

2.2 Methodology

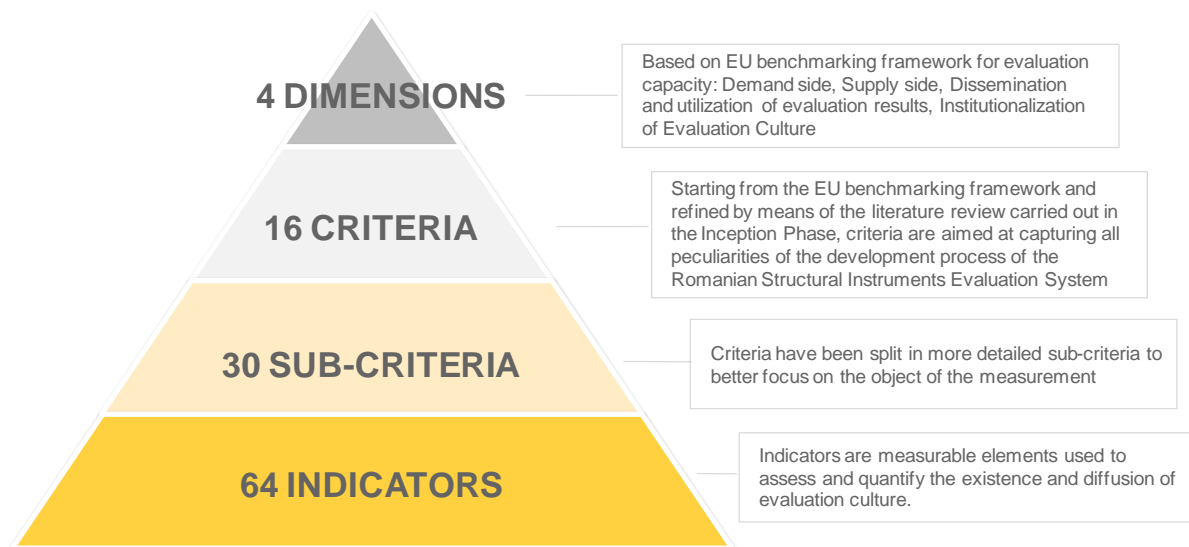
The framework presented in the previous section has been the starting point for the development of a tool aimed at measuring the achievement of evaluation culture among the structures involved in the management of Structural Instruments. Such tool, the **Evaluation Culture Measurement Index (ECI)**, includes an "artificial" distinction between²:

- ▶ evaluation culture as *"the pattern of shared beliefs and values of policy makers and evaluators which provide them with rules for behaviour that lead towards a practice of evaluation"*
- ▶ evaluation capacity as *"more operational aspects and components which are deemed necessary for conducting an evaluation"*.

The **ECI** is composed of 4 dimensions, 16 criteria, 30 sub-criteria and 64 indicators (as exemplified in graphical terms in Annex 4):

- ▶ **Dimensions:** represent the main components of the Evaluation System, i.e *Demand side, Supply side, Dissemination and utilization of evaluation results, Institutionalization of Evaluation Culture*;
- ▶ **Criteria and sub criteria:** related to both capacity and culture, capture peculiarities of the development process of the Romanian Structural Instruments System (SIS);
- ▶ **Indicators:** the extensive list of relevant elements - related to both capacity and culture - adequately and comprehensively assess Evaluation Culture among stakeholders of Romanian Structural Instruments³.

Figure 1 - The Evaluation Culture Measurement Index Framework



In order to quantify the ECI, for each indicator we have defined a scoring methodology, minimum and maximum score available and the corresponding primary and secondary sources of information as synthesized in Table 2 – ECI: sources of information.

Finally, based on the aggregation of the minimum and maximum score available for each indicator we have determined the minimum and maximum scores available for the Evaluation Culture Measurement Index (ECI) being respectively 126 points and 477 points.

