

Annexes

Annex 1 - Documents analyzed

Documents received from the Managing Authorities and NSRF:

Regional Operational Programme

Ministry of Regional Development and Public Administration - Regulation on Organization and Functioning of MRDPA, dated October 2013

Ministry of Regional Development and Public Administration - Evaluation Procedure, second edition, dated July 2013

Ministry of Regional Development and Public Administration - Organizational chart

Ministry of Regional Development and Public Administration - Job descriptions of staff performing evaluation activities

Ministry of Regional Development and Public Administration - CVs of staff performing evaluation activities

Ministry of Regional Development and Public Administration - Regional Development Operational Programme, dated October 2013

Ministry of Regional Development and Public Administration - Framework Implementation Document for ROP, dated March 2014

Ministry of Regional Development and Public Administration - Multiannual Evaluation Plan 2007-2013, dated October 2012

Ministry of Regional Development and Public Administration - Annual evaluation plan for 2011, dated October 2010

Ministry of Regional Development and Public Administration - Annual evaluation plan for 2012, dated November 2011

Ministry of Regional Development and Public Administration - Annual evaluation plan for 2013 - 2015, dated October 2012

Ministry of Regional Development and Public Administration - Annual Implementation Reports (2007-2012)

Ministry of Regional Development and Public Administration - Follow up tables

Ministry of Regional Development and Public Administration - Public Procurement Plan for 2013 and 2014

Ministry of Regional Development and Public Administration - Evaluation check-lists

Sectoral Operational Programme Increase of Economic Competitiveness

Ministry of Economy - Regulation on Organization and Functioning of ME, March 2014

Ministry of Economy - Evaluation Procedure, dated July 2013

Ministry of Economy - Organizational chart, dated July 2013

Ministry of Economy - Sectoral Operational Programme, dated Jun 2012

Ministry of Economy - Framework Implementation Document for SOP IEC, dated January 2011

Ministry of Economy - Multiannual Evaluation Plan 2007-2013, dated Jun 2011

Ministry of Economy - Annual Implementation Reports (2007-2012)

Ministry of Economy - Procurement plan for 2014

Ministry of Economy - Evaluation check-lists

Sectoral Operational Programme Human Resources Development

Ministry of Labour, Family, Social Protection and Elderly - Regulation on Organization and Functioning of MLFSPE, not dated

Ministry of Labour, Family, Social Protection and Elderly - Evaluation Procedure, first edition, third revision, not dated

Ministry of Labour, Family, Social Protection and Elderly - Organizational chart, not dated

Ministry of Labour, Family, Social Protection and Elderly - Job descriptions of staff performing evaluation activities

Ministry of Labour, Family, Social Protection and Elderly - CVs of staff performing evaluation activities

Ministry of Labour, Family, Social Protection and Elderly - Sectoral Operational Programme Human Resources Development, not dated

Ministry of Labour, Family, Social Protection and Elderly - Framework Implementation Document for SOP HDR, May 2013

Ministry of Labour, Family, Social Protection and Elderly - Multiannual Evaluation Plan, dated June 2013

Ministry of Labour, Family, Social Protection and Elderly - Annual Implementation Reports (2007-2012)

Ministry of Labour, Family, Social Protection and Elderly - Follow up tables

Ministry of Labour, Family, Social Protection and Elderly - Public Procurement Plan for 2013

Ministry of Labour, Family, Social Protection and Elderly - Evaluation check-lists

Sectoral Operational Programme Environment

Ministry of Environment and Climate Change - Regulation on Organization and Functioning of MECC, dated February 2014

Ministry of Environment and Climate Change - Evaluation Procedure, first edition, not dated

Ministry of Environment and Climate Change - Organizational chart, not dated

Ministry of Environment and Climate Change - Job descriptions of staff performing evaluation activities

Ministry of Environment and Climate Change - CVs of staff performing evaluation activities

Ministry of Environment and Climate Change - Sectoral Operational Programme Environment, dated March 2013

Ministry of Environment and Climate Change - Framework Implementation Document for SOP Environment, dated February 2014

Ministry of Environment and Climate Change - Multiannual Evaluation Plan, dated October 2008

Ministry of Environment and Climate Change - Annual Implementation Reports (2007-2012)

Ministry of Environment and Climate Change - Follow up tables

Ministry of Environment and Climate Change - Public Procurement Plans for 2012, 2013 and 2014

Sectoral Operational Programme Transport

Ministry of Transport - Regulation on Organization and Functioning of MT, May 2014
Ministry of Transport - Evaluation Procedure, first edition, dated April 2013
Ministry of Transport - Organizational chart, dated September 2013
Ministry of Transport - Job descriptions of staff performing evaluation activities
Ministry of Transport - CVs of staff performing evaluation activities
Ministry of Transport - Sectoral Operational Programme Transport, dated December 2013
Ministry of Transport - Framework Implementation Document for SOP Transport, dated April 2014
Ministry of Transport - Multiannual Evaluation Plan, dated October 2008
Ministry of Transport - Annual evaluation plan for 2012, dated November 2011
Ministry of Transport - Annual Implementation Reports (2008-2012)
Ministry of Transport - Public Procurement Plan for 2013 and 2014
Ministry of Transport - Evaluation check-lists

Operational Programme Development of Administrative Capacity

Ministry of Regional Development and Public Administration - Regulation on Organization and Functioning of MRDPA, dated October 2013
Ministry of Regional Development and Public Administration - Evaluation Procedure, fourth edition, not dated
Ministry of Regional Development and Public Administration - Organizational chart
Ministry of Regional Development and Public Administration - Job descriptions of staff performing evaluation activities
Ministry of Regional Development and Public Administration - CVs of staff performing evaluation activities
Ministry of Regional Development and Public Administration - Operational Programme Development of Administrative Capacity, dated January 2012
Ministry of Regional Development and Public Administration - Framework Implementation Document for OP DAC, dated June 2012
Ministry of Regional Development and Public Administration - Multiannual Evaluation Plan, dated June 2012
Ministry of Regional Development and Public Administration - Annual Implementation Reports (2007-2012)
Ministry of Regional Development and Public Administration - Follow up tables
Ministry of Regional Development and Public Administration - Public Procurement Plan for 2013 and 2014
Ministry of Regional Development and Public Administration - Evaluation check-lists

