

	<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

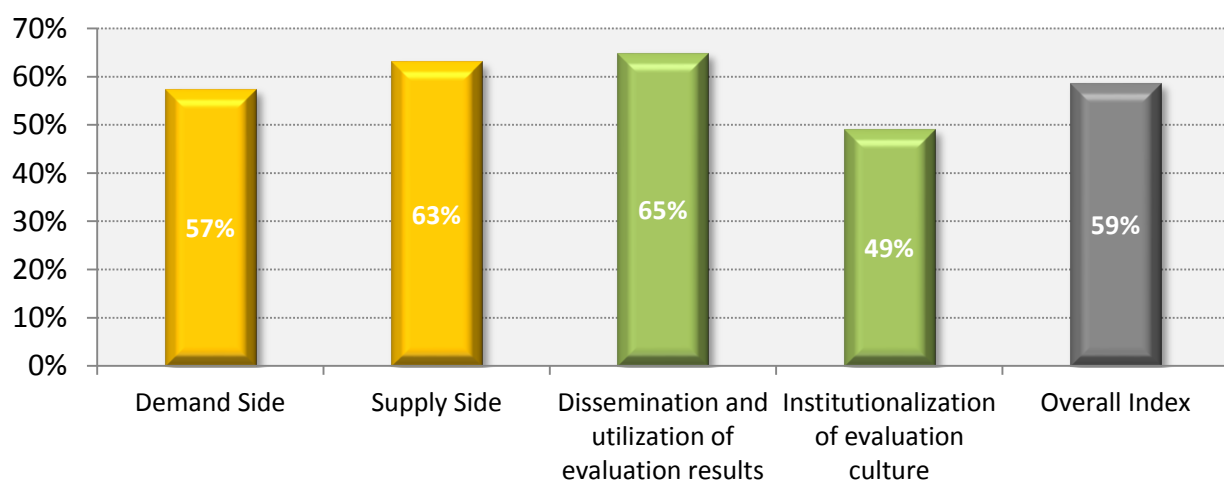
The results of the third annual measurement are presented in this section, starting from aggregate level (dimensions and criteria) and then in further details.

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*.

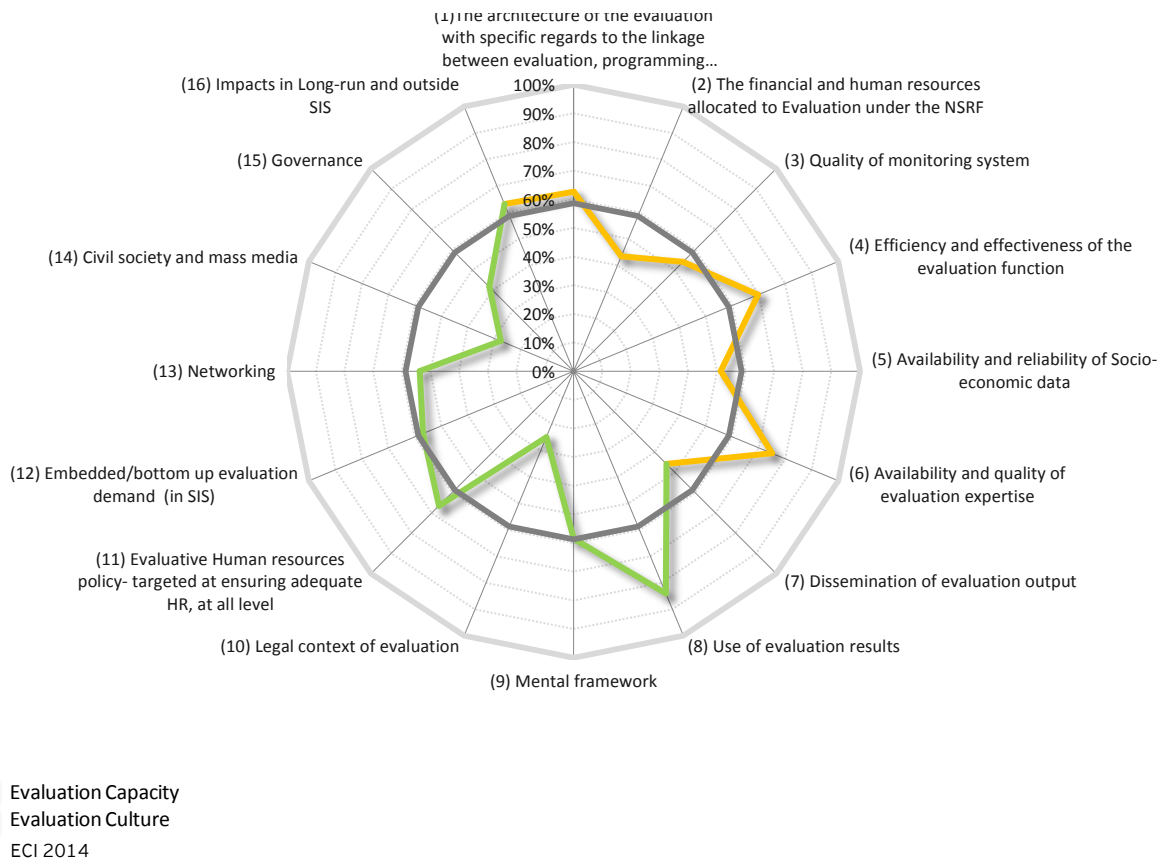
Figure 2 - Overall Index and results by dimensions



2.2.2. Results by criteria

The good level of diffusion of evaluation culture derives from an average achievement of 59% across the 16 criteria. The minimum value is registered under criteria (10) Legal Context of the Evaluation and the maximum value under criteria (8) Use of Evaluation Results.

Figure 3 - Results of evaluation culture by criteria



With respect to the overall average, the top performing and least performing criteria in terms of distance from the maximum achievable values are as follows:

Table 3 - “Top Performing” and “Least Performing” Criteria

TOP PERFORMING	LEAST PERFORMING
<ul style="list-style-type: none"> ▶ Use of evaluation results ▶ Availability and quality of evaluation expertise ▶ Efficiency and effectiveness of the evaluation function ▶ Evaluative Human resources policy- targeted at ensuring adequate HR, at all level 	<ul style="list-style-type: none"> ▶ Legal context of evaluation ▶ Civil Society and mass media involvement ▶ Governance ▶ The financial and human resources allocated to Evaluation under the NSRF

2.2.3. Results by sub-criteria and indicators

In the following sections results are more deeply examined. Sub criteria and top/least performing indicators are analysed in order to provide preliminary conclusions and recommendations.

(1) The architecture of the evaluation

The architecture of the evaluation system has an overall achievement above the ECI average, due to the good coordination of "evaluation responsibilities". The need to enhance the awareness of evaluation among policy makers, both at central and local level, was confirmed by the supply side. **(criterion overall achievement: 63%)**

- ▶ **Evaluation Responsibilities:** evaluation activities are performed for all operational programmes.

In most cases, the Managing Authorities have in their structure dedicated Evaluation Units, with the exception of SOP Environment and NPRD, for which the evaluation activities are performed by the Coordination Department, respectively by the Service Coordination and Promotion.

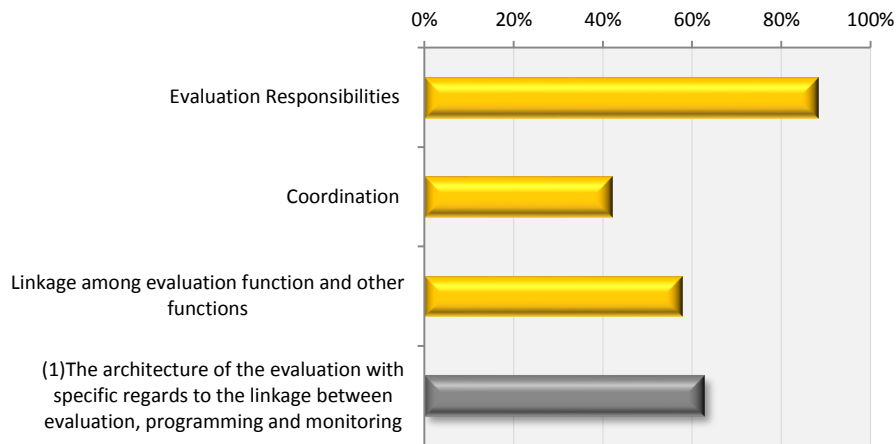
However, more than half of the Evaluation Units are performing also other activities, such as communication or programming, and do not report solely to the head of MA (i.e. some evaluation units are subordinated to the head of a broader unit that incorporates also the evaluation activities, such as in the case of OP TA, where the Evaluation Unit reports to the head of the General Directorate of Analysis, Programming and Evaluation). During the focus groups organized with the occasion of the second measurement exercise, the representatives of the Managing Authorities stated that the effectiveness of evaluation is affected when Evaluation Units have to perform also other tasks.

