

The dimension related to the **dissemination and use of evaluation results** continued to perform adequately. Evaluation reports were publicly available on the *Evaluation library*² and findings were usually presented and discussed with the wide community of stakeholders, by means of public debates. Moreover, as evidenced in the first year measurement, in order to support the use of evaluation results and make the best use of them, the system had put in place procedures to address them and defined actions for follow-up. This supported the use of evaluation results that were considered as having a considerable impact.

Within the **institutionalization of evaluation culture** dimension, the analysis reflected a performance below the ECI average. The problems identified in the first year measurement persisted also during the second cycle: the number of evaluations triggered in response to a need of knowledge was lower than in other member states; the degree of participation of civil servants, other than those dedicated to evaluation, was rather limited; the available training options for public policy evaluators did not accommodate the identified needs; and the legislative framework included a number of hampering elements, in particular relating to public procurement rules, national ordinances on staff hired and rules on expense eligibility.

1.5. Content of the report

This report represents the Third Annual Measurement of the Evaluation Culture and includes according to the Terms of Reference:

- ▶ An analysis of the current state of evaluation culture within the framework of Structural Instruments in Romania, consisting in the measurement of the achievement of evaluation culture among the structures involved in the management of Structural Instruments based on the Evaluation Culture Measurement Index (ECI)
- ▶ And an analysis of the impact of KAI 1.2 on the level of diffusion of evaluation culture

The Report is structured in four chapters:

- ▶ **Chapter 1:** provides a description of the context of the project and of this report
- ▶ **Chapter 2:** provides an analysis of the current state of evaluation culture within the framework of Structural Instruments in Romania
- ▶ **Chapter 3:** provides an analysis of KAI 1.2 of OPTA in terms of impact of the overall score of ECI
- ▶ **Chapter 4:** contains a set of conclusions based on the findings included in Chapter 2 and 3, a comparison of the results of the three measurement cycles and proposals for development of the future activities of KAI 1.2

² Starting from January 2013, the Ministry of European Funds has made available for decision-makers and for the wide public a centralized Evaluation Library, containing evaluation reports carried out both at OP and NSRF level, which can be consulted on-line on the web page www.evaluate-structurale.ro. This instrument for managing the evaluation results has been deployed under the project *Improving the use of evaluation in the policy-making and decision-making process in the field of structural instruments in Romania*, financed through KAI 1.2.

Chapter 2 Third annual measurement of evaluation culture

2.1. Revised methodology

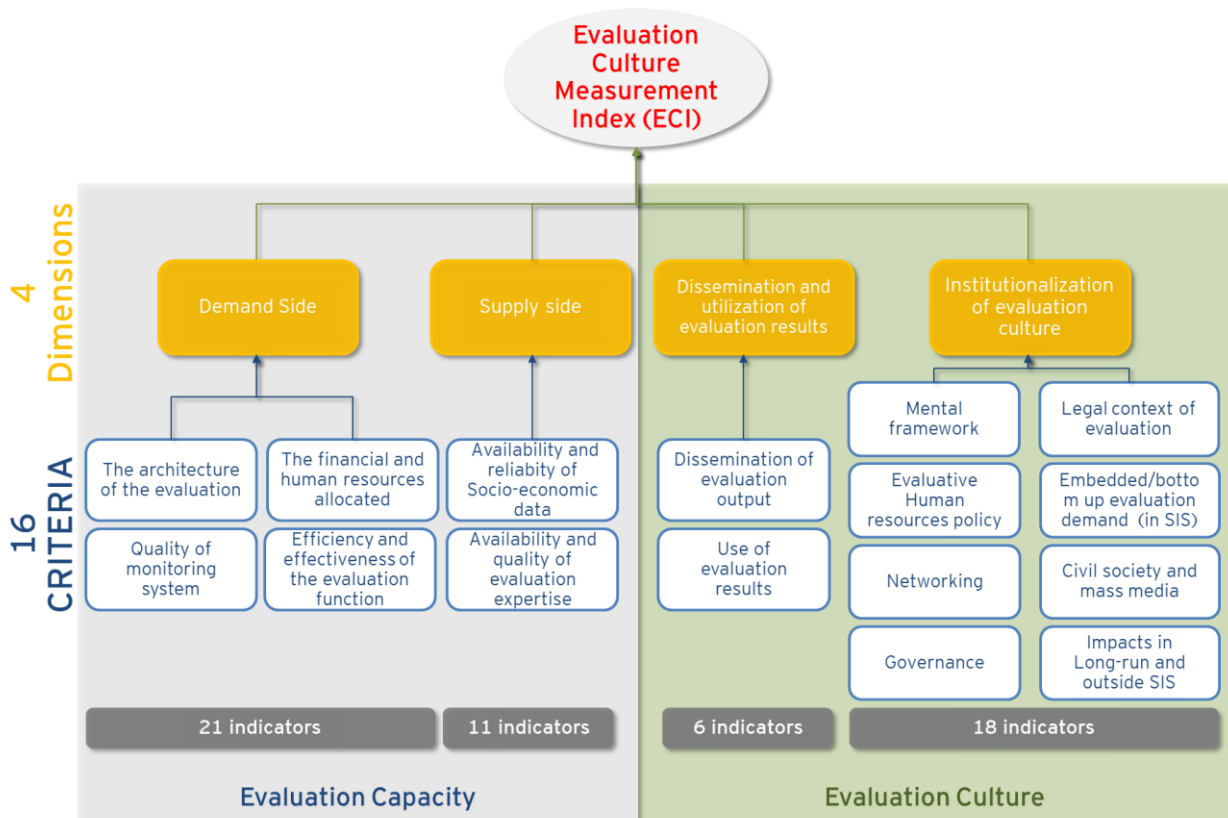
The framework presented in the previous section has been the starting point for the development of a tool aimed at measuring the achievement of evaluation culture among the structures involved in the management of Structural Instruments. Such tool, the **Evaluation Culture Measurement Index (ECI)**,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