Operational Programme Technical Assistance / NSRF

Ministry of European Funds - Regulation on Organization and Functioning of MEF, dated 2013
Ministry of European Funds - Evaluation Procedure, first edition, dated December 2013
Ministry of European Funds - Organizational chart, October 2013
Ministry of European Funds - Job descriptions of staff performing evaluation activities
Ministry of European Funds - CVs of staff performing evaluation activities
Ministry of European Funds - Operational Programme Technical Assistance, dated 2007
Ministry of European Funds - Framework Implementation Document for OP TA, dated November 2013
Ministry of European Funds - Multiannual Evaluation Plan for 2007-2013, dated May 2008
Ministry of European Funds - Multiannual Evaluation Plan for 2013-2015, dated November 2012
Ministry of European Funds - Annual Implementation Reports (2007-2013)
Ministry of European Funds - Follow up tables
Ministry of European Funds - Evaluation check-lists

National Programme for Rural Development

Ministry of Agriculture and Rural Development - Regulation on Organization and Functioning of MARD, Jun 2013
Ministry of Agriculture and Rural Development - Organizational chart
Ministry of Agriculture and Rural Development - Job descriptions of staff performing evaluation activities
Ministry of Agriculture and Rural Development - CVs of staff performing evaluation activities
Ministry of Agriculture and Rural Development - National Programme for Rural Development, November 2013
Ministry of Agriculture and Rural Development - Annual Implementation Reports for NPRD (2007 - 2013)
Ministry of Agriculture and Rural Development - Public Procurement Plan for 2013
Ministry of Agriculture and Rural Development - Evaluation check-lists

Cross Territorial Cooperation

Ministry of Regional Development and Public Administration - Regulation on Organization and Functioning of MRDPA, dated May 2013
Ministry of Regional Development and Public Administration - Evaluation Procedure for CTC Romania-Bulgaria, first edition, dated June 2013
Ministry of Regional Development and Public Administration - Evaluation Procedure for CTC Romania-Serbia, first edition, dated April 2010
Ministry of Regional Development and Public Administration - Job descriptions of staff performing evaluation activities
Ministry of Regional Development and Public Administration - CVs of staff performing evaluation activities
Ministry of Regional Development and Public Administration - Operational Programme Romania-Bulgaria, October 2007

Ministry of Regional Development and Public Administration - Operational Programme Romania-Serbia, July 2012

Ministry of Regional Development and Public Administration - Multiannual Evaluation Plan for CTC Romania-Bulgaria, not dated

Ministry of Regional Development and Public Administration - Multiannual Evaluation Plan for CTC Romania-Serbia, not dated

Ministry of Regional Development and Public Administration - Annual evaluation plan for 2012, CTC Romania-Bulgaria, not dated

Ministry of Regional Development and Public Administration - Annual evaluation plan for 2009, CTC Romania-Serbia, not dated

Ministry of Regional Development and Public Administration - Annual implementation Reports for OP Romania-Bulgaria (2007-2012)

Ministry of Regional Development and Public Administration - Follow up tables

Ministry of Regional Development and Public Administration - Public Procurement Plan for 2014

Ministry of Regional Development and Public Administration - Evaluation check-lists

Other documents:

KPMG - Analysis Report of the Indicator System

World Bank - Worldwide Governance Indicators for 1996 - 2012, made available at www.worldbank.org

Evaluation Reports, made available at www.evaluate-structurale.ro

Evaluation Working Group documents, made available at www.evaluate-structurale.ro

Documents produced under the project *"Support for the evaluation capacity development of the Evaluation Central unit personnel through attending training, conferences and seminars in the field of evaluation"*, made available at www.evaluate-structurale.ro

Annex 2 - Evaluation reports planned through MEPs and their availability on the Evaluation Library

Regional Operational Programme

Report title	Due date according to the Multiannual Evaluation Plan	Status according to Evaluation Library	Availability on the Evaluation Library		
			Full report published	Executive Summary published	Not published
Regional Operational Programme Ex-ante Evaluation	2006	Completed in January 2007	x		
Regional Operational Programme Interim Evaluation	2009	Completed in October 2009	x		
Evaluation of the implementation of priorities and projects addressed to business environment	2010	Completed in 2010	x		
Evaluation of regions administrative capacity development	2010	Final version in November 2011	x		
Regional Operational Programme Interim Evaluation	2011	Completed in April 2014	x		
Lessons resulted from ROP 2007-2013 experience	2012				x

Sectoral Operational Programme Increase of Economic Competitiveness

Report title	Due date according to the Multiannual Evaluation Plan	Status according to Evaluation Library	Availability on the Evaluation Library		
			Full report published	Executive Summary published	Not published
Ex-ante Evaluation. Operational Programme Increase of Economic Competitiveness	2006	Completed in January 2007	x		
Interim Evaluation of the Operational Programme Increase of Economic Competitiveness for 2009	2009	Completed in 2010		x	
Evaluation of the Priority Axes of OP IEC	2010	Completed in 2013			x
Evaluation of the Communication Plan implementation	2010	Completed in August 2011		x	
Evaluation of JEREMIE	2011				x
Ex-ante evaluation of Operational Programmes for the next programming period	2011				X
Ex-ante evaluation and Strategic Environmental Assessment of the PO for the next programming period	2011				X
Second Interim Evaluation of OP IEC	2012				X
Evaluation of horizontal priorities	2013				x

Sectoral Operational Programme Human Resources Development

Report title	Due date according to the Multiannual Evaluation Plan	Status according to Evaluation Library	Availability on the Evaluation Library		
			Full report published	Executive Summary published	Not published
Ex-ante Evaluation of the Operational Programme Human Resource Development	2006	Completed in January 2007	x		
First Interim Evaluation of SOP HRD	Semester II 2009	Completed in June 2011	x		
Interim Evaluation of SOP HRD	Semester II 2014				X
First Interim Evaluation of SOP HRD Ad Hoc evaluation PA4 - Modernization of Employment Services	Not specified in MEP	Completed in June 2011	x		
First Interim Evaluation of SOP HRD Ad hoc evaluation PA5, KA1 5.2 Promoting long-term sustainability of rural areas in HRD & Employment	Not specified in MEP	Completed in June 2011	x		

Sectoral Operational Programme Environment

Report title	Due date according to the Multiannual Evaluation Plan	Status according to Evaluation Library	Availability on the Evaluation Library		
			Full report published	Executive Summary published	Not published
Ex-ante Evaluation. Operational Programme Environment	2006	Completed in January 2007	x		
Support for MA to implement the evaluation mechanism	Semester II 2009				x
Evaluation of the impact and degree of implementation of information and publicity measures SOP Environment	Semester I 2010				x
Interim Evaluation of Operational Programme Environment	Semester I 2011	Completed in May 2013	x		
Ex-ante Evaluation for the programming period 2014-2020	Semester I 2013				x

