based review of Member States' strategic choices related to the programming of the European Social Fund (ESF) by mapping the content of Partnership Agreements, ESF Operational Programmes, Country Specific Recommendations and Country Position Papers. By means of a data base relevant information of these sources is collected and analysed in 28 country reports as well as an EU 28 report. Particular attention is paid on coherence, result orientation and strategic programming of the ESF. Metis experts developed the data base and drafted the Pilot Country Report for Austria.</p>	European Commission, DG Employment (Metis experts as subcontractors of FGB)	04/2015	ongoing (03/2016)
The growth potential of an integrated EU Urban Agenda	<p>This report presents an exhaustive inventory of studies, reports and EU political statements on the urban dimension of the EU policies, on the discussion of a potential EU integrated urban agenda at EU level and, in particular, on the contribution of cities to growth. Information is collected through comprehensive bibliographic research.</p>	Committee of the Regions, Directorate E – Horizontal Policies and Networks	08/2015	ongoing (01/2016)

Title	Description	Recipient	Start	End
A code of conduct on the involvement of the Local and Regional Authorities in the European Semester	Building on existing policy papers, the study investigates how a new Code of Conduct on partnership in the European Semester could ensure the active involvement of LRAs in the European Semester, in light of the principles of partnership and multi-level governance. The study comprises references, argumentation and a concise draft Code of Conduct.	Committee of the Regions, Directorate C – Legislative Works	08/2015	ongoing (12/2015)
Mainstreaming Climate Change into CSF-Funds 2014-2020	This project aims to scrutinize the Operational Programmes (OPs) and Partnership Agreements (PAs) of all EU Member States addressing the financing period 2014-2020 in relation to combatting and mitigating climate change. Metis is involved on two levels: First, two core team members provide specialized expertise related to the ESF and the EAFRD. They are involved in all tasks of the project, including the drafting of a Common Strategic Framework review, the development of scrutiny criteria for OPs and PAs and the design of workshops for other DGs and the country teams. Second, Metis coordinates the country teams in Austria, Bulgaria, Cyprus and Greece. The country teams are mainly responsible for the scrutinies of the OPs and PAs.	European Commission, DG Climate (as subcontractor of COWI)	01/2013	ongoing (12/2015)
The implementation of the provisions in relation to the ex ante conditionalities during the programming phase of the ESI-Funds	Ex-ante conditionalities are requirements which have to be fulfilled by the Member States in order to get EU-funding. They range from the existence of regional innovation strategies to the compliance with the rules on competition. This study gives an overview of the ex-ante conditionalities which are applied in the partnership agreements and the Operational Programmes (ERDF, CF, multi-fund programmes). It also investigates if they are fulfilled and which measures are taken for their fulfillment. The basis for these investigations are the programme documents, the interviews and an online survey with stakeholders. Finally, conclusions on the strengths and weaknesses on the provisions related to the ex-ante conditionalities during the programming phase and their general value to ensure a better framework in the Member States are drafted.	European Commission, DG Regional Policy	10/2014	ongoing (11/2015)

Title	Description	Recipient	Start	End
The Future of Cohesion Policy	This study provides input to the forthcoming debate on Cohesion policy post 2020 in supporting a platform on thematic discussion of the Committee of the Regions with institutions, experts and key stakeholders. Based on a fundamental review of all policy challenges and a discussion of theoretical policy options will take place in three seminars related to four groups of issues. These are (1) trends and challenges, (2) effectiveness and efficiency, (3) models of growth and cohesion, and (4) new ideas and choices. Research undertaken for two reports will be based on desk-research, structured interviews and a survey among local and regional authorities.	Committee of the Regions, Unit E1 – Forward Planning, Studies and Academic Networks	10/2014	ongoing (11/2015)
The role of the Local and Regional Authorities in the implementation of Europe 2020 – Analysis of 2015 National Reform Programmes	This report analyses what National Reform Programmes (NRPs) for 2015 say about existing territorial disparities, about involvement of LRAs in the design and implementation of NRPs and of the Europe 2020 strategy and about the implementation of partnership and multi-level governance. It also checks whether this involvement has changed in comparison to the 2013 and 2014 NRPs.	Committee of the Regions, Unit E1 – Forward Planning, Studies and Academic Networks	06/2015	ongoing (10/2015)
Open innovation in industry, including 3D printing	This study feeds into the general debate about the role of an EU coordinated and integrated industrial policy to support economic development and enhance competitiveness of the industries, considering SMEs and the development of innovative solutions. It starts off with developing a concept of open innovation and defines 3D printing. Based on existing studies and research, it also presents estimates and figures with regard to the actual implementation of related policies and the potential of social innovation and 3D printing for industry and creative people. As the overall potential of smart use of new and upcoming information and communication technologies is much broader, the frame is clearly set. Benefits and bottlenecks are analysed.	European Parliament, Directorate-General for Internal Policies, Directorate A – Economic and Scientific Policy	12/2014	09/2015