Mission, roles and tasks of EUs are clearly defined and assigned based on ROF, procedures and job descriptions. **(sub-criterion achieved score: 88%)**

- ▶ **Coordination:** based on the e-survey, in the last 12 months the respondents took part on average to 0 - 1 EWG meetings and the approaches shared were often adopted at OP level. On the other hand, the desk research revealed that the applied procedure concerning the coordinating role of the EWG remained in draft status since the beginning of the programming period. **(sub-criterion achieved score: 42%)**
- ▶ **Linkage among evaluation function and other functions:** the desk research identified procedures in place, linking monitoring to evaluation (e.g.: *"If the monitoring data indicates a deviation from the initially set objectives, the Evaluation Unit will perform ad-hoc evaluations"*). Moreover, the e-survey respondents consider that about 31-50% of the evaluations were initiated in order to investigate issues raised by the monitoring unit.

On the other hand, based on the desk research, it appears that no evaluations have been initiated in order to investigate issues raised by Programming. This was due to the fact that ex-ante evaluations performed for the programming period 2014-2020 were not reflected in this report; based on the approved methodology, we considered only the finalized projects. **(sub-criterion achieved score: 58%)**

Figure 4 - The architecture of the evaluation, by sub criteria



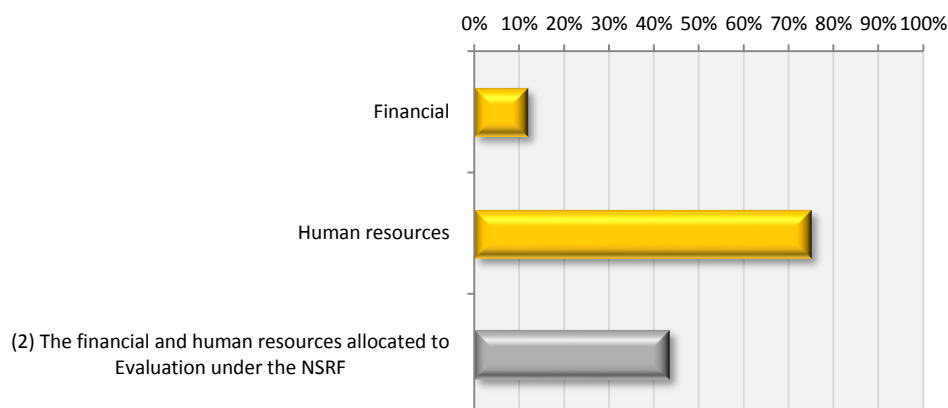
(2) Financial and human resources allocated to Evaluation

The third annual measurement concluded that resources allocated to evaluation are sufficient in terms of human resources, but there is place for improvement concerning the availability of financial resources, this criterion being one of the least performing. **(criterion overall achievement: 43%)**

- ▶ **Financial resources:** OPs allocated, on average, 0.12% of their budget to evaluation, which is considered insufficient, based on the international benchmarking (e.g. Hungary allocated to evaluation up to 3% of the total budget of the Social Renewal OP and of Social Infrastructure OP) **(sub-criterion achieved score: 12%)**
- ▶ **Human resources:** the number and expertise of the human resources allocated to evaluation is considered adequate, based on the international benchmarking and on the desk research (i.e. CVs received from the Evaluation Units). On the other hand, we noticed that the number of persons performing evaluation activities varies greatly between OPs (from only 1 employee for SOP Transport or SOP Environment to 6 employees for NPRD).

From the e-survey results, it appears that up to 30% of the OP Evaluation Unit staff left in the last 12 month, whereas from the NSRF Evaluation Unit, no person has left. Also, the e-survey revealed that the staff of the Evaluation Unit benefit from systematic training sessions. **(sub-criterion achieved score: 75%)**

Figure 5 - Financial and Human Resources allocated to Evaluation, by sub-criteria

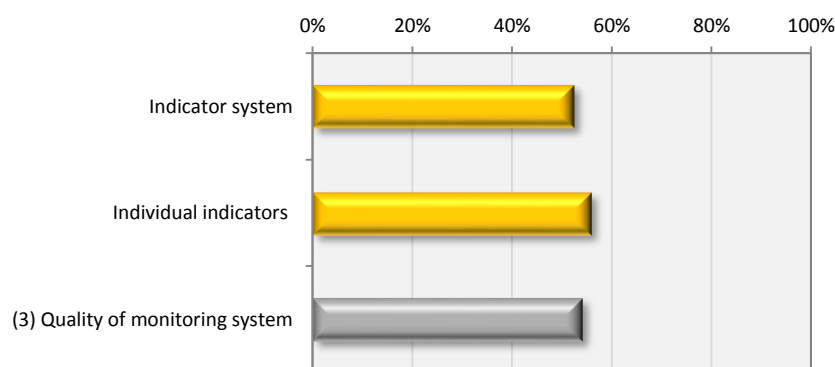


(3) Quality of monitoring system

The quality of the monitoring system is considered adequate, both in terms of the Indicator System and Individual indicators, as revealed by the desk analysis and by the e-survey. **(criterion overall achievement: 54%)**

- ▶ **Indicator system:** the quality of the indicator system, in terms of coverage and manageability, is considered medium for both OP and NSRF. The average time to obtain information from the monitoring system is lower at OP than NSRF level (OP level 15 days versus 1 month for NSRF). **(sub-criteria achieved score: 52%)**
- ▶ **Individual indicators:** the quality of individual indicators, in terms of correspondence, normativity, robustness and feasibility, obtained the same score both at OP and NSRF level. **(sub-criterion achieved score: 56%)**

Figure 6 - Quality of the monitoring system, by sub-criteria



(4) The evaluation function is efficient and effective

The demand side dimension, which refers to the commissioning side of the evaluation process, is supported by efficient and effective activities of planning, management, quality control and learning, being one of the best performing criterions. **(criterion overall achievement: 70%)**

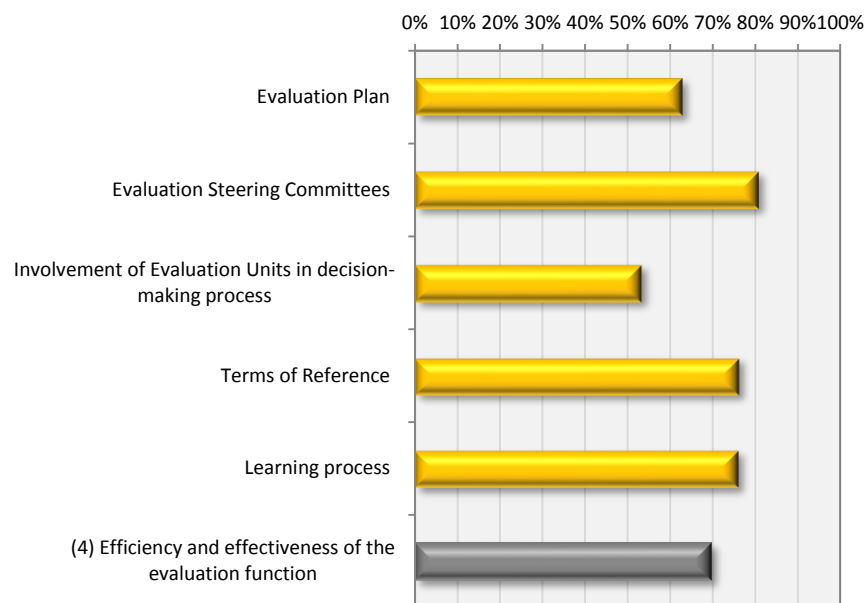
- ▶ **Evaluation Plans:** except for the NPRD, all OPs have multiannual evaluation plans in place; however, they are not always updated (e.g. for SOP Environment and SOP Transport they were not updated since 2008). Annual plans either do not exist or are not regularly revised (except for ROP, who prepared AEPs for 2010, 2011 and 2012).