Sectoral Operational Programme Transport

Report title	Due date according to the Multiannual Evaluation Plan	Status according to Evaluation Library	Availability on the Evaluation Library		
			Full report published	Executive Summary published	Not published
Ex-Ante Evaluation of the Sectoral Operational Programme Transport	2006	Completed in February 2007	x		
Interim Evaluation of OP Transport	2009	Completed in May 2014			x
Interim Evaluation of OP Transport	2012				x
Ex-Ante Evaluation for the programming period 2014-2020	2013				x

Operational Programme Development of Administrative Capacity

Report title	Due date according to the Multiannual Evaluation Plan	Status according to Evaluation Library	Availability on the Evaluation Library		
			Full report published	Executive Summary published	Not published
Ex-ante Evaluation Operational Programme Administrative Capacity Development	2006	Completed in January 2007	x		
Ad-Hoc Evaluation of OP DAC - KAI 1.3 and KAI 2.1	Semester II 2009	According to MEP, it was completed (date not specified)			x
First interim evaluation of the Administrative Capacity Development Operational Programme for the period from 1 January 2007 to 30 June 2010	Semester I 2010 - Semester I 2011	Completed in September 2010		x	
Second interim evaluation of the Administrative Capacity Development Operational Programme (PODCA) for the period from 2010 to 2012	Semester I - Semester II 2012	Completed in March 2013		x	
Evaluation of performance and management in implementing OP DAC (2008 -2012)	Semester II 2012 - Semester I 2013				x
Ex-Ante Evaluation of OP DAC for the next programming period (2014-2020)	Semester II 2013				x

Operational Programme Technical Assistance

Report title	Due date according to the Multiannual Evaluation Plan	Status according to Evaluation Library	Availability on the Evaluation Library		
			Full report published	Executive Summary published	Not published
Ex-ante Evaluation of Operational Programme Technical Assistance	2006	Completed in January 2007	x		
First Operational Programme Technical Assistance Interim Evaluation	Semester I 2009	Completed in September 2010	x		
Evaluation of the Absorption Capacity of the Operational Programme Technical Assistance	January - June 2012	Completed in June 2013	x		
Detailed Evaluation of PA 1 "Support for the implementation of structural instruments and coordination of programs"	Semester I 2010				x
Detailed Evaluation of PA 2 "Further development and support of functioning of the Single Information Management System"	Semester I 2010				x
Detailed Evaluation of PA 3 "Dissemination of information and promotion of structural instruments"	Semester II 2010				x
Interim Evaluation of OP TA	Semester I 2012				x
Evaluation of the impact of technical assistance dedicated to management and implementation of Structural Instruments	February 2014				x
Impact evaluation of trainings in the field of SI developed by ACIS	August 2013				X
Evaluation of the impact of information dissemination and promotion activities of structural instruments	August 2013				x

Cross Territorial Cooperation

Report title	Due date according to the Multiannual Evaluation Plan	Status according to Evaluation Library	Availability on the Evaluation Library		
			Full report published	Executive Summary published	Not published
Ex-ante evaluation for RO-BG	Date not mentioned	Completed in April 2007	x		
Ex-ante evaluation for RO-SE	Date not mentioned	Completed, date not mentioned			X
First interim report of RO-BG	Date not mentioned	Completed in 2011		X	
Second interim report of RO BG	Semester I 2013				x
First internal report of RO-SE	Date not mentioned	Completed, date not mentioned			x
Second internal report of RO-SE	Date not mentioned	Completed, date not mentioned			x
Evaluation on reaching the target indicators set in the programme, evaluation on cross / cutting issues RO-SE	sem I 2011 - sem II 2012				x

National Strategic Reference Framework

Report title	Due date according to the Multiannual Evaluation Plan	Status according to Evaluation Library	Availability on the Evaluation Library		
			Full report published	Executive Summary published	Not published
A Formative Evaluation of Structural Instruments in Romania	Semester II 2010	Completed in July 2010	x		
Synthesis of OP Interim Evaluations	Semester II 2010	Completed in March 2011	x		
Prognosis of absorption and evaluating options for funds reallocation within the NSRF 2007-2013	Semester II 2011	Completed in 2012			x
Second Ad Hoc Evaluation: Review of investment in transport and environment infrastructure	Semester I 2012	Completed in February 2011	x		
Evaluation of the contribution of structural instruments in increasing economic competitiveness of Romania	Semester I 2012				x
Thematic evaluation of administrative capacity	Semester I 2012				x
Thematic evaluation of the territorial dimension of the NSRF	Semester I 2012				x
Evaluation of the contribution of structural instruments in the development of human capital in Romania	Semester I 2012				x
First Ad Hoc Evaluation: Challenges in the Capacity of Public and Private Structural Instruments Beneficiaries	Not mentioned in MEP	Completed in March 2011	x		

Subsequent Contract no. 1

Examination of the Evaluation Culture, SMIS 43465

Project co-financed from European Regional Development Fund through OPTA 2007-2013

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

Report title	Due date according to the Multiannual Evaluation Plan	Status according to Evaluation Library	Availability on the Evaluation Library		
			Full report published	Executive Summary published	Not published
Analysis of the current Evaluation System	Semester II 2012	Completed in August 2011	x		
Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania - First measurement cycle	Not mentioned in MEP	Completed in January 2013	x		
Evaluation of the way in which provisions regarding equal opportunities have been mainstreamed in the Romanian Framework of Structural Instruments	Semester II 2012 - Semester I 2013	Completed in March 2013	x		
Examining the pre-financing rate applied to projects financed from Structural Instruments	Semester II 2012 - Semester I 2013	Completed in July 2013			x
Evaluation of the contribution of Structural Instruments in Romania to compliance with the Acquis Communautaire	2013	Completed in December 2013			x
Evaluation on the identification of unit costs to use in the 2014-2020 programming period	2013				x
An evaluation of mechanisms and instruments of economic and territorial concentration of the assistance within the National Strategic Reference Framework 2007-2013	2013				x

Annex 3 - Master questionnaire distributed to the members of the research panel through the e-Survey tool

EXAMINATION OF EVALUATION CULTURE

Ministry of European Funds and Ernst and Young is developing the project "Examining the evaluation culture" in Romania - cofounded by the European Regional Development Fund through the OP Technical Assistance 2007-2013.

In order to assess and monitor the evaluation culture within the Romania Structural Instruments management system, both in quantitative and qualitative terms, we are submitting this online survey to the stakeholders (both the supply side and the demand side) involved in the Romanian Structural Instrument Evaluation System. The results of the survey will be elaborated both at NSRF and at Programme level.