Title	Description	Recipient	Start	End
Support to the elaboration of the Operational Programme DANUBE 2014-2020	In this contract Metis develops the programme architecture and supports the contracting authority with the development of the hierarchy of objectives and the selection of investment priorities and actions. The contract is implemented through three major tasks, which are (1) compiling specific chapter of the OP for the DANUBE programme (2) compiling background and supporting documents on specific issues, and (3) collecting and integrating remarks and recommendations, and ensuring consistency between the different parts through the harmonisation of OP. An important part of Task 2 is the development of programme-specific results, output and project indicators. The programme will be prepared in close cooperation with all relevant actors of the DANUBE region.	Ministry for National Economy (Hungary) (formerly ONEP - Office for national Economic Planning)	03/2014	09/2015
Review of the adopted Partnership Agreements	The study presents a comprehensive overview of the adopted Partnership Agreements in relation to the adoption of the issues that were endorsed by the EP. These comprise, among others, the function of the partnership agreements as a strategic documents covering all five ESI-Funds, their alignment with the Europe 2020 strategy and the Treaty-based policy objectives as well as with the National Reform Programmes. In a comparative analysis the study provides insights into the comprehensiveness and shows how far the issues relevant to the European Parliament have been taken up in the Partnership Agreements at the level of Member States.	European Parliament, Directorate-General for Internal Policies, Policy Department B: Structural and Cohesion Policies, Regional Development	01/2015	09/2015
The participation of entities of outside the EU in the European Groupings for Territorial Cooperation	This note examines how the EGTCs with non-EU countries can be implemented, analyses the legal regime, potential and issues at stake in each of the areas of cooperation considered (enlargement, Eastern partnership, Mediterranean and greater neighbourhood) and gives an overview about the existing interest and current or future projects of EGTCs in this area. The note is completed by a chapter on common challenges and trends as well as considerations on legal and operational aspects.	Committee of the Regions, Unit E1 – Forward Planning, Studies and Academic Networks	11/2014	03/2015

Title	Description	Recipient	Start	End
EGTC Monitoring Report 2014	This EGTC Monitoring Report draws a complete picture of both the established EGTCs and the groupings that were in constitution in the reporting period of 2014. 50 EGTCs were established including more than 800 national, local and regional authorities from 20 different EU Member States. 16 groupings were in the phase of constitution. The report is an update of the precedent report for the year 2013 and provides a review on legal provisions and issues and factual information on the existing EGTCs. New in this report is information the contributions to the Europe 2020 strategy and to the new Cohesion Policy	Committee of the Regions, Unit E1 – Forward Planning, Studies and Academic Networks	11/2014	03/2015
Social Inclusion of Young People	For this assignment an overview report on the implementation of the Young Guarantee will be provided which will be based on ten country case studies. The report comprises a synthesis of the status quo of the implementation, the existence and significance of the pre-conditions for the implementation of the youth guarantee for the successful implementation of the latter as well as a preliminary identification of costs to date. The overview allows the comparison of the concrete actions implemented so far and the analysis of the overall experience of implementation. On this basis lessons from the comparative analysis are drawn and further investigations on the transferability of the youth guarantee model undertaken.	EUROFOUND – European Foundation for the Improvement of Living and Working Conditions	08/2014	01/2015
Drafting of the Operational Programme Alpine space 2014-2020	In this contract Metis develops the programme architecture and supports the contracting authority with the development of the hierarchy of objectives and the selection of investment priorities and actions. Moreover, the indicator and performance framework are prepared. In doing so, Metis attends all relevant meetings of the drafting team and the Task Force established. The work is undertaken in close cooperation with the experts for the Strategic Environment Assessment and the Ex-ante Evaluation.	Office of the Government of Salzburg, Austria	03/2013	12/2014