The execution rate of the MEP is between 30% and 100% (i.e. in the case of SOP HRD), with an average delay of 6 months between the planned date included in the MEP and the completion date. According to the e-survey respondents, some of the reasons of delay between the evaluations and the date on which they were scheduled in the Annual Plan are: difficult public procurement procedure, high number of appeals and slow progress of the program **(sub-criterion achieved score: 63%)**

- ▶ **Evaluation Steering Committees:** ESCs are in place with clearly assigned roles and responsibilities. Based on the e-survey, the activity of ESCs is considered of medium to high effectiveness. **(sub-criterion achieved score: 81%)**
- ▶ **Involvement of Evaluation Units in decision making process:** based on the e-survey, EUs are consulted by MAs in decision making processes, but not in a formalized manner. **(sub-criterion achieved score: 53%)**

- ▶ **Terms of reference:** the e-survey respondents consider ToRs to be of medium to high quality. There is evidence also of guidelines supporting the preparation of ToRs (e.g.: *The 2012 Interim evaluation guidelines*, which can be consulted on the website of the Ministry of European Funds). **(sub-criterion achieved score: 76%)**
- ▶ **Learning process:** evaluation procedures were updated for approximately 63% of the OPs. For SOP HDR, SOP IEC and SOP Environment, the evaluation procedure was not updated and do not reflect the latest organizational changes. **(sub-criterion achieved score: 76%)**

Figure 7 - Evaluation function efficiency and effectiveness, by sub-criteria

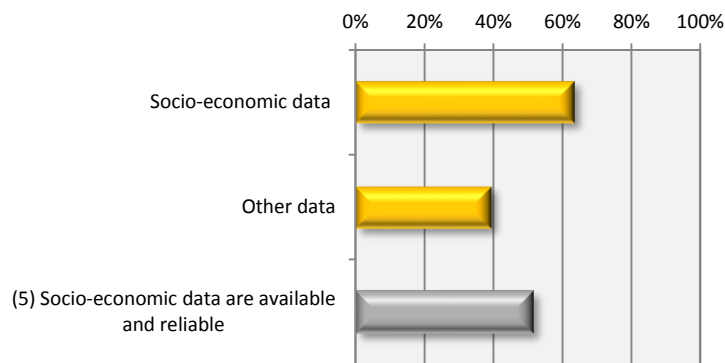


(5) Socio-economic data are available and reliable

The socio-economic data are available on time, both at national and regional level, on the NIS and Eurostat websites. However, based on the e-survey, the micro data at beneficiary level are only partially available and are not always consistent. **(criterion overall achievement: 51%)**

- ▶ **Socio-economic data:** key socio-economic data regarding GDP, employment, unemployment and R&D investment are available in a timely manner: 2013 or even 2014 on NIS. Other sources for key socio-economic indicator data are partially available and their consistency is of medium level. **(sub-criterion achieved score: 63%)**
- ▶ **Other data:** according to the e-survey respondents, other necessary data (e.g. micro-data at beneficiary level) are only partially available (e.g. of available data: balance sheets, periodic budgets, periodic project analysis). **(sub-criterion achieved score: 39%)**

Figure 8 - Socio-economic data availability and reliability, by sub-criteria



(6) Availability and quality of evaluation expertise

The *Availability and quality of evaluation expertise* is one of the top performing criteria. Based on the e-survey and on the focus group with ADER, although the evaluation market is only partially competitive, the evaluators have the right skills and expertise. **(criterion overall achievement: 75%)**

- ▶ **Market Competitiveness:** the existence of a pipeline of evaluations (like in the case of the Ministry of European Funds) is considered functional for keeping the supply side active on the market and growing in term of number of companies and quality of the expertise.

Overall, the Romanian evaluation market is considered as partially competitive since evaluation services are most of the times assigned to a limited number of players. Furthermore, international firms are more present than local firms on the Romanian evaluation market (13 international, 7 national) and the involvement of universities in evaluation activities is not yet developed.

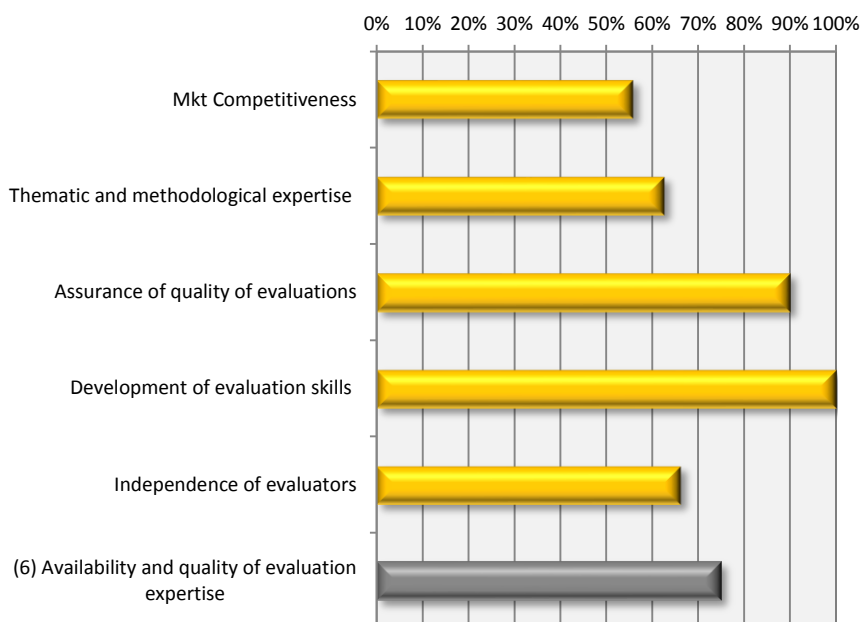
The Focus Group with ADER revealed that universities are not financially motivated to perform business activities (i.e. extra-budgetary incomes are considered public money and universities are restricted in using them). Moreover, the structure of public procurements discourages some small firms to participate in the bidding processes (e.g. awarding projects based on the lowest price, very restrictive requirements). The fact that there is no advance payment for evaluation projects imposes some difficulties for smaller firms to support the cash flows. **(sub-criterion achieved score: 56%)**

- ▶ **Thematic and methodological expertise:** the e-survey respondents consider that the supply side of evaluation has the thematic and methodological expertise needed, but there is still room for improvement (e.g.: they pointed out the lack of expertise by areas and topics of evaluations, such as econometric methods, cost-benefit analysis and counter-factual impact assessment). **(sub-criterion achieved score: 63%)**
- ▶ **Assurance of quality of evaluations:** based on the e-survey results, the use of check-list in assessing the quality of the evaluation reports is widespread. Also, the evaluation reports are perceived, in terms of accuracy, clarity and usefulness, as being of medium to high quality. The quality of the evaluation process is also ensured by the existence of evaluation standards adopted in 2006 by the EWG, but not officially approved. **(sub-criterion achieved score: 90%)**
- ▶ **Development of evaluation skills:** the desk research evidenced the existence of two master programmes dedicated to programme evaluation and other four addressing general public administration themes. Also, a post-graduate study program is available on the market in the field of public administration management.

However, the focus group with ADER revealed the need for more short term training options on the market, since the field of structural instruments is rapidly changing and some particular skills are required in order to properly develop evaluation activities (e.g. impact assessment through counterfactual methods). **(sub-criterion achieved score: 100%)**

- ▶ **Independence of evaluators:** evaluators are perceived as being independent but there is still room for improvement. In order to ensure a higher degree of independence, ADER representatives suggested that the contracting authority should be separated from the beneficiary authority. **(sub-criterion achieved score: 66%)**

Figure 9 - Availability and quality of evaluation expertise, by sub-criteria



(7) Dissemination of evaluation output

This criterion is composed of a single sub-criterion and registers a **46%** achievement of the maximum available score. In order to compute the level of dissemination, we analysed the number of reports available to the wider public and the number of public events.

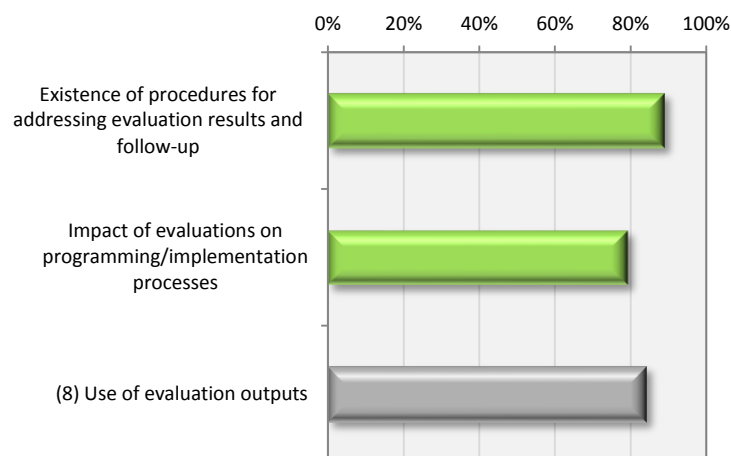
- ▶ Although at the beginning of 2013, the MEF developed the *Evaluation Library* tool, aimed at ensuring the dissemination of evaluation results to the wide public, none of the evaluation reports performed at NSRF level were uploaded in the last 12 months. At OP level, out of the three evaluation reports carried out, two are publicly available in their integrity on the official websites of the Managing Authorities.
- ▶ The public debates, organized in order to discuss the results of evaluation, contributed to the achieved score. In the last 12 months, 2 such events were organized at NSRF level and 1 at OP level.

(8) Use of evaluation results

Use of evaluation results is the top performing criterion. Procedures are in place for the implementation of the evaluation results, but there is still room for improvement regarding the implementation of the action plan, especially at NSRF level. **(criterion overall achievement: 84%)**

- ▶ **Procedures for addressing evaluation results and follow-up:** procedures for addressing evaluation results and for follow-up are in place, both at OP and NSRF level, and responsibilities are being assigned to a decision making body (Monitoring Committee / Managing Authority). Based on the e-survey results, the Monitoring Committees always takes into account the evaluation evidence in the decision making process. A follow-up mechanism, based on an Action Plan drafted upon approval of the Evaluation Report is foreseen for all Programmes in the evaluation procedures, except for NPRD. **(sub-criterion achieved score: 89%)**
- ▶ **Impact of evaluations on programming/implementation processes:** based on the e-survey, the degree of implementation of evaluation recommendations at OP level for the 2007-2013 programming period is between 51-75% while at NSRF level is between 31-50% (i.e.: for ROP, both recommendations related to the reallocation of funds, produced under the Interim Report, were implemented). Also, the e-survey revealed that the evaluation recommendations related to programming were used in the process of drafting 2014-2020 Operational Programmes. **(sub-criterion achieved score: 79%)**.