PERSONAL DATA

1.a	Name	
1.b	Surname	
1.c	Institution	
1.d	Unit / Department	
1.e	Field of competence (e.g. evaluation, programming, monitoring)	

DEMAND SIDE (including both individual and institutional level)

The architecture of Evaluation with specific regards to the linkage between Evaluation, Programming and Monitoring (responsibilities, coordination, linkage with other functions)

Coordination between Evaluation Function of different Programs	2	a. Please specify how many Evaluation Working Group (EWG) meetings you have attended (in the last 12 months).	Please mark with "X"
		0-1	
		2-3	
		4-5	
		6-7	
		>8	
	2	b. Please specify how often the approaches shared by the EWG are adopted at OP level.	Please mark with "X"
	Never		
	Rarely		
	Often		
	Always		
Linkage among evaluation function and other functions	3.1	a. Are there any procedures linking evaluation to Programming Units? (OP Level)	Please mark with "X"
		No	
		Yes, there are informal procedures	
		Yes, but they are in a preliminary version, unapproved	
	Yes, there are formal procedures		

	3.1	b. If "Yes" please rate the effectiveness of the existing procedures (OP Level).	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)
	3.1	c. How many of the evaluations carried out have been initiated in order to investigate issues raised by the Programming Unit? (OP Level)	Please mark with "X"
		76-100%	
		51-75%	
		31-50%	
		Up to 30%	
		0%	
	3.2	a. Are there any procedures linking evaluation to Programming Unit? (NSFR level)	Please mark with "X"
		No	
		Yes, there are informal procedures	
		Yes, but they are in a preliminary version, unapproved	
		Yes, there are formal procedures	
	3.2	b. If "Yes" please rate the effectiveness of the existing procedures (NSFR level).	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)
	3.2	c. How many of the evaluations carried out have been initiated in order to investigate issues raised by the Programming Unit? (NSFR level)	Please mark with "X"
		76-100%	
		51-75%	
		31-50%	
		up to 30%	
		0%	
	4.1	a. Are there any formal procedures regulating the interaction between monitoring and evaluation units? (OP level)	Please mark with "X"
		No	
		They are in draft status but not yet approved	
		Yes	
	4.1	b. Which is the frequency of meetings (both formal and informal) concerning evaluation activities between monitoring and evaluation units (in the last 12 months)? (OP level)	Please mark with "X"
		No meetings	
		Yearly meetings	
		Quarterly meetings	
		Monthly meetings	
		More than one meeting per month	
	4.1	c. How many of the evaluations carried out have been initiated in order to investigate issues raised by the monitoring unit? (OP level)	Please mark with "X"
	76-100%		
	51-75%		
	31-50%		
	Up to 30%		
	0%		
4.1	d. Do Monitoring Units provide useful monitoring data that	Please mark with "X"	

		support evaluation? (OP level)	
		Never	
		Rarely	
		Often	
		Always	
	4.1	e. Do you see any areas of improvement in which concerns cooperation between Evaluation and Monitoring? (OP level)	Please mark with "X"
		No	
		Partially	
		Yes	
	4.1	f. If YES/partially please indicate which are main gaps and/or areas of improvement concerning data provided by the Monitoring Unit. (OP level)	
	4.2	a. What is the frequency of meetings (both formal and informal) concerning evaluation activities between Monitoring and Evaluation units (in the last 12 months)? (NSRF Level)	Please mark with "X"
		No meetings	
		Yearly meetings	
		Quarterly meetings	
		Monthly meetings	
		More than one meeting per month	
	4.2	b. How many of the evaluations carried out have been initiated in order to investigate issues raised by the Monitoring Unit? (NSRF level)	Please mark with "X"
		76-100%	
		51-75%	
		31-50%	
		Up to 30%	
		0%	
4.2	c. Does the Monitoring Unit provide useful monitoring data that supports evaluation? (NSRF level)	Please mark with "X"	
	Never		
	Rarely		
	Often		
	Always		
4.2	d. Do you see any area of improvement in which concerns cooperation between Evaluation and Monitoring? (NSRF level)	Please mark with "X"	
	No		
	Partially		
	Yes		
4.2	e. If YES/partially please indicate which are main gaps and/or areas of improvement concerning data provided by Monitoring Units. (NSRF level)		

The financial and human resources allocated to Evaluation under the NSRF

Allocation of Human Resources to evaluation activities	5.1	What is the percentage of Evaluation Unit staff that left in the last 12 months? (at OP level)	Please mark with "X"
		76-100%	
		51-75%	
		31-50%	
		Up to 30%	

		0%	
	5.2	What is the percentage of Evaluation Unit staff that left in the last 12 months? (at NSRF level)	Please mark with "X"
		76-100%	
		51-75%	
		31-50%	
		Up to 30%	
		0%	
	6	a. Is knowledge of evaluation taken into account in the hiring process of the Evaluation Unit staff? (e.g. criteria concerning professional experience, assessment of the level of knowledge in the field of evaluation)	Please mark with "X"
		No	
		Yes	
	6	b. If Yes, in your opinion do these criteria lead to the hiring of the most adequate staff?	Please mark with "X"
		Never	
		Sometimes	
		Always	
	7	Does the staff of the Evaluation Unit benefit from professional development actions?	Please mark with "X"
		No	
		Yes, the staff benefit of sporadic trainings organized for all staff (e.g. classroom trainings)	
		Yes, the staff benefit of systematic trainings sessions organized for all staff (e.g. classroom trainings planned annually)	
		Yes, the staff benefit of individual customized plan for professional development of each staff including different actions (e.g. on the job training, coaching, internships)	

Quality of monitoring system

Quality of Indicator systems	8.1	a. Please rate the quality of the indicator system (at Programme level) in terms of:	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)
		1. Coverage <i>(the degree to which the indicator system provides quantified information on the socio-economic and environmental situation and can express identified needs in quantitative terms. The system provides information that may have an impact on - or may be impacted by - the OPs.)</i>	
		2. Balance <i>(the degree to which the indicator system includes a well-distributed mix of indicators - context, input, output, result, impact - and the requirement for information to different categories/levels of stakeholders)</i>	
		3. Manageability <i>(the extent to which indicator system allows ease of collecting, measuring, processing, monitoring and communicating the indicators)</i>	
	8.1	b. How long does it take on average, at OP level, to obtain information from the monitoring system related to indicators, referred to a specific cut-off date?	Please mark with "X"
		Long, over 2 months	
		Medium, 1 month	
	Short, 15 days		