Title	Description	Recipient	Start	End
Strategic Environmental Assessment (as part of the Ex-ante Evaluation of the OP Thuringia 2014 to 2020)	Based on the Directive 2001/42/EC, the environmental effects of the planned measures will be assessed during the preparation of the Operational Programmes for Structural Funds with a Strategic Environment Assessment. The implementation of the Strategic Environment Assessment follows the required systematic steps of examination (scoping, description and assessment of effects, preventive measures/compensation of negative effects, monitoring).	Spatial Foresight, on behalf of the Ministry of Economy, Labour and Technology in Thuringia, Germany	11/2012	12/2014
Transferability and implementation of the youth guarantee (Lot 2 of Social Inclusion of Young People)	Young people have been disproportionately hard hit by the financial and economic crisis in the EU and the situation is not likely to improve without a concerted job-centred strategy at the Member States level. In this context this comprehensive study has four major tasks: (1) To describe the general context and to map the status quo in the countries, (2) To investigate success factors, barriers, challenges and costs in the implementation of youth guarantee, (3) To investigate preliminarily the costs of the implementation of youth guarantee and (4) To identify concrete actions undertaken in order to implement youth guarantee. Pilot studies will be undertaken in Austria, Finland and Sweden.	EUROFOUND – European Foundation for the Improvement of Living and Working Conditions	01/2014	12/2014
Implementation of Cohesion policy 2014-2020: Preparations and administrative capacity of Member States	The purpose of this study is to provide an assessment of the administrative preparedness of the EU Member States' for the programming period 2014-2020. All relevant aspects will be explored, including institutional structures, the actors at all governance levels and their coordination, human resources management and working methods. The study identifies weak/effective administrative structures in the different phases of the Cohesion policy cycle and in different administrative setups, as well as the potential causes for reduced effectiveness of implementation. The topic of cooperation/coordination of different governance levels will be particularly highlighted.	European Parliament, Directorate-General for Internal Policies, Directorate B – Structural and Cohesion Policies (with EPRC as partner)	12/2013	12/2014

Title	Description	Recipient	Start	End
ÖREK-Partnership „Strengthening the regional level of acting“: ‘Vision Region’– Chances, Potentials and limits of regionalization	This contract is embedded in the ongoing work process of the ÖREK-Partnership “Strengthening the regional level of acting” (ÖREK is the acronym for Austrian Spatial Development Concept). Coordinated with this process, the contract will implement five work steps: (1) verification and summary of the existing documents, (2) drafting a discussion paper, (3) participation at the closing event of the ÖREK-Partnership, and (5) preparation of the agenda “Regional Goernance”.	ÖROK - Austrian Conference on Spatial Planning	05/2014	11/2014
The Role of Cities in the Cohesion Policy 2014-2020	In the context of an increased role of cities in EU Cohesion policy, this paper contributes to a better understanding of the potential benefit for cities from the implementation of Cohesion policy. The main objectives of this policy paper is the preparation of a roadmap for the European Parliament on the one hand and advice on the successful implementation of the Cohesion policy in urban areas on the other hand. The paper proposes also measures for the monitoring of the progress of the integration of cities into the implementation of Cohesion policy.	European Parliament, Directorate-General for Internal Policies, Directorate B – Structural and Cohesion Policies	12/2013	10/2014
Expert assessment of the situation and perspectives for Podkarpackie, Poland in view of the development of a regional strategy for smart specialisation	The goal of this contract is the review and assess the draft RIS3 strategy of the Podkarpackie region in Poland and to provide feed-back on the appropriateness of this strategy in relation to the draft RIS3 Guide. A detailed catalogue of questions has to be answered. The themes included are stakeholder involvement, evidence-based approach and the identification of future activity areas. Last but not least, also suggestions for the improvement of the assessment grid for RIS3 strategies will be provided.	European Commission, DG Regional Policy	11/2012	09/2014