Figure 10 - Use of evaluation results, by sub-criteria



(9) Mental framework

This criterion is composed of a single sub-criterion and registers a **59%** achievement of the maximum available score. An analysis at the level of indicators evidences that evaluation is considered an important part for achieving success at institutional level by management and executive staff, but there is room for improvement, especially among policy makers.

(10) Legal context of evaluation

This criterion is composed of a single sub-criterion and registers a **25%** achievement of the maximum available score, being the least performing criterion. An analysis at the level of indicator evidences that:

- ▶ Legal provisions regulating evaluation transpose EC legislation into the National Legal Framework (G.D. No. 457/2008) and complement it with additional provisions such as multi-annual evaluation plans.
- ▶ There are legal provisions hampering directly or indirectly evaluation:

- Public Procurement - Government Ordinance 34/2006, determining blockages and delays in the acquisition process
- Ordinance no. 34/2009 based on the agreement with the IMF, World Bank and EU, freezing the hiring of personnel in public administration
- Programming documents and eligible costs orders, limiting the types of target groups eligible for capacity development actions (i.e. supply side of the evaluation)
- Public finance law 500/2002, limiting the possibilities of involvement of OP Evaluation Unit staff in projects organized by the CEU.

(11) Evaluative Human resources policy - targeted at ensuring adequate HR, at all level

This criterion is composed of a single sub-criterion and registers a **67%** achievement of the maximum available score. An analysis at the level of indicators evidences that:

- ▶ There are valid educational/training options in the field of evaluation in Romania, but they do not cover all developmental and training needs. The e-survey respondents indicated the *reduced offer for continuous training and the lack of standardized evaluation trainings or specific trainings for each OP*. Also, they listed the main training needs not addressed in the market, such as: *evaluation methods, impact analysis or correspondence between evaluation method and instruments*.
- ▶ The e-survey also evidenced the existence of evaluation champions, both at OP and NSRF level (i.e. persons supporting the evaluation activities). However, the level of participation of civil servants in evaluation activities has substantial room for improvement.

(12) Embedded/bottom up evaluation demand (in SIS)

This criterion is composed of a single sub-criterion and registers a **57%** achievement of the maximum available score. An analysis at the level of indicator evidences that:

- ▶ The overall demand for evaluation is in line with other Member States: the average number of evaluations carried out per OP has been 4.
- ▶ At OP level there is a low number of evaluations triggered by need of knowledge, which is confirmed by desk analysis and e-survey.
- ▶ At NSRF level there is a high number of evaluations triggered by need of knowledge, but there is no convergence between desk analysis and e-survey (i.e. the indicator obtained a lower score based on the e-survey).

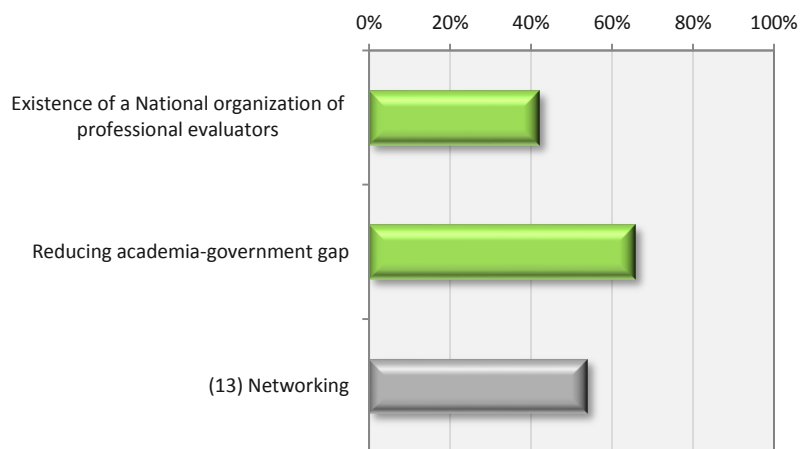
(13) Networking

This criterion is composed of two sub-criteria revealing that the contribution of the national organization of evaluators to the dissemination of good practices is rather low. (**criterion overall achievement: 54%**)

- ▶ **National organization of professional evaluators:** the e-survey evidenced that there is an insufficient contribution of the national organization of evaluators to the creation of a network, aimed at disseminating the good practices. The focus group with ADER revealed the insufficient financial means for further developing the role of the organization. (**sub-criterion achieved score: 42%**)

- ▶ **Reducing academia-government gap:** based on the e-survey results, there is a mechanism of cooperation between Government and academia, at individual level, but its perceived effectiveness is of medium level. **(sub-criterion achieved score: 66%)**

Figure 11 – Networking, by sub-criteria

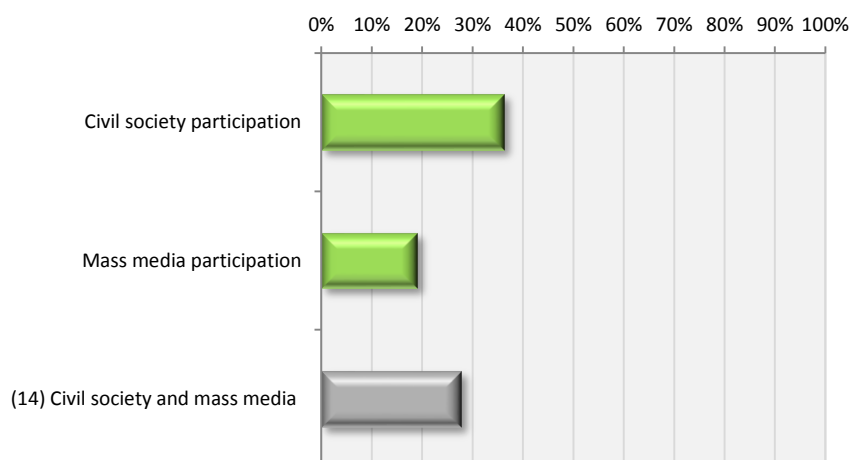


(14) Civil society and mass media

The criterion *Civil society and mass media* is one of the lowest performing, with an average achievement substantially below ECI average. **(criterion overall achievement: 28%)**

- ▶ **Civil Society participation:** the level of participation of civil society in evaluation related activities is perceived as being medium. According to the e-survey respondents, the part of civil society that should be more involved in evaluation-related activities is represented by professional associations, think tanks and NGOs. **(criterion overall achievement: 36%)**
- ▶ **Mass Media participation:** respondents revealed that the number of public events carried out per year, other than Monitoring Committees, related to evaluation and dissemination of evaluation evidence, is rather low. **(criterion overall achievement: 19%)**

Figure 12 – Civil society and mass media, by sub-criteria



(15) Governance

This criterion is composed of a single sub-criterion and registers a **42%** achievement of the maximum available score. The indicators falling under this sub-criterion are measured based on the Worldwide Governance Indicators for 1996 - 2012, published by the World Bank on the website www.worldbank.org. The index presents the rank of Romania against all countries in the world for the following aspects:

- ▶ **Voice and accountability:** above 50% of the countries analyzed
- ▶ **Political stability:** below 50% of the countries analyzed
- ▶ **Government effectiveness:** below 50% of the countries analyzed
- ▶ **Regulatory quality:** above 50% of the countries analyzed
- ▶ **Rule of law:** above 50% of the countries analyzed
- ▶ **Control of corruption:** above 50% of the countries analyzed