		Extremely short, 1 week	
	8.2	a. Please rate the quality of the indicator system (at NSRF level) in terms of:	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)
		1. Coverage <i>(the degree to which the indicator system provides quantified information on the socio-economic and environmental situation and can express identified needs in quantitative terms. The system provides information that may have an impact on - or may be impacted by - the OPs.)</i>	
		2. Manageability <i>(the extent to which indicator system allows ease of collecting, measuring, processing, monitoring and communicating the indicators)</i>	
	8.2	b. How long does it take on average, at NSRF level, to obtain information from the monitoring system related to indicators, referred to a specific cut-off date?	
		Long, over 2 months	
		Medium, 1 month	
	Short, 15 days		
	Extremely short, 1 week		

Quality of individual indicators	9.1	a. Please rate the quality of the individual indicators (at Programme level) in terms of the:	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)
		1. Correspondence to policy (e.g. linked in an as direct way as possible and potentially affected by the programme actions for whose assessment they are used)	
		2. Normativity (e.g. having a clear and accepted interpretation)	
		3. Robustness (i.e complying with internationally recognised standards and methodologies)	
		4. Feasibility (i.e the measurement is not onerous)	
	9.2	a. Please rate the quality of the individual indicators (at NSRF level) in terms of the :	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)
		1. Correspondence to policy (e.g. linked in an as direct way as possible and potentially affected by the policy actions for whose assessment they are used)	
		2. Normativity (e.g. having a clear and accepted normative interpretation)	
		3. Robustness (i.e complying with internationally recognised standards and methodologies)	
	4. Feasibility (i.e the measurement is not onerous)		

Efficiency and effectiveness of the evaluation function (with respect to planning, management, quality control and learning)

Effectiveness of the Evaluation Plan	10.1	How many evaluations (not included in the evaluation plans) have been carried out in the current programming period 2007 - 2013 in order to meet specific needs at OP level?	Please mark with "X"
		< 2	
		2-3	
		4-5	
		> 5	

	10.2	How many evaluations (not included in the evaluation plans) have been carried out in the current programming period 2007 - 2013 in order to meet specific needs at NSRF level?	Please mark with "X"
		< 2	
		2-3	
		4-5	
		> 5	
	11.1	Please list the three main reasons for delay between the evaluations and the date on which they were scheduled (according to the Annual Plan) at OP Level.	
	11.2	Please list the three main reasons for delay between the evaluations and the date on which they were scheduled (according to the Annual Plan) at NSFR Level.	
	12.1	What kind of elements are taken into account in the revision process of the Annual/Multi Annual Evaluation Plans at OP level?	
12.2	What kind of elements are taken into account in the revision process of the Annual/Multi Annual Evaluation Plans at NSFR level?		

Effectiveness of the Evaluation Steering Committees	13.1	a. How do you rate the effectiveness of the Evaluation Steering Committee activity? (e.g. in terms of ensuring the quality of evaluation process and results at OP Level)	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)
	13.1	b. Are other thematic experts invited to take part in the Evaluation Steering Committee according to the evaluation theme? (at OP level)	Please mark with "X"
		Yes	
		No, but this approach has been considered and will be implemented in the future	
		No	
		I don't know	
	13.1	a. How do you rate the effectiveness of the Evaluation Steering Committee activity? (e.g. in terms of ensuring the quality of evaluation process and results at NSFR Level)	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)
	13.2	b. Are other thematic experts invited to take part in the Evaluation Steering Committee according to the evaluation theme? (at NSFR level)	Please mark with "X"
		Yes	
		No, but this approach has been considered and will be implemented in the future	
	No		
	I don't know		

Involvement of Evaluation Units in decision-making process	14.1	Does a formalised process exist for the involvement of evaluation units in the decision making process at OP Level (e.g. participation to the Monitoring Committees as voting members; consulted by the Managing Authority on main decisions at Programme level)?	Please mark with "X"
		No	

		There are consultations, but not in a formalised process	
		Yes	
	14.2	a. Does a formalised process exist for the involvement of the "central" Evaluation Unit in the decision making process at NSRF Level (e.g. consulted by the Ministry of European Funds on main decisions concerning all Operational Programmes)?	Please mark with "X"
		No	
		There are consultations, but not in a formalised process	
		Yes	

Quality of Terms of Reference	15	Please rate the quality of the Evaluation Terms of References in terms of:	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)
		Clarity	
		Standardisation (e.g. conform to a common standard/guidelines)	

Existence of learning processes	16.1	Are the internal procedures related to Evaluation Unit (design/implementation/use) regularly updated, as a result of the experience gathered (at OP level)?	Please mark with "X"
		No, procedures have not been updated	
		Yes, procedures have been updated but with no significant improvements	
		Yes, procedures are regularly updated in consideration of the experience gained leading to substantial improvements.	
		I don't know	
	16.2	Are the internal procedures related to Evaluation Unit (design/implementation/use) regularly updated, as a result of the experience gathered (at NSRF level)?	Please mark with "X"
		No, procedures have not been updated	
		Yes, procedures have been updated but with no significant improvements	
		Yes, procedures are regularly updated in consideration of the experience gained leading to substantial improvements.	
		I don't know	

SUPPLY SIDE

Socio-economic data are available and reliable

Quality of Socio-economic data	17	a. Are there other sources for key socio-economic indicator data at national and regional (NUTS II) level, besides the official statistics that you take into account? (e.g. reports prepared by Chambers of Commerce, employer associations)	Please mark with "X"
		No	
		Yes	
	17	b. If yes, please rate their consistency with the official data.	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)

Availability of Other data	18	a. Are micro-data at beneficiary level available in a timely manner (e.g. economic-financial data for private	Please mark with "X"
----------------------------	----	---	----------------------

		enterprises, employment status / disadvantage of individual persons)?	
		No	
		Yes, but partially	
		Yes	
	18	b. If so please list the type of micro-data on beneficiaries that is available.	

Availability and quality of Evaluation expertise

Degree of Evaluation Market competitiveness	19	a. Is the evaluation market competitive?	Please mark with "X"
		Yes, the evaluation services are most of the times assigned to a relevant number of different players (more than 10)	
		Partially, the evaluation services are often assigned to a limited number of players (5-10)	
		No, the evaluation services are most of the times assigned to a restricted number of players (less than 5)	
	I don't know.		