² De Peuter and Pattyn, 2008

³ Where appropriate, the same indicators have been used for NSRF and Programme level, and for the various institutions/bodies involved in SIS where appropriate

Table 2 - ECI: sources of information

Source of information	
Primary sources	<ul style="list-style-type: none"> ▶ Online survey addressed to the wider stakeholders' evaluation community; ▶ Focus group composed of key institutional stakeholders of the evaluation community which provided feedback on the methodology for the measurement of the evaluation culture ▶ Focus group composed of key institutional stakeholders of the evaluation community which provided feedback on the preliminary results of the first annual measurement; ▶ Focus group with stakeholders of the broader evaluation community in Romania, providing feedback on the contents of the first draft of this report ▶ Interviews with project managers of KAI 1.2 projects (ACIS Central Evaluation Unit staff);
Secondary sources	<ul style="list-style-type: none"> ▶ Relevant National documents, EU and national methodological guidance, Programming and Operational documents at OP and NSRF level, Evaluation reports; ▶ International benchmarking

In order to quantify the current value of the indicators during the first measurement cycle, we have proceeded as follows:

- ▶ for indicators quantified through primary sources (survey), a score is assigned based on the average score provided by questionnaire respondents;
- ▶ for indicators quantified through secondary sources, a score is assigned on behalf of the evaluation team.

For indicators quantified through international benchmarking, a score is assigned based on specific survey covering 5 EU countries (Bulgaria, Germany, Hungary, Italy and Lithuania) and 18 Operational Programs (Table 3 – International Benchmarking: Countries and OP covered).

Table 3 - International Benchmarking: Countries and OP covered

Country	Operational Program
Bulgaria	<ul style="list-style-type: none"> ▶ OP Transport ▶ OP Regional Development ▶ OP Development of the Competitiveness of the Bulgarian Economy ▶ OP Environment ▶ OP Technical Assistance ▶ OP Administrative Capacity ▶ OP Human Resources development ▶ Rural Development Programme ▶ OP Fisheries Development
Germany	▶ OP of the state of Brandenburg for the ESF programming period 2007-2013
Hungary	▶ NSRF
Italy	<ul style="list-style-type: none"> ▶ Regional Operational Programme 2007-2013 of Lombardy Region under the Regional Competitiveness and Employment Objective, co-funded by the European Social Fund (ESF) ▶ Cross-border cooperation operational programme 2007-2013: Italy - Switzerland ▶ Regional Operational Programme 2007-2013 of Lombardy Region under the Regional Competitiveness and Employment Objective, co-funded by the European Regional Development Fund (ERDF) ▶ Solid Funds (EBF, IF, ERF, RF)
Lithuania	<ul style="list-style-type: none"> ▶ OP Human Resources Development ▶ OP Economic Growth ▶ OP Cohesion Promotion

With specific reference to the benchmark analysis, its aim was to define threshold for (see Annex 4 - Evaluation Culture and Evaluation Capacity Framework):

- ▶ Adequacy of human/financial resources allocated to the Evaluation Function at OP level;

- ▶ Efficiency of the Evaluation Function (in terms of number of evaluations accomplished per year);
- ▶ Degree of involvement of academia/research centers in the programming phase and OP implementation;
- ▶ Significance of demand for evaluation;
- ▶ Responence of evaluation to the need for empirically based knowledge⁴;
- ▶ Effectiveness of the organization of professional evaluators in creating a network of evaluation experts.

The scoring obtained for each indicator has then been summed-up at the level of sub-criteria, criteria and dimension, compared to the maximum score achievable at the corresponding level and presented in terms of percentage. The diffusion of evaluation culture (ECI) is therefore calculated as the "average distance"⁵ (measured as percentage) of each criteria to its maximum achievable score.

⁴ Respondents were asked whether the evaluations carried out were triggered in response to the need for knowledge.

⁵ This distance, in terms of percentage, is calculated as the ratio between the actual value and the maximum achievable score.