Title	Description	Recipient	Start	End
The European Groupings of Territorial Cooperation and the Single Market	This note highlights the issues of EGTCs as 'cross-border players' in the Single Market. These issues are understood as potentialities and limits of the EGTC in the Single Market Act, obstacles and possible solutions considering the Single Market Act and improving the EGTC conventions. First the note analyses the role and situation of the EGTCs in the Single Market with regard to opportunities in selected key actions of the Single Market Act. Second, it proposes possible clauses in the convention with which EGTCs might overcome barriers to the Single Market.	Committee of the Regions, Unit E1 – Forward Planning, Studies and Academic Networks	05/2014	06/2014
External Support for Programming of CBC Slovakia-Austria 2014-2020	The external support for the programme preparation follows a distinct process-oriented approach. The services consist both of providing external technical expertise to the Programming Group and of process management including moderation of working groups. The external expert team is engaged in programme design during three stages: Stage 1: the analysis and the needs assessment; Stage 2: the construction of the programme's intervention logic; and Stage 3: defining methodological approaches to target horizontal issues and identify options to reduce the administrative burden.	City of Vienna, Municipal Department 27	10/2012	07/2014
Preparation of the Operational Programme 'Investing in Growth and Jobs' for Upper Austria (ERDF)	Based on the regional analysis the programming work for the Operational Programme 'Investing in Growth and Jobs' for the ERDF is undertaken together with the management of the process for the inclusion of all relevant actors. Based on the regional analysis the programme document is prepared and drafted in close cooperation with the contracting authority.	Office of the Government of Upper Austria	01/2012	07/2014
Territorial Employment Pact – TEP Future	This contract consists of three tasks. First, an analytical part analysing relevant documents and studies. Second, the development of a concept for efficient implementation structures in future. In this context also a workshop has been conducted. Third, potentials for optimisation in the institutional processes are investigated.	Federal Ministry of Labour, Social Affairs and Consumer Protection of Austria	03/2013	07/2014

Title	Description	Recipient	Start	End
STRAT.AT 2020 Overall coordination of the preparation of the Partnership Agreement for the ESI-Funds in Austria	At the centre of this project is the preparation of the Austrian Partnership Agreement for the Common Strategic Framework 2014-2020. This entails the development of specific priorities and measures based on the eleven thematic objectives as agreed at Community level across all involved ESI-Funds and the overall coordination of the preparation of all relevant documents.	ÖROK - Austrian Conference on Spatial Planning	04/2012	07/2014
Mobility in demographically and geographically challenged regions	This note provides an analysis of the mobility problems that demographically and geographically challenged regions face. It gives an overview of legal competences of regional and local authorities with regard to implementation and financing of mobility policies, and identifies best practices by desk and field research. Finally, the funding possibilities through European Structural and Investment Funds (ESI) are mapped showing also fields not covered by the ESI Funds.	Committee of the Regions, Unit E1 – Forward Planning, Studies and Academic Networks	04/2014	06/2014
Preparation of the Operational Programme 'Investing in Growth and Jobs' for Vienna (ERDF)	Based on the regional analysis the programming work for the Operational Programme 'Investing in Growth and Jobs' for the ERDF is undertaken together with the management of the process for the inclusion of all relevant actors. Based on the regional analysis the programme document is prepared and drafted in close cooperation with the contracting authority.	City of Vienna, Municipal Department 27	01/2013	05/2014
EGTC Monitoring Report 2013	This EGTC Monitoring Reports aims at drawing a complete picture of both the established EGTCs and the groupings that were in constitution in the reporting period of 2012. Currently, 41 EGTCs are established and 16 in the phase of constitution. The report is an update of the precedent report for the year 2012 and provides a review on legal provisions and issues and factual information on the existing EGTCs. New in this report is information on the involvement and role of EGTCs in the ESI Funds period 2014-2020.	Committee of the Regions, Directorate for Consultative Work - Unit for Studies & Legislative Planning	11/2013	02/2014

Title	Description	Recipient	Start	End
Cofinancing Salaries from Technical Assistance	The study aims at identifying how Technical Assistance funds are used in the Member States to finance staff costs. The status quo in the fields of co-financing salaries, bonuses, top-ups from Structural Funds during the 2007-2013 period is analysed. The methodology includes desk research and a questionnaire sent to more than 250 institutions in EU27. Questions relate to staff costs, to staff management plans and their transparency. Considered are all Operational Programmes and the Cohesion Fund. ETC Programems are not included.	European Commission, DG Regional Policy	06/2013	03/2014
An assessment of multilevel governance in Cohesion Policy 2007-2013	The main objectives of this study are to define multilevel governance and to test the thesis that the effectiveness and efficiency of Cohesion Policy is being strengthened through multilevel governance. The report provides a clear and coherent overview of the current process of implementing multilevel governance in the EU27. Based on desk research and case studies – ERDF Programmes in North Rhine-Westphalia (DE), Languedoc (FR), Silesia (PL), Slovenia and ETC Programmes Austria-Slovakia and Alpine Space – the study develops recommendations to refine the Commission’s proposals on Cohesion Policy for 2014-2020.	European Parliament, Directorate-General for Internal Policies of the Union, Directorate for Structural and Cohesion Policies	04/2013	02/2014
EU Member States’ preparedness for Cohesion Policy 2014-2020	This briefing note investigates the status of preparedness of the Member States for the upcoming ESI Funds programme period. It shows that new procedures for preparing the regulatory framework have been established with the implementation of the Lisbon Treaty. Hitherto the preparation has taken two years. Key issues are the Partnership Agreement, financial allocation, structural changes of OPs, concentration on thematic objectives and ex-ante conditionalities. In general, the preparation process is far behind schedule in almost all Member States.	European Parliament, Directorate-General for Internal Policies of the Union Directorate B Structural and Cohesion Policy	08/2013	12/2013