Availability of thematic and methodological expertise	20	a. Does the supply side of evaluation have the required thematic and methodological expertise needed?	Please mark with "X"
		No	
		To a partial but unsatisfying extent	
		To a partial but satisfying extent	
		Yes	
	20	b. Please list the main types expertise lacked (up to 3).	

Assure quality of evaluations	21	a. Do you apply check-lists to assess the quality of the evaluation reports?	Please mark with "X"
		No	
		Yes	
	21	b. Please rate the quality of the evaluation reports in terms of:	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)
		1. Accuracy	
		2. Clarity	
		3. Usefulness	
21	c. Please indicate the major weak points of evaluation reports (up to 3).		

Independence of evaluators	22	a. Please rate to what extent evaluation providers are independent from clients' interests.	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)

DISSEMINATION AND UTILIZATION OF EVALUATION RESULTS

Dissemination of Evaluation outputs

Evaluation Output Dissemination	23.1	How many public events/debates have been organized to discuss Evaluation results (in the last 12 months) at OP level?	Please mark with "X"
		0	
		1	
		2	
		more than 2	
	23.2	How many public events/debates have been organized to discuss Evaluation results (in the last 12 months) at NSRF level?	Please mark with "X"
		0	
		1	
		2	
		more than 2	

Use of Evaluation results

Impact of evaluations on programming/implementation processes	24	a. To what extent is the evaluation evidence taken into account by Monitoring Committees in the decision making process?	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)
	25	a. Have the evaluation recommendations, related to Programming at OP level, been used in the preparation of 2014-2020 Operational Programmes?	Please mark with "X"
		No	
		Yes	
	25	b. If Yes, please detail how they were used.	
	26.1	What is the overall degree of implementation of evaluation recommendations, at OP level, for the current programming period 2007 - 2013?	Please mark with "X"
		0%	
		Up to 30%	
		31 - 50%	
		51 - 75%	
		76 - 100%	
	26.2	What is the overall degree of implementation of evaluation recommendations, at the level of NSRF, for the current programming period 2007 - 2013?	Please mark with "X"
		0%	
		Up to 30%	
	31 - 50%		
	51 - 75%		
	76 - 100%		

INSTITUTIONALIZATION OF EVALUATION/EVALUATION CULTURE - TO WHAT EXTENT IS EVALUATION EMBEDDED IN GOVERNANCE OF SIS AND HAS FURTHER IMPACTS?

Enabling context

Mental framework (values)

Values	27	Please rate to what extent policy makers consider evaluation as an essential part in the definition of policies and in ensuring their successful implementation.	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)
	28	Please rate to what extent the management/executive staff consider evaluation as an essential part in the definition of policies and in ensuring their successful implementation.	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)

"Evaluative" human resources policy - targeted at ensuring adequate human resources, at all levels, for conducting Evaluations

Human resources policy	29	a. Please indicate the percentage of civil servants working in the organizational structure that includes the office for which you are working directly (other than those working in the Evaluation Unit) which are trained in social sciences (e.g. economics, sociology, political science).	Please mark with "X"
		< 25%	
		25 - 50%	
		51 - 75 %	
		> 75%	
	30	a. Please rate the level of participation in evaluation activities of civil servants working in the organizational structure that includes the office for which you are working directly.	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)
	30	b. Please rate the level of participation of civil servants working in the organizational structure that includes the office for which you are working directly in public discussions related to evaluation issues (e.g. presentations of evaluation results, events organized by evaluation societies).	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)
	31.1	Is there a person in the organizational structure that includes the office for which you are working directly, holding a decision making position, who supports the evaluation process? (at OP level)	Please mark with "X"
		No	
		Yes	
	31.2	Is there a person in the organizational structure that includes the office for which you are working directly, holding a decision making position, who supports the evaluation process? (at NSRF level)	Please mark with "X"
		No	
	Yes		
32	a. Are there valid Evaluation training/education options for civil servants in the Romanian market?	Please mark with "X"	
	No		
	Yes, there are options but they are not valid		

		Yes, there are valid options but they don't cover all developmental needs	
		Yes	
	32	b. Are there any specific training needs not addressed in the market?	Please mark with "X"
		No	
		Yes	
		I don't know	
	32	c. If yes, please list.	

Embedded/bottom up evaluation demand (in SIS)

Embedded demand for evaluation (in SIS)	33.1	How many of the evaluations carried out by your institution were triggered in response to the need for knowledge - and not because it was an obligation (at OP level) ?	Please mark with "X"
		0%	
		Up to 30%	
		31-50%	
		51 -75%	
		76 - 100%	
	33.2	How many of the evaluations carried out by your institution were triggered in response to the need for knowledge - and not because it was an obligation (at NSRF level) ?	Please mark with "X"
		0%	
		Up to 30%	
		31-50%	
	51 -75%		
	76 - 100%		

Networking

Existence of a National organization of professional evaluators	34	a. To what extent the relevant players of the supply side are represented in the National Organization of Evaluators (e.g. all relevant players in the supply side of the evaluation market are represented)?	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)
	34	b. Please rate the level of contribution of the organisation to the creation of a network of evaluation experts.	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)
	34	c. Please rate the level of contribution of the organisation to the dissemination and exchange of best practices.	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)

Reducing academia-government gap	35	a. Do cooperation mechanisms between academia and government, which lead to a better policy formulation, exist?	Please mark with "X"
		Yes	
		No	
		I don't know	

	35	b. If yes, how would you rate it?	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)

Civil society and mass media

Civil society participation	36	a. Please rate the level of participation of civil society in evaluation-related activities.	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)
	36	b. Please indicate which part of civil society (that is not actively involved in evaluation-related activities) should participate.	