(16) Impacts in Long-run and outside SIS

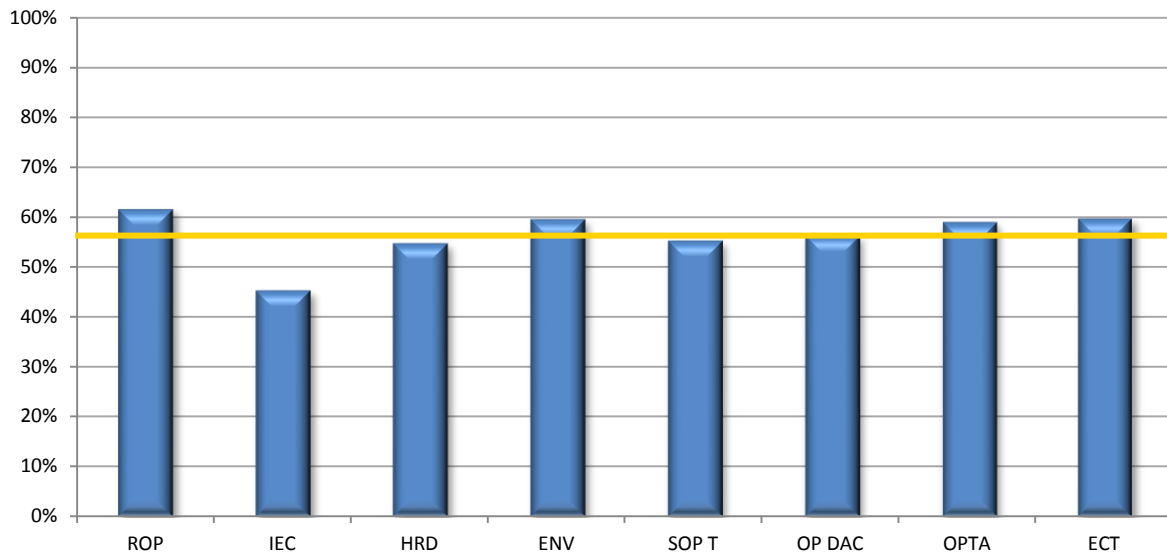
This criterion is composed of a single sub-criterion and registers a **63%** achievement of the maximum available score. An analysis at the level of indicators evidences that:

- ▶ The perceived sensitivity to evaluation on behalf of the institutions involved in the Structural Instruments System (IBs, major beneficiaries, Audit Authority, Certifying Authority) is of medium level (slightly higher for IBs than the rest of the institutions). An important development is represented by the first contracting of evaluation assignments through Joint Technical Secretariats under ETC Programmes. This is expected to increase their level of awareness concerning the importance of evaluation as a tool to improve programme performance, actively contribute to the preparation of annual / multi-annual evaluation plans and structure ad-hoc evaluations that may address specific issues related to Programme implementation.
- ▶ The integration of evaluation both in the policy making process and in the administrative and operating aspects has room for improvement. According to the e-survey respondents, some of the policy fields in which the contribution of the evaluation is the most significant are: social, economic, sectorial policies, health, and education.

2.3. Results by Operational Programme

Based on the available data resulting from the e-survey, a comparison has been drawn among the 7 Convergence Programmes and the ETC Programmes. However, the ECI at OP level is characterized by higher degree of subjectivity if compared to the overall ECI; despite the slight increase of the research panel size, the number of e-survey responses that can be associated to the OPs amounts to approximately 46%, i.e. 36 persons, of the total survey respondents.

Figure 13 - Results by Operational Programme



Overall ECI 59 %

As presented in the figure above, in the third measurement cycle the top and least performing operational programmes continued to be ROP, respectively SOP IEC. The average achievement across the 8 programmes included in the analysis is **56%**, lower than the global ECI, of 59%.

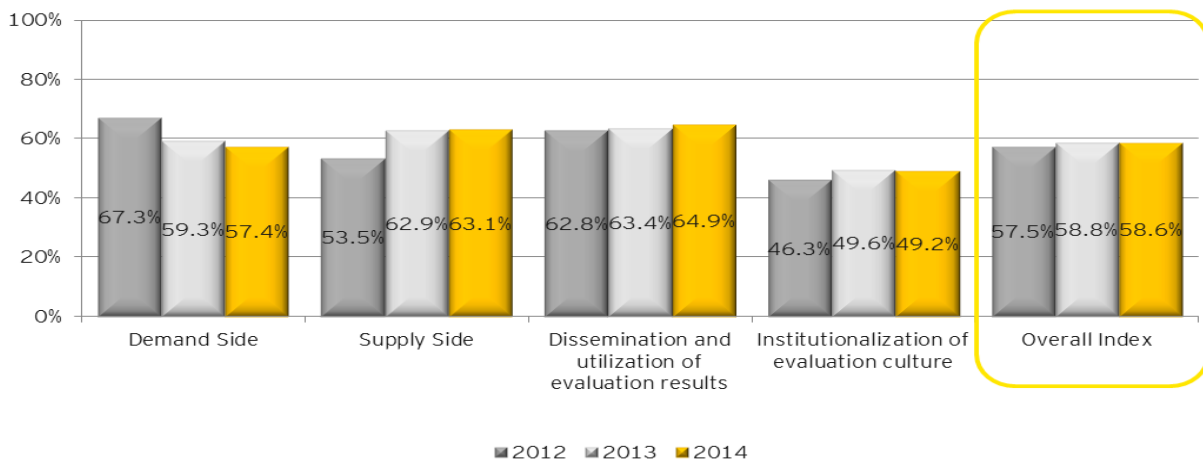
2.4. Comparison between the three annual measurement results

Following the normalization of the results of the first annual measurements³, the comparison with the third annual measurement of evaluation culture reveals a **slight improvement from 57% (2012) to 59% (2014) achieved score** under ECI, which is mainly due to the registered progress for the supply side (increase of approximately 18% in 2014 compared to 2012).

On the other hand, the demand side registered a continuous decrease, caused by the sub-criteria *Financial resources allocated to Evaluation*. The gap between the measurement cycles was not triggered by a significant reduction of the financial allocation, but mainly by the inclusion in the international benchmarking of aggregated data from countries that have higher budgets dedicated to the evaluation (e.g. FR, IT, LT, HU).

³ As presented in chapter 2.1 *Methodology*, in order to be able to compare the results between the three measurement cycles, a normalization method is applied to each indicator, normalizing values between [0-1] through Min-Max method.

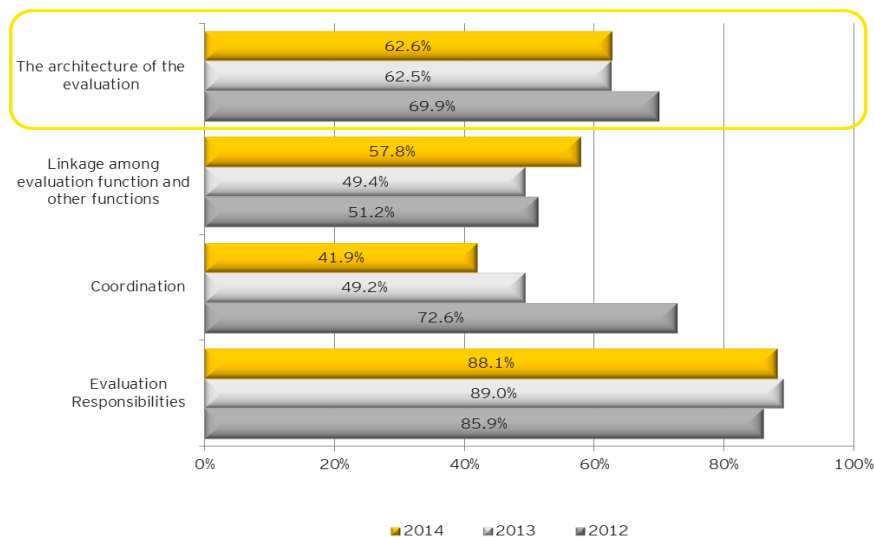
Figure 14 - ECI achieved score - comparison between measurement cycles at dimension level



In order to better capture the evolution of the Evaluation Culture Index during the three measurements cycles, the main variations registered at criteria level are presented below.

Criterion (1) The architecture of the evaluation

Figure 15 - ECI achieved score under the criterion 1 - comparison between measurement cycles at sub-criteria level

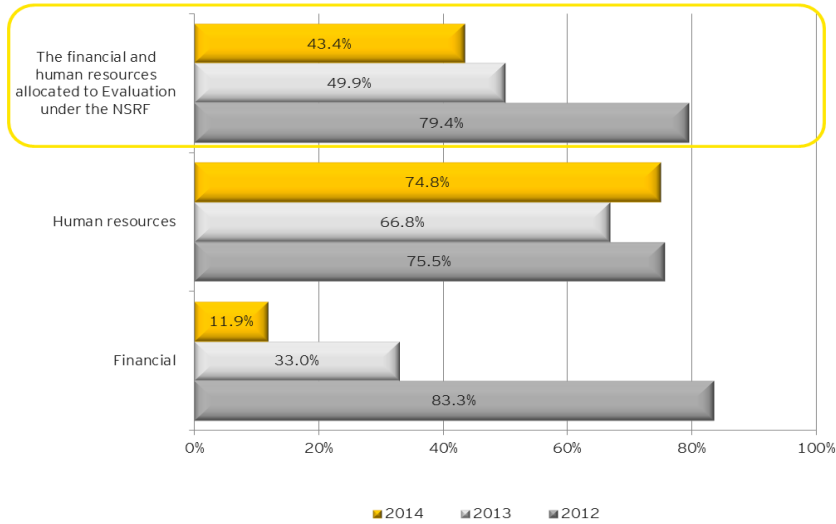


The overall lower performance registered for the criterion *The architecture of evaluation* in 2014 (62.6%), compared to 2012 (69.9%) can be attributed to the inclusion of additional indicators in the methodology, aimed at improving the accuracy of the measurement with regards to the demand side.