Title	Description	Recipient	Start	End
Ports Package – Early Warning System	This file notes analyses the local and regional authorities subsidiarity scrutiny of the legislative proposal – the ‘Ports Package’ – and assesses the compliance with the subsidiarity principle. In addition to general conclusions related to the subsidiarity (i.e. necessity for EU action and expected added value), remarks and recommendations favouring regional and local authorities, particularly regions with legislative powers, are included.	Committee of the Regions, Unit E.I – Forward Planning, Studies and Academic Networks	07/2013	12/2013
Elaboration of the Upper Austrian strategy paper	In this assignment Metis supports both the coordination process in Upper Austria and the development of a coordination instrument for the Upper Austrian contributions to the programming of the relevant CSF Funds ERDF, ESF, EAFRD and EMFF. A common understanding of the benefits and deficits of EU funding in the current period is developed together with the departments involved in the implementation of the EU programmes. Main aims are transparency in contributions of funds, options for combining programmes, the demonstration of interfaces and an improved strategic framework.	Office of the Government of Upper Austria	05/2012	12/2013
‘Territorial Evidence Packs for Structural Funds Programmes’ Project under Priority 3 of the ESPON 2013 Programme, Scientific Platform and Tools	The general aim of this project is to render the ESPON knowledge base with its abundance of territorial evidence fruitful for the programming and implementation of Structural Funds in the upcoming financial period 2014-2020. More specifically, the project will develop a methodological concept for using territorial evidence for strategic, result-oriented programming, develop supporting tools, enable the programme partners of SF programmes to use this evidence and demonstrate the full potential of the methodology in ten pilot cases. As project leader Metis is responsible for the overall coordination of the project, its dissemination activities and the development of the operational methodological concept.	Ministry of Sustainable Development and Infrastructures of the Grand Duchy of Luxembourg, Department for Spatial Planning and Development	02/2012	12/2014
Preparation of the integrated strategy for Lower Austria	As part of the programming process for the ETC cross-border programme Slovakia-Austria, Metis prepares integrated territorial approaches for Lower Austria.	Office of the Government of Lower Austria	01/2013	12/2013

Title	Description	Recipient	Start	End
Framework of future EU ports policy – ‘Ports Package’	The proposed regulation establishing a framework on market access to port services and financial transparency of ports tries to pursue the policy ideas announced by the European Commission in the White Paper ‘Roadmap to a Single European Transport Area’ (2011) is analysed. Ten examples of port organisations show that there is a wide variety of models used in the EU, reflecting the different historical development in the Member States where the ports are located. The analysis comes to the conclusion that the proposals of the EC in the Fourth Railway Package and the Airport Package clearly reflect the necessity for a transparent separation of port infrastructure and port services.	Committee of the Regions, Unit E.I – Forward Planning, Studies and Academic Networks	07/2013	09/2013
Consolidation of the Carinthia EU-Strategy	Based on the support for the development of the Carinthian strategy for EU funding from 2013 onwards (offered in 2011), Metis is responsible for the supporting process during the programming of the CSF-Funds in Carinthia in this contract. The aim of the supporting process is to consolidate the strategy and adapt it to the demands at European and Austrian level. With a series of workshops, a discussion is initiated across all CSF-Funds. The main objective of this project is the development of an EU funding strategy for Carinthia, which is accepted by all relevant actors in the region.	Office of the Government of Carinthia, Austria	05/2012	07/2013
Financial Engineering Instruments in Cohesion Policy	This study provides an overview of the current situation, the advantages and the challenges encountered in using Financial Engineering Instruments (FEIs). Based on this ‘easy-to-read’ guide to FEIs and the lessons learned so far, the study develops recommendations on how to improve the use of such instruments for the period 2014-2020.	European Parliament, Directorate-General for Internal Policies of the Union, Directorate B Structural and Cohesion Policy	11/2012	06/2013