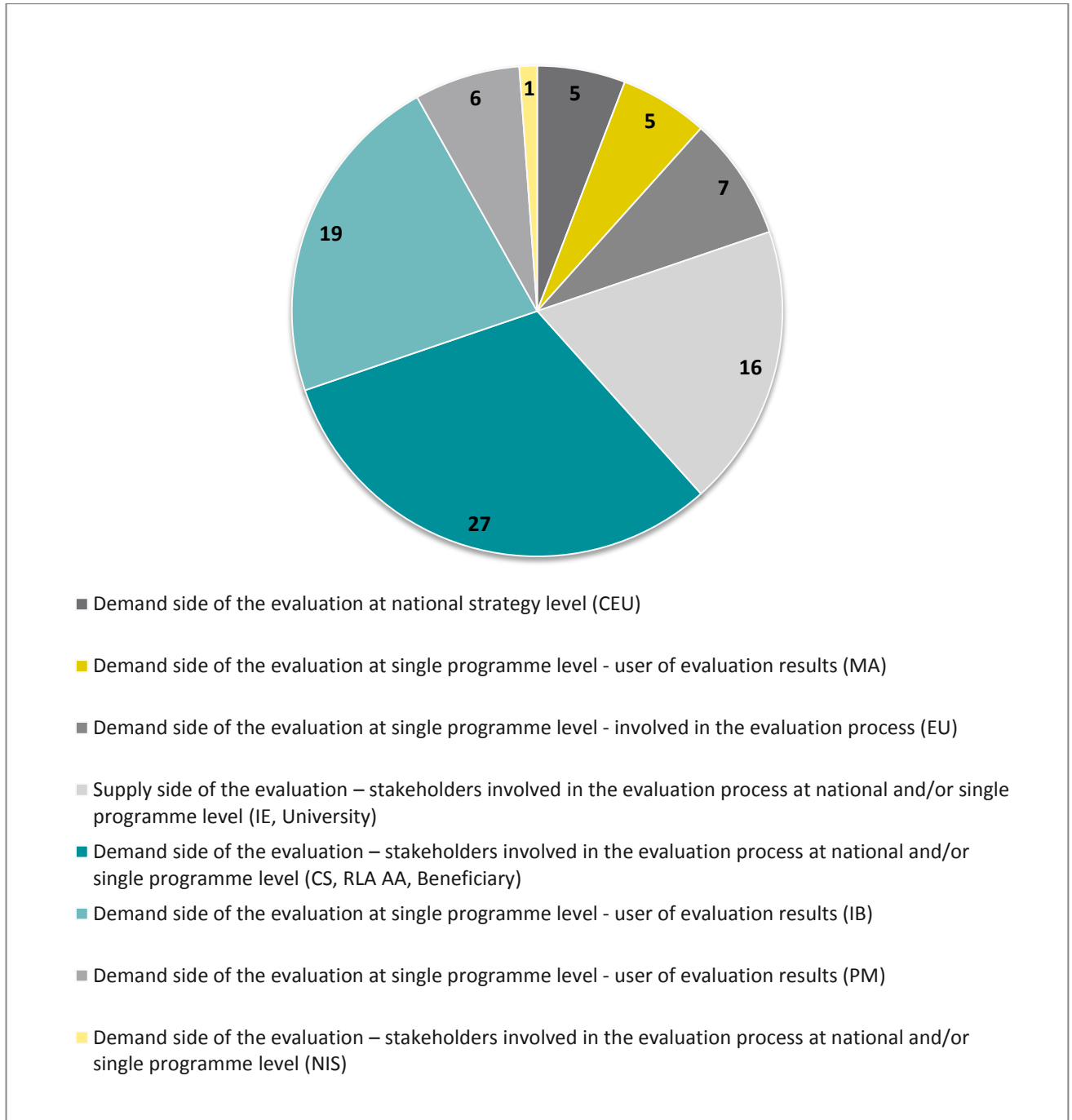
Mass media participation	37	a. How many public events related to evaluation and dissemination (involving mass media) have been carried out (per year) by your institution?	
		0-2	
		3-5	
		6-8	
		9-10	
		more than 10	
		I don't know	

Impact beyond SIS management system
Impacts in long-run and outside SIS

Effects beyond SIS	38	Based on your personal experience (e.g. availability to interviews, provisions of comment on draft reports) what is the level of sensitivity to evaluation of:	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)
		- Intermediate Bodies	
		- Audit Authority	
		- Certifying and Paying Authority	
		- Beneficiaries	
	39	a. Please rate the extent to which evaluation is impacting the policy making process in the long run.	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)
	39	b. Please indicate the policy fields in which, in your opinion, the contribution of the evaluation is the most significant (indicate 3 fields).	
	39	c. Please provide some examples.	
40	a. Please rate the extent to which evaluation is impacting the administrative and operating process in the long run.	Rank from 1 to 5 (5 being the highest value, 1 being the lowest one)	
40	b. Please provide some examples.		

Annex 4 - Number of respondents to the e-survey

Figure 42 - Number of respondents to the e-survey



Annex 5 - International benchmarking questionnaire

INTERNATIONAL BENCHMARKING QUESTIONNAIRE - OPERATIONAL PROGRAMMES

Institution

<i>Name of the Institution</i>	<i>Name Operational Programme</i>	<i>Country</i>
<input type="text"/>	<input type="text"/>	<input type="text"/>

Contact person for the questionnaire

<i>First name</i>	<i>Second name</i>	<i>Role in the institution</i>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Telephone</i>	<i>E-mail address</i>	
<input type="text"/>	<input type="text"/>	

Questions

How many evaluations are procured per year by your Institution?	<input type="text"/>
How many evaluations have been carried out, until the current date, for your Operational Programme?	<input type="text"/>
How many of such evaluations were triggered in response to a need for empirically based knowledge (out of the total) and not because it was an obligation?	<input type="text"/>
How is the evaluation function currently organized? Are any changes envisaged for the period 2014 - 2020?	<input type="text"/>
How many human resources are dedicated to the Evaluation Function under your Operational Programme?	<input type="text"/>
Do you have any regular contacts/meetings with the academia/research centres for better programming and implementing your Operational Programme?	<input type="text"/>
Do these contacts/meetings lead to better policy formulation?	<input type="text"/>
Please rate from 1 (lowest value) to 5 (highest value) the contribution coming from academia/research centres to your policy formulation.	<input type="text"/>
Is there any professional organization of Evaluators in your country?	<input type="text"/>
How many public meetings does such professional organization carry out per year?	<input type="text"/>

Additional comments and remarks

Annex 6 - Focus Group with Association for the Development of Evaluation in Romania (ADER)

List of participants to the focus group with ADER held on 09 July 2014

No.	Name	Institution
1.	Niculescu Nicoleta	ADER
2.	Ciot Gabriela	ADER
3.	Chiffa Monica	ADER
4.	Adrian Miroiu	SNSPA
5.	Aioanei Mihaela	SNSPA
6.	Melenciuc Ioana Roxana	ADER
7.	Micu Florentina	ADER
8.	Borcan Ioana Georgiana	ADER
9.	Alexandra Simbie	ADER
10.	Carausan Mihaela	ADER / SNSPA