- ▶ 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 revised version of the ECI is composed of 4 dimensions, 16 criteria, 32 sub-criteria and 56 indicators:

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

Figure 1 - The Evaluation Culture Measurement Index Framework



Compared to the previous measurement exercise and respecting the comparability of results, the following improvements were adopted:

- ▶ **Dissemination and utilization of evaluation results:** In order to capture the use of the immediate results of the evaluations, the e-survey was updated by adding two new questions within *Criterion 8. Use of evaluation results*. The changes made ensure the comparability for each OP. These are listed below:
 - **Indicator 36. Existence of a decision-making Monitoring/Coordination Committee/Managing Authority responsible for the follow-up of the evaluation results (OP level)** was better focused on the effective use of evaluation results by Monitoring Committees. Thus, in the online survey the following question was added: *To what extent is the evaluation evidence taken into account by Monitoring Committees in the decision making process?*, which was meant to analyse stakeholder opinion.
 - **Indicator 37. Impact of the evaluation results on programming process (OP level)** was modified in order to assess how the evaluation evidence is being used in the preparation of 2014-2020 Operational Programmes. For this purpose, in the online survey the following question was added: *Have the evaluation recommendations, related to Programming at OP level, been used in the preparation of 2014-2020 Operational Programmes? If yes, please detail how they were used.* The question was meant to examine how programmers used the evaluation results to define future development needs and specific objectives of OPs.
- ▶ **International benchmarking survey:** within *Indicator 1. Existence of dedicated Evaluation Units*, a new question was added in order to allow comparison with other Member States, namely: *How is the evaluation function currently organized? Are any changes envisaged for the period 2014-2020?*
- ▶ **Research panel:** the number of respondents included in the research panel of the third measurement cycle was updated in order to capture institutional changes and totals 292 respondents, compared to 288 identified in the second annual measurement. Although the number of respondents changed, the weight of each sub-group remained the same. More specifically, the evaluation demand represents about 80% of the panel and the remaining 20% is distributed between evaluation companies, independent evaluators and universities, representing the supply side of the market.

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.

Since indicators have different measurement units, a normalization method is applied to each indicator, normalizing values between [0-1] through Min-Max method. Each sub criteria is then expressed as average of related indicators and criteria are computed as average of the related sub-criteria.

Table 2 - ECI: sources of information

Sources of information	
Primary sources	<ul style="list-style-type: none"> ▶ Survey of wider stakeholders' evaluation community covering demand (e.g. Evaluation Units, MAs, IBs, Policy Makers) and supply side (evaluation societies, independent evaluators, Universities): 86 responses received out of a research panel composed of 292 potential respondents ▶ Focus Group with academic members of ADER in order to assess the supply side of the evaluation market in terms of independence and skills ▶ Focus-group with the EWG aimed at validating the preliminary results and obtaining additional comments and inputs before finalising the Third Measurement Report

	<ul style="list-style-type: none"> ▶ Dissemination event to communicate the results of the measurement cycle among stakeholders of the Structural Instrument Management System and to collect additional information among stakeholders in order to finalize the Third Measurement Report
International benchmarking	<ul style="list-style-type: none"> ▶ Questionnaire among MAs of EU Member States: responses covered 9 OPs from Hungary, Lithuania and Italy
Secondary sources	<ul style="list-style-type: none"> ▶ Desk research covering relevant national documents, EU and national methodological guidance, programming and operational documents at OP and NSRF level and evaluation reports

The ECI is calculated as average of the 4 dimensions considered. The development of the evaluation culture is expressed in terms of percentage at the level of ECI, dimensions, criteria, sub-criteria, capturing the achieved score in Min - Max range. The application of the normalization method to the results of the first and second cycles allows for a comparison of the development of evaluation culture among cycles.

2.2. Results at the level of ECI, dimensions and criteria

The results of the third annual measurement are presented in this section, starting from aggregate level (dimensions and criteria) and then in further details.

2.2.1. Overall results by dimension

The third annual measurement continues to give satisfactory results both in the pattern of shared beliefs and values of policy makers and evaluators and in operational aspects and components deemed necessary for conducting an evaluation, totalling an overall score of 59%.

At the level of dimension, the *Dissemination and utilization of evaluation results* and the *Supply side* of evaluation appear to be the most developed, followed by the *Demand side* of the evaluation, whereas there are areas for improvement regarding the *Institutionalization of evaluation culture*.

Figure 2 - Overall Index and results by dimensions