However, attention should be paid to the sub-criteria *Coordination*, as the eSurvey respondents revealed that a lower number of EWG meeting were organized in the last 12 months (e.g. respondents attended, in average, 0 - 1 EWG meetings in the third cycle compared to 2-3 EWG meetings in the second cycle).

Criterion (2) The financial and human resources allocated to Evaluation

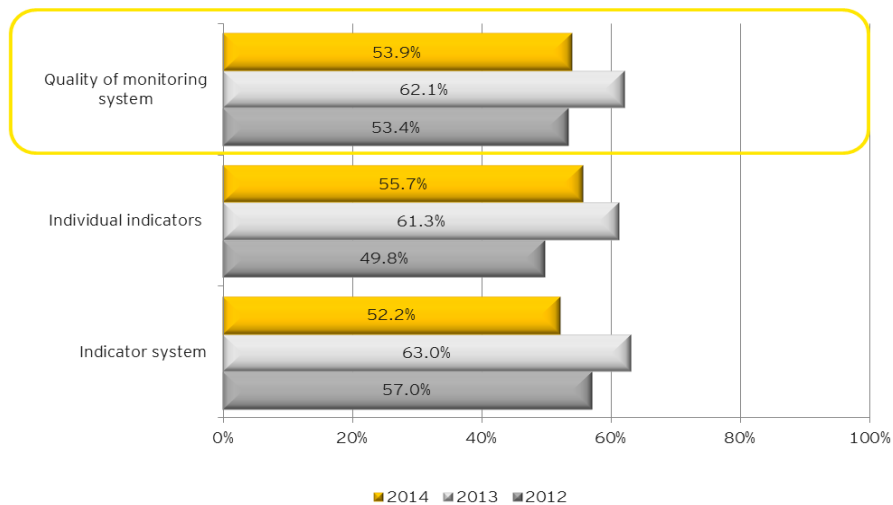
Figure 16 - ECI achieved score under the criterion 2 - comparison between measurement cycles at sub-criteria level



As presented in the beginning of the subchapter, the significant changes reflected by the overall score of this criterion were not determined by a lower allocation of resources to the evaluation function; it was mainly due to the additional information received from international benchmarking in the last two years in terms of financial allocation (i.e. additional data was collected from countries that allocate higher financial resources to evaluation, such as France, Hungary and Italy).

Criterion (3) Quality of monitoring system

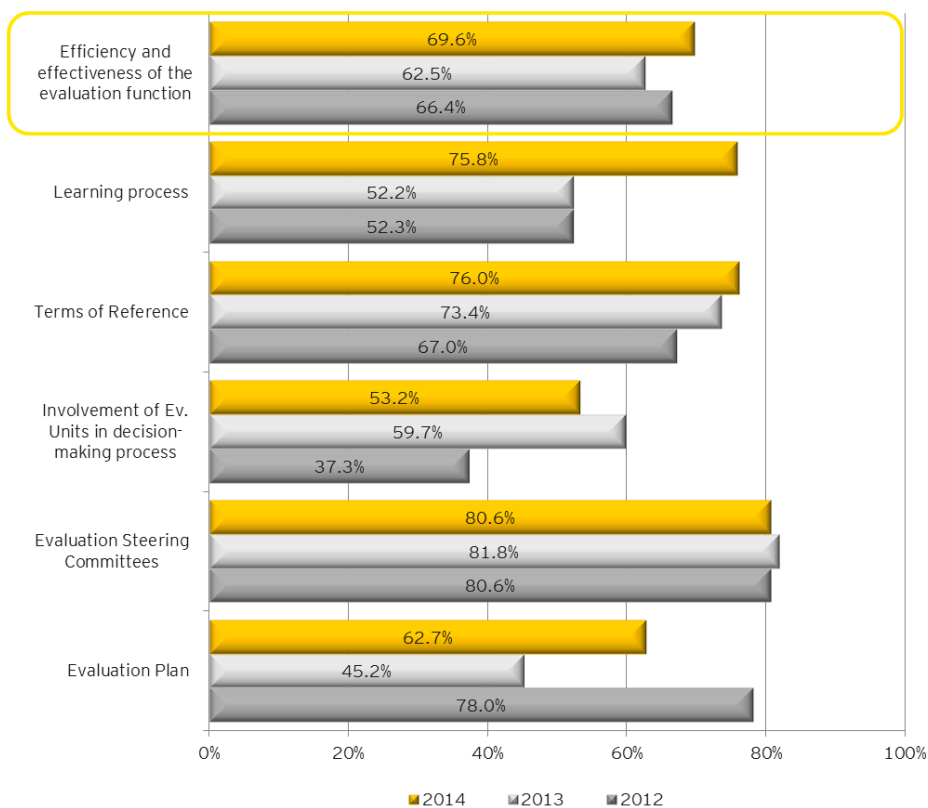
Figure 17 - ECI achieved score under the criterion 3 - comparison between measurement cycles at sub-criteria level



The variations between the 3 measurement cycles are determined by the perceived quality of monitoring system; based on the eSurvey, the score for the *Quality of individual indicators* increased from 2012 to 2014 with approximately 12%, while the score for the *Quality of the indicator system* registered a decrease of 8% in 2014 compared to 2012. The results can be justified by the fact that the third annual measurement cycle overlapped the beginning of the 2014-2020 programming period in which the intervention logic is more complex.

Criterion (4) Efficiency and effectiveness of the evaluation function

Figure 18 - ECI achieved score under the criterion 4 - comparison between measurement cycles at sub-criteria level

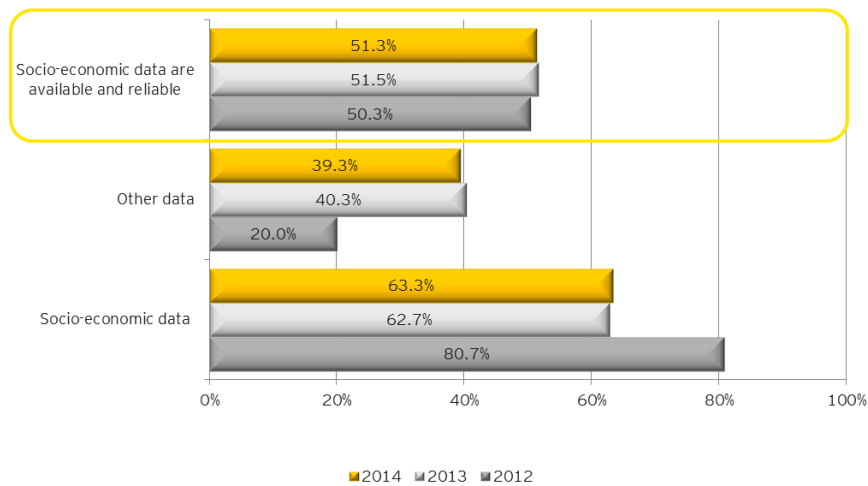


The efficiency and effectiveness of the evaluation function registered an overall increase of 5%, compared to the first measurement cycle, determined by the *Learning process* and the *Involvement of Evaluation Units in the decision making process*. These good results were confirmed also during the meeting with the EWG and ADER: the staff working in the Evaluation Units are better trained and prepared to implement evaluation projects.

On the other hand, the *Evaluation plan* sub-criterion decreased with about 20% in 2014 compared to 2012. Since most of the MEPs undergo frequent revisions, the criterion variation across the three measurement cycles is mainly caused by the different execution rates of the MEPs considered in the analysis.

Criterion (5) Availability and reliability of socio-economic data

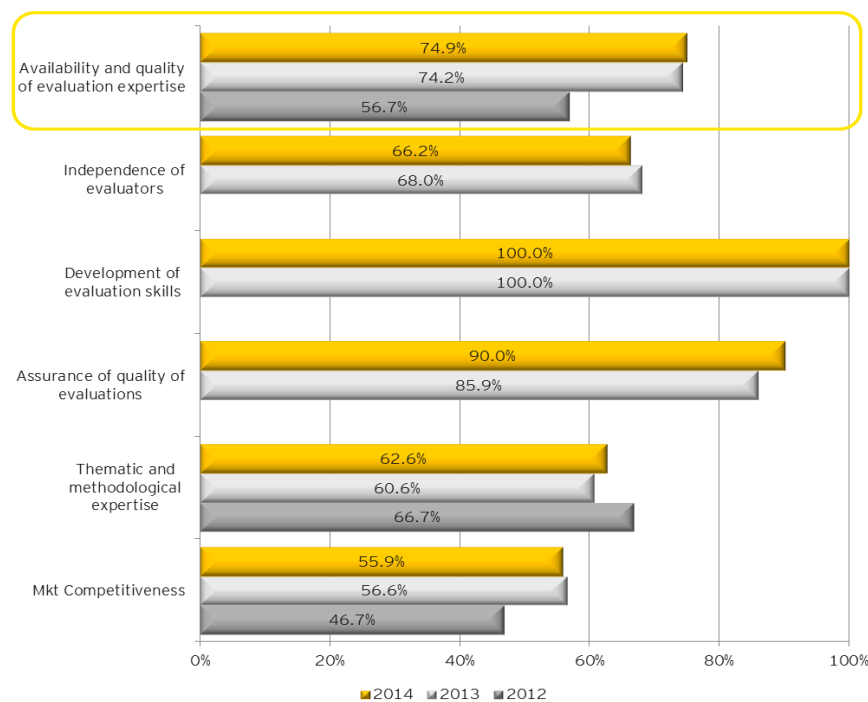
Figure 19 - ECI achieved score under the criterion 5 - comparison between measurement cycles at sub-criteria level



This criterion registered an increase of 2% in 2014 from 2012. At sub-criterion level, the *socio-economic data* needed in the process of evaluation decreased with 21% in 2014 compared to 2012 while *other data* concerning beneficiaries increased with 96%. These results should be treated with caution, as the main data source is the perception of the e-survey respondents.