Title	Description	Recipient	Start	End
CIP Peer Review	The study summarizes the results of a peer review of the evaluations of CIP and EIP. The peer review has taken into account the heterogeneous and complex nature of SMEs. It has been conducted in two stages: First, the general CIP evaluation has been reviewed and second, a the evaluation of the EIP with regard to the specific needs of SMEs and the ways the EIP has targeted these needs. The conclusions and recommendations refer to foci of future evaluations. Moreover, a reconsideration of the future SME support on European level is suggested.	European Parliament, Directorate-General for Internal Policies of the Union, Directorate D: Budgetary Affairs	09/2012	05/2013
Report on Fourth Railway Package	While analysing the Fourth Railway Package, this assignment firstly assesses the current legal situation of railway operations from the perspective of local and regional authorities. Then it breaks down the proposed changes into categories allowing for a systematic assessment of impact of the proposed measures from the perspective of local and regional authorities. Finally, it provides a comparative analysis and an assessment of the proposed changes which have an impact on local and regional authorities.	Committee of the Regions, Directorate for Consultative Work - Unit for Studies & Legislative Planning	12/2012	03/2013
EGTC Monitoring Report 2012	This EGTC Monitoring Reports aims at drawing a complete picture of both the established EGTCs and the groupings that were in constitution in the reporting period of 2012. Currently, 32 EGTCs are established and 17 in the phase of constitution. The report is an update of the precedent report for the year 2011 and provides a review on legal provisions and issues and factual information on the existing EGTCs. New in this report are six additional case studies and newly defined standard indicators which will allow collecting comparable and measurable data.	Committee of the Regions, Directorate for Consultative Work - Unit for Studies & Legislative Planning	12/2012	03/2013

Title	Description	Recipient	Start	End
Regional strategies for industrial areas	Urban areas with a legacy of 'old industries' have faced large-scale investment needs in the regeneration of derelict land, rehabilitation of housing and infrastructure and in addressing ecological challenges, in addition to massive changes in economic activities and jobs. These regions depend on national and European industrial policy as well as on the capacity of local and regional actors to plan and develop a new and amenable space and a base for future economic development. Cohesion policy has contributed to rehabilitation and new development. The briefing note explains how urban areas like Manchester, Essen, Lille and Bilbao have mastered reconversion. In future, urban areas could greatly benefit from the new possibilities offered through the Integrated Territorial Investment foreseen for the upcoming Cohesion policy period, 2014-2020.	European Parliament, Directorate-General for Internal Policies of the Union, Directorate B Structural and Cohesion Policy	12/2012	02/2013
Revision of guidelines on national regional aid	This working paper discusses the main elements of the current guidelines on national regional and related regulatory frameworks, the current reform of the state aid framework and the regional aid at national level from the perspective of local and regional authorities. It assesses the impact of the European regulatory framework for regional state at national level in three steps: understanding of the current framework, current and planned changes, and any criteria for judging the impact on LRA.	Committee of the Regions, DTC Unit 1	10/2012	11/2012
Austria and the EU Strategy for the Danube Region (EUSDR) – First experiences and perspectives	This report analyses the first experiences with the EUSDR in Austria. The report describes how the EUSDR has been embedded into the existing Austrian structures during the first implementation phase (2011/2012), the activities that have already been implemented and the challenges identified hitherto. Besides a first 'stock-taking', the report offers an overview of the topic and the strategy from the Austrian perspective at federal level and proposes options for the monitoring of the strategy's implementation in future.	Austrian Federal Chancellery, Department IV/4	07/2012	09/2012