Criterion (6) Availability and quality of evaluation expertise

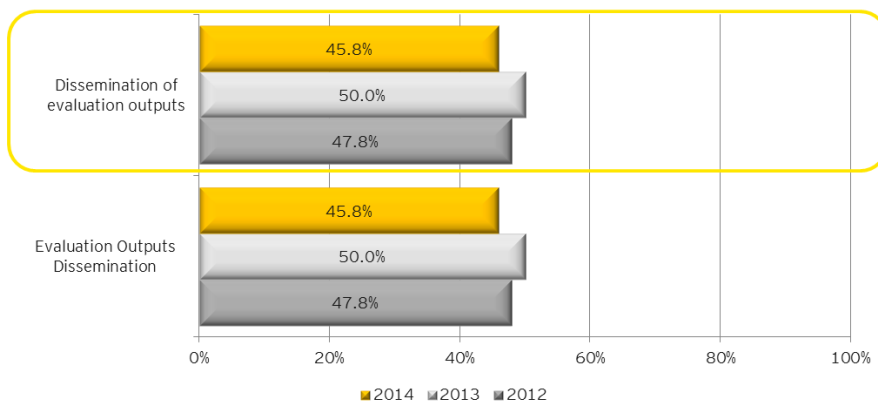
Figure 20 - ECI achieved score under the criterion 6 - comparison between measurement cycles at sub-criteria level



As can be seen in the figure above, this criterion suffered significant methodological improvements in the second cycle; in order to increase the relevancy of results, a number of additional indicators were added to measure the independence of evaluators, development of evaluation skills and the quality of evaluations. The variation registered between the measurement cycles (32% increase in 2014 compared to 2012) should be therefore interpreted with caution. Moreover, the main source of information was the perception of the eSurvey respondents.

Criterion (7) Dissemination of evaluation output

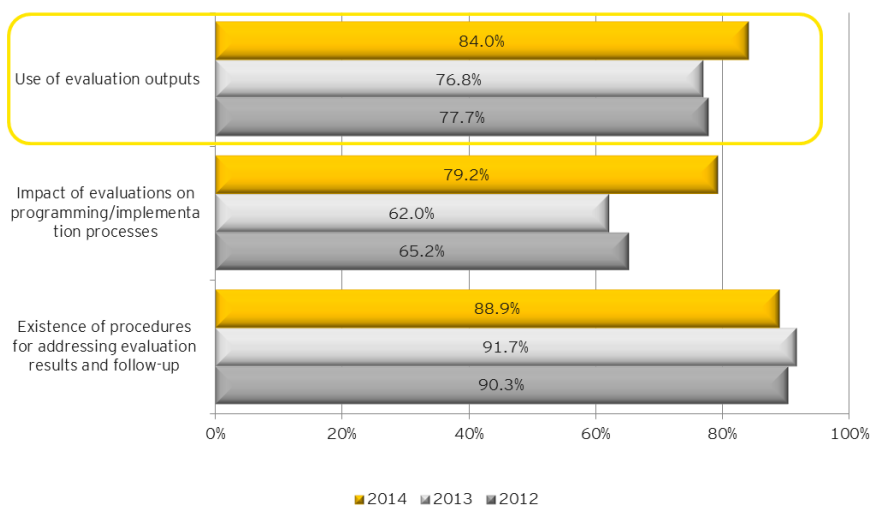
Figure 21 - ECI achieved score under the criterion 7 - comparison between measurement cycles at sub-criteria level



Criterion 7 decreased with approximately 8% in 2014 compared to 2012. This involution can be attributed to the decreasing number of evaluation reports approved and public dissemination events organized in each cycle.

Criterion (8) Use of evaluation results

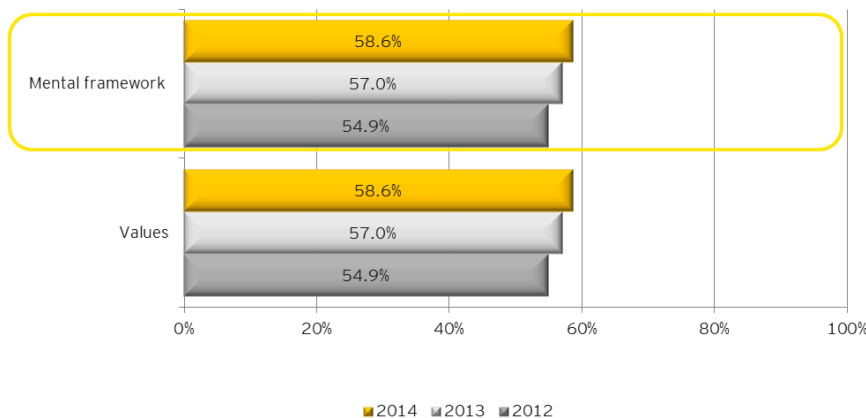
Figure 22 - ECI achieved score under the criterion 8 - comparison between measurement cycles at sub-criteria level



This criterion is one of the best performing in all of the three measurement cycles. The variation of 8% registered between 2014 and 2012 can be explained by the fact that, in the third measurement cycle, a new question was added in the eSurvey, in order to measure the use of evaluation results for the next programming period, which lead to an improved score of the sub-criteria *Impact of evaluations on programming / implementation process*.

Criterion (9) Mental framework

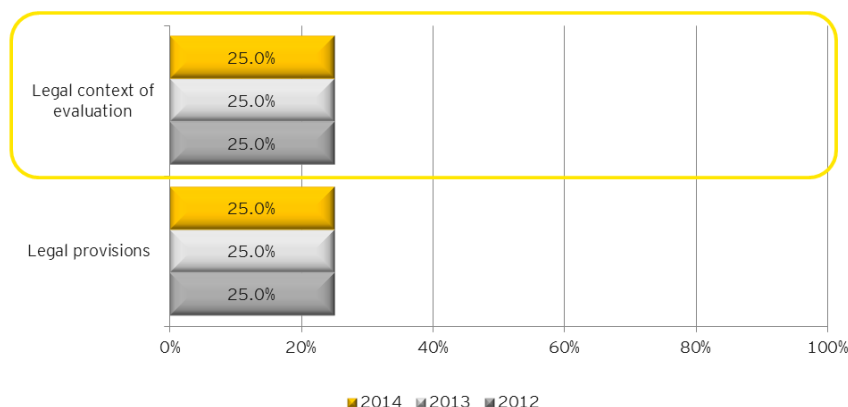
Figure 23 - ECI achieved score under the criterion 9 - comparison between measurement cycles at sub-criteria level



Criterion 9 registered a continuous increase during the three measurement cycles, which reveals that evaluation is considered an essential part of achieving success at institutional level both by management and executive staff.

Criterion (10) Legal context of evaluation

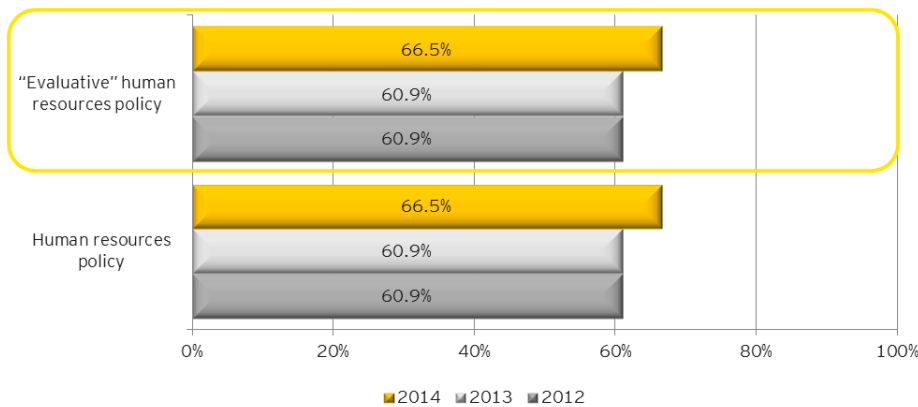
Figure 24 - ECI achieved score under the criterion 10 - comparison between measurement cycles at sub-criteria level



The score registered by this criterion remained constant in all of the three measurement cycles, since the legislation did not suffered substantial change, and hampering elements were identified both by desk research and focus groups with the EWG representatives.

Criterion (11) Evaluative Human resources policy

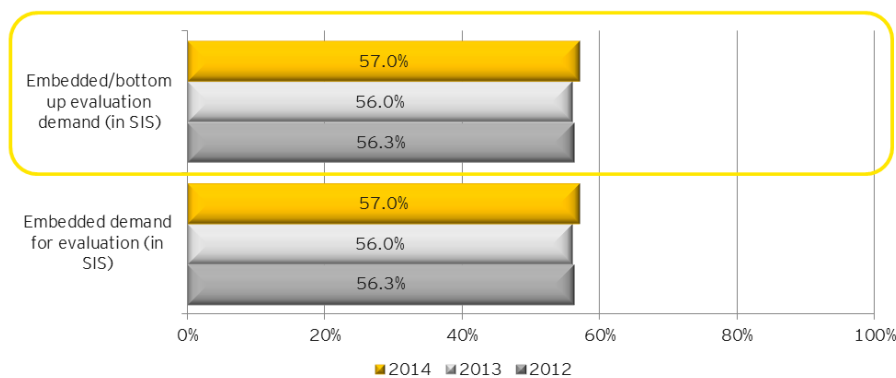
Figure 25 - ECI achieved score under the criterion 11 - comparison between measurement cycles at sub-criteria level



Considering that the main data source for this criterion is the e-survey, the score improvement is attributed to the perception of respondents with regards to the participation of civil servants in evaluation activities and to the activity of evaluation champions (i.e. persons supporting the evaluation process) both at OP and NSRF level. On the other hand, the percentage of civil servants trained in social sciences (as opposed to strict legal training) appears to decrease, with 12% in 2014 compared to 2012.

Criterion (12) Embedded/bottom up evaluation demand (in SIS)

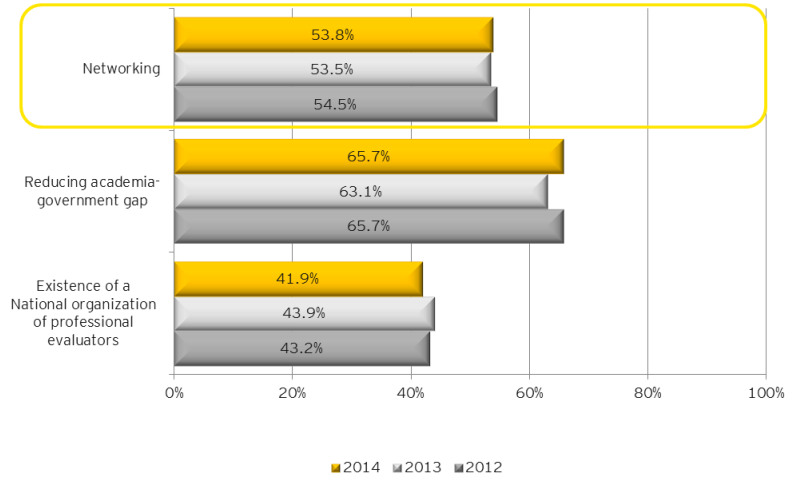
Figure 26 - ECI achieved score under the criterion 12 - comparison between measurement cycles at sub-criteria level



Criterion 12 registered an increase of 1% in 2014 compared to 2012 due to the number of evaluation projects carried out as a response to the need for empirical knowledge and not as an obligation, performed at NSRF level.

Criterion (13) Networking

Figure 27 - ECI achieved score under the criterion 13 - comparison between measurement cycles at sub-criteria level

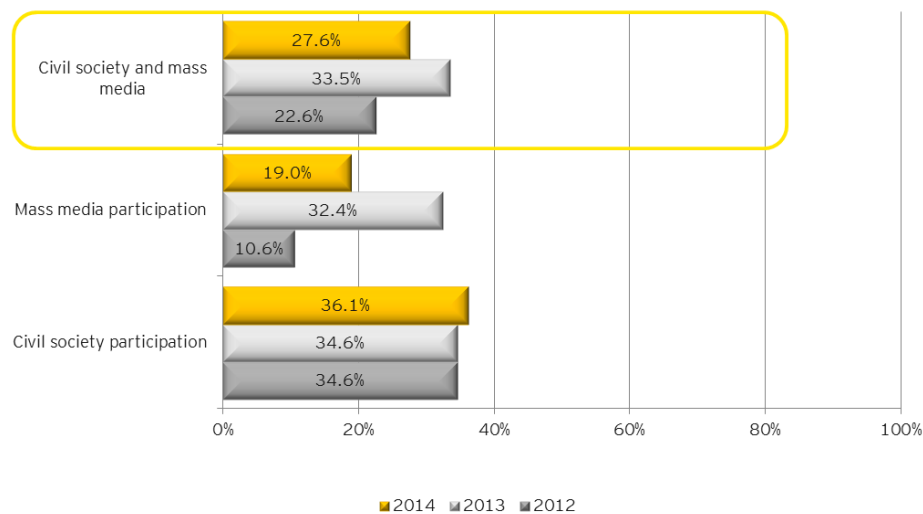


Criterion 13 registered a decrease of 1% in 2014 from 2012, which reflects the perception of the e-survey respondents regarding the contribution of the national organization of professional evaluators to the creation of a network and to dissemination of best practices.

On the other hand, the perception of the e-survey respondents regarding the existence of a cooperation mechanism between academia and government which lead to a better policy formulation has remained the same as in the first annual measurement cycle.

Criterion (14) Civil society and mass media

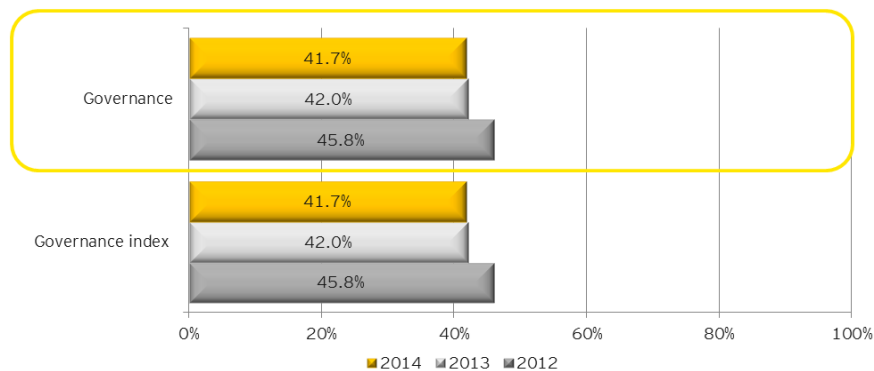
Figure 28 - ECI achieved score under the criterion 14 - comparison between measurement cycles at sub-criteria level



Criterion 14 registered an increase of 22% in 2014 from 2012, mainly due to perception of the e-survey respondents regarding what mass media’s role should be in the process of dissemination of evaluation results.

Criterion (15) Governance

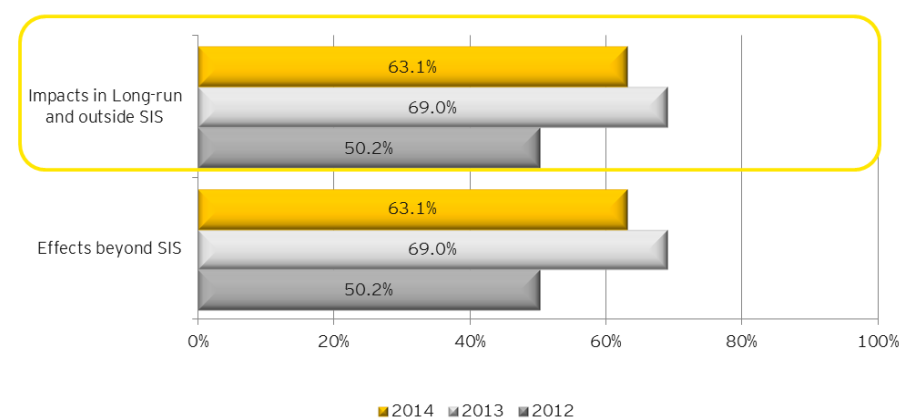
Figure 29 - ECI achieved score under the criterion 15 - comparison between measurement cycles at sub-criteria level



Criterion 15 is based on the Worldwide Governance Indicators for 1996 - 2012, published by the World Bank and presents the rank of Romania against all countries in the world for the following aspects: voice and accountability, political stability, government effectiveness, regulatory quality, rule of law, control of corruption. The achieved scores revealed a continuous decrease, from 45.8% in 2012, to 41.7% in 2014.

Criterion (16) Impacts in Long-run and outside SIS

Figure 30 - ECI achieved score under the criterion 16 - comparison between measurement cycles at sub-criteria level



The perception of the e-survey respondents regarding the integration of evaluation into management strategies and practices was reflected within criterion 16, which registered a 26% increase in 2014 compared to 2012.