Title	Description	Recipient	Start	End
How to integrate the EU Flagship initiatives into Cohesion Policy in the current and future funding periods	This study presents a roadmap and advice for the successful implementation of the Flagships Initiatives in the coming years. It identifies the opportunities and limitations for the integration of the Flagship Initiatives with cohesion policy and its funds, assesses the added value and the risks associated with the integration, and assesses ways of involving the local and regional level. Moreover, measures for monitoring the progress of the implementation of the Flagship Initiatives are proposed.	European Parliament, Directorate-General for Internal Policies of the Union, Directorate B Structural and Cohesion Policy	11/2011	07/2012
Design and Commissioning of Counterfactual Impact Evaluations - A Practical Guidance for ESF Managing Authorities	This guidance provides practical advice on some of the key questions that need to be considered when designing, commissioning and conducting CIEs. It is intended for ESF Managing Authorities and other bodies responsible for the implementation of ESF-funded programmes and interventions. The focus is on practicalities, though through necessity some technical issues are discussed.	European Commission, DG Employment (For the University of Westminster, London, UK as main contractor)	10/2011	06/2012
The Partnership Contracts – how to implement multi-level governance and to guarantee the flexibility of Cohesion Policy	This briefing note presents an analysis how the Partnership Contracts for the funding period 2014-2020 can be implemented regarding issues of multi-level governance and how flexibility in the EU Cohesion Policy can be guaranteed. Among the major issues examined are the draft regulation from the European Commission, experiences from the ongoing programme period related to multilevel governance, partnership in programming, and policy coordination. The synthesis includes a risk assessment related to possible interpretations of the Partnership Contract.	European Parliament, Policy Department Structural and Cohesion Policies	02/2012	03/2012
Simplification and Proportionality in Management and Control Systems of Cohesion Policy	The subject of this briefing note is the reform of the architecture of the management and control authorities and the proportionality principle in auditing presented in the Commission Proposal for a Regulation on common provisions for Structural and Cohesion Funds 2014-2020 (the draft CSF Regulation). The proposed measures for simplification are analyzed and recommendations are developed relating to merger of authorities, accreditation, and proportionality.	European Parliament, Directorate General for Internal Policies, Policy Department B: Structural and Cohesion Policies	02/2012	03/2012

Title	Description	Recipient	Start	End
Public procurement and Cohesion policy	The study will provide an overview of the situation and the main problems of public procurement procedures in the field of Cohesion policy. In this context, it will explain in which way public procurement applies to Structural Funds expenditures, discuss the legal background and the basic set of relevant rules. Also types of expenditures affected, thresholds and groups of beneficiaries affected will be addressed in detail. Based on an analysis of the relation of Structural Funds implementation to public procurement, the study will indicate which parts of the ERDF and the Cohesion Fund are used under public procurement procedures taking into account in particular the different types of expenditures.	European Parliament, DG General and Internal policies, Policy Department B: Structural and Cohesion Policies	11/2011	03/2012
Connecting Europe Facility	This evaluation note relates to the Regulation of the European Parliament and of the Council establishing the Connecting Europe Facility COM (2011) 665. It summarises and analyzes the responses obtained from a consultation conducted by the Committee of the Regions on the draft regulation, its implications in terms of governance, cohesion policy, internal market rules and cross-border aspects. A particular focus is put on whether infringements of the subsidiarity principle were detected.	Committee of the Regions, DTC Unit 1	01/2012	02/2012
European Territorial Cooperation: The preparation and management of projects	This evaluation note was prepared with a view to the role of EGTCs and macro-regional strategies. Its overarching objective was to gain an overview on the current situation as well as future perspectives for Local and Regional Authorities in European Territorial Cooperation (ETC). Their current role and provisions for cooperation and coordination are analyzed.	Committee of the Regions, DTC Unit 1	12/2011	02/2012
EGTC Monitoring Report 2011	The CoR has introduced a regular monitoring of the development of EGTCs as the European legal entity for cross-border, transnational and interregional cooperation of public entities. The Report 2011 provides a review on legal provisions and issues, gives an update on the EGTCs included in the Report 2010 and analyzes the characteristics of the new EGTCs.	Committee of the Regions, DTC Unit 1	11/2011	02/2012

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Title	Description	Recipient	Start	End
Barriers for Applicants to Structural funding	Based on a literature review, the study provides an in-depth analysis of systemic and operational factors related to the accessibility and barriers for applicants to Structural funding. Actual information and data are mainly gathered from case study research. The case studies cover programmes that have been selected in order to represent a balanced picture in terms of the different Objectives supported by Cohesion policy, the geographical distribution across the European territory and the representation of different administrative systems.	European Parliament, DG General and Internal policies, Policy Department B: Structural and Cohesion Policies, Regional Development	04/2011	06/2012

**c) Public Management Support**

Title	Description	Recipient	Start	End
<p>Technical Assistance Facility for Danube Region Projects (TAF-DRP), Lot 3</p>	<p>The aim of this technical facility is to develop project ideas for the EU Strategy for the Danube Region into bankable and eligible projects. The services for this framework contract comprise technical assistance, analysis, legal and financial advice in the fields of culture and tourism, people-to-people projects, knowledge society, investments in human resources and qualification, institutional capacities, security and combating organised crime. Two calls were prepared and successfully processed. 20 projects were developed to a mature status.</p> <p>The projects deal with issues in the fields of culture; research and education; social inclusion, including Roma integration; transport logistics; capacity building, economic development (cluster networks, tourism); regional statistics systems, environmental improvement (waste management, research), safety and combating corruption.</p>	<p>Project applicants, financed by the EU Funding Agency of the City of Vienna</p>	<p>11/2013</p>	<p>ongoing (12/2016)</p>
<p>Danube Financing Dialogue, Phase II</p>	<p>Following the implementation support to the first phase of the Danube Financing Dialogue, another three Dialogues in the context of the EU Strategy for the Danube Region will be prepared technically and content-wise. The aim of these events to facilitate exchange and discussions of issues concerning the financing of SME projects in the Danube Region. They are matchmaking opportunities for regional SMEs and financial institutions and allow identifying new fields of business and financing sources for investment projects. The first Danube Financing Dialogue in phase II took place in April 2015. The next is being prepared and will take place in Bratislava in May 2016.</p>	<p>City of Vienna, Municipal Department 50</p>	<p>09/2014</p>	<p>ongoing (04/2016)</p>

Title	Description	Recipient	Start	End
ESF Public Relations	This project provides technical assistance to the Austrian Ministry for work, social affairs and consumer protection in the field of public relations for the ESF in Austria. The activities include content support for the website, organising annual conferences, the editorial responsibility for the quarterly published ESF magazine "ESF Insight", providing ad hoc information on the ESF in Austria, preparing of the ESF Newsletter and supporting the Ministry in ESF PR related matters.	Austrian Ministry for Work, Social Affairs and Consumer Protection (in Consortium with com_unit)	09/2010	08/2014
Joint Technical Secretariat for the ETC Programme Austria - Czech Republic 2007-2013	Support of the Managing Authority in Lower Austria in implementing the ETC programme Austria-Czech Republic 2007-2013 with a broad range of tasks and activities such as: Information of applicants, programme publicity measures, assessment of project applications, drawing up of ERDF subsidy contracts, programme monitoring as well as coordination and organisation of programme Monitoring Committee and Task Force meetings.	Office of the Government of Lower Austria	01/2008	07/2014
Danube Financing Dialogue	The consultancy services for this project comprise the organisation of three Danube Financing Dialogues in the framework of the EU Strategy for the Danube Region. The aim of these events to facilitate exchange and discussions of issues concerning the financing of SME projects in the Danube Region. They are matchmaking opportunities for regional SMEs and financial institutions and allow identifying new fields of business and financing sources for investment projects. The 1st Danube Financing Dialogue on 22-23 March 2012 in Vienna saw around 200 participants, the 2nd on 24-25 January 2013 in Belgrade around 180 participants. The 3rd event took place on 30-31 October 2013 in Bucharest.	City of Vienna, Municipal Department 50	02/2012	11/2013

Title	Description	Recipient	Start	End
The Technical Assistance Implementation Facility for Small Projects (EUSDR Priority Area 10)	This facility aims to assist approx. 40 projects through Technical Assistance of up to 25,000 EUR in order to make the concepts, ideas and business plans of projects of a wide thematic range and with a volume below 25 Mio. EUR bankable or fundable. Beneficiaries are project promoters that are seated in one of the 14 countries of the Danube Region. For the set-up of this facility an application form, guidelines and a draft Memorandum of Understanding were prepared.	City of Vienna, Municipal Department 50	08/2012	04/2013
Technical support for the Priority Area 10 Coordinator of the EU Strategy for the Danube Region	This project provides technical support for the Coordinator of the Priority Area 10 (PA 10) 'Institutional capacity and Cooperation' of the EU Strategy for the Danube Region. The support comprises the organisation of Steering and Working Group meetings, the set up and maintenance of an internal web-space, a project data base and the coordination of the stakeholders.	City of Vienna, Municipal Department 50	04/2011	12/2012
RCBI – Regional Building Initiative for the European Neighbourhood and Partnership Instrument (ENPI) – Cross Border Cooperation Programmes	The project's overall objective is to support the Partner Countries of ENPI to strengthen their capacity to prepare and implement projects within the framework of the ENPI CBC programmes. The project organised hundreds of training and information sessions in the neighbouring countries, in Brussels and in European Union countries. Part of the project structure was the headquarters in Brussels and regional offices in Lviv and in Amman. The tasks of Metis GmbH were contributions to the project management.	European Commission, DG RELEX	01/2007	06/2012
Technical Assistance to the Transport Operating Structure in Croatia	The Technical Assistance comprises support for the management of the Transport OP and the implementation of projects. Beneficiaries are the Ministry for Transport, the Department DSIO and the CFCA itself. There are three key experts working in Zagreb within the TA team	CFCA Croatia	05/2010	05/2012

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