Annex 7 - Validation Focus Group on preliminary measurement results

List of participants to the focus group held on 11 July 2014

No.	Name	Institution
1.	Claudia Măgdălina	General Direction Analysis, Programming and Evaluation (Ministry of European Funds)
2.	Diana Iacob	General Direction Analysis, Programming and Evaluation (Ministry of European Funds)
3.	Loredana Suditu	General Direction Analysis, Programming, Evaluation (Ministry of European Funds)
4.	Adriana Șandru	General Direction System Coordination And Technical Assistance (Ministry of European Funds)
5.	Cristina Hodina	General Direction System Coordination And Technical Assistance (Ministry of European Funds)
6.	Mariana Nanu	CU ROP (Ministry of European Funds)
7.	Ileana Geambașu	CU SOP IEC (Ministry of European Funds)
8.	Elena Cămărășan	CU OP DAC (Ministry of European Funds)
9.	Anca Simion	Managing Authority CTC (Ministry of Regional Development and Public Administration)
10.	Simona Vasile	Managing Authority CTC (Ministry of Regional Development and Public Administration)
11.	Mioara Mot	Managing Authority NPRD (Ministry of Agriculture and Rural Development)
12.	Georgeta Enache	Managing Authority NPRD (Ministry of Agriculture and Rural Development)
13.	Cristina Preda	Managing Authority SOP HDR (Ministry of European Funds)
14.	Daniela Lorentz	Managing Authority Fishery OP (Ministry of Agriculture and Rural Development)
15.	Răzvan Ionescu	Managing Authority OP DAC (Ministry of Regional Development and Public Administration)
16.	Miruna Poștaru	Managing Authority SOP Environment (Ministry of Environment and Climate Changes)

No.	Name	Institution
17.	Alexandru Taşcu	Managing Authority SOP Environment (Ministry of Environment and Climate Changes)
18.	Laurențiu Teșcan	Managing Authority ROP (Ministry of Regional Development and Public Administration)

Annex 8 - Dissemination event

List of participants to the dissemination event of 28 July 2014

No.	Name	Institution
1	Guran George	Intermediate Body for Energy
2	Oana Mihalache	Ministry of European Funds
3	Maxim Dumitru	Romania National Agency of Public Servants
4	Diana Gradea	North-East Regional Development Agency
5	Ioana Predulea	Ministry of Public Finance of Romania
6	Adrian Purcaru	Regional Development Agency - Centre
7	Smadu Georgeta	Regional Development Agency - North
8	Alina Iacob	Ministry of Environment and Climate Change
9	Mihaela Kanovitis	Ministry of Labor, Family, and Social Protection
10	Ciofu Daniela	National Centre for Technical and VET Development
11	Daniela Ghiculescu	Ministry of National Education
12	Daniela Breazu	Managing Authority Operation Programme Transport
13	Claudiu N. Cesier	Regional Development Agency - North-Vest
14	Mihaela Melente	Ministry of European Funds
15	Carlan Mircea	Ministry of European Funds
16	Mariana Nanu	Ministry of European Funds
17	Camelia Popescu	Ministry of Agriculture and Rural Development
18	Daniel Calin	Intermediate Body for SOP HRD
19	Alexandra Ionita	Regional Development Agency Bucharest-Ilfov
20	Alexandra Manea	Intermediate Body for SOP HRD
21	Gabriel Ciubuc	Intermediate Body for SOP HRD

No.	Name	Institution
22	Lungulescu Irina	Ministry of Health
23	Olteanu Mihaela	Intermediate Body for SOP HRD
24	Jalia Steluta	Ministry of Regional Development and Public Administration
25	Diana Iacob	Ministry of European Funds
26	Michelle Giove	EY
27	Michelle Scataglioni	EY

Annex 9 - Factsheet on Regulatory Impact Assessment (RIA)

Making regulatory systems more efficient is a complex activity covering a broad range of aspects. It can include cutting administrative burden for business, making policy more evidence-based, promoting the functioning of markets and improving the public's understanding of the law. The quality of a country's regulatory system depends to a great extent on how regulations are conceived and made.

Regulatory quality is part of the Evaluation Culture Measurement Index. In particular the World Bank Governance Index captures, among other things, the ability of the government to formulate and implement sound policies and regulations that permit and promote competitiveness and sustainable growth.

An important part of making better laws is having a full picture of their impacts. Proposals can then be tailored to have the best effect, and to minimise negative side-effects. The European Commission is committed to examining the economic, social and environment impacts of its proposals. It has made impact assessment compulsory for major policy proposals and, since 2003 the Commission has completed over 150 impact assessments.

In accordance with the EU regulation an Impact Assessment is essential whenever the implementation of a public policy (or a program) also requires a change in the regulation. In order to improve Regulatory Quality, KAI 1.2 may support a pilot project related to Impact Assessment. This project should be aimed at identifying those public interventions that will be realized during next programming period and require a change in the regulation. The identified interventions might be the basis of an impact assessment to be realized in parallel with the programming process.

Assessing the potential impacts of different policy options should be useful for the identification of the most effective regulatory instruments that are necessary to enhance the implementation of next programming period.

The 2009 EC Guidelines (SEC (2009) 92) give general guidance and set out the procedures and steps for assessment of potential impacts of different policy options. Regulatory Impact Assessment (RIA) is a continuous process to help the policy-maker fully think through and understand the consequences of policy interventions in the public, private, and public sectors. It is a tool to enable the Government to weigh and present the relevant evidence on the positive and negative effects of public interventions, including by reviewing the impact of policies after they have been implemented. The latest survey of Indicators of Regulatory Management Systems of OECD Countries reveals that in 2005 all member countries routinely carried out some form of RIA on new regulations before finalising and implementing them. To reinforce performance of Cohesion Policy 2014-2020, new conditionality provisions will be introduced to ensure that EU funding creates strong incentives for Member States to deliver Europe 2020 objectives and targets. These will include the obligation for MS of a mechanism for systematic assessment of the impact of legislation on Small and Medium Enterprises taking into account differences in the size of enterprises, where relevant.

The key analytical steps which have to be followed when carrying out a RIA are summarised in Table 6. A detailed description of these steps is provided in the EC Guidelines.

In order to apply these steps in an efficient and effective way it is important to integrate RIA with:

- ▶ a regulatory agenda
- ▶ stakeholder consultation

Table 6 - Regulatory Impact Assessment analytical steps

	Identifying the problem
1	Describe the nature and extent of the problem. Identify the key players/affected populations. Establish the drivers and underlying causes. Is the problem in the State remit to act? Is the regulatory intervention necessary? Develop a clear baseline scenario, including, where necessary, sensitivity analysis and risk assessment.
	Define the objectives
2	Set objectives that correspond to the problem and its root causes. Establish objectives at a number of levels, going from general to specific/operational. Ensure that the objectives are coherent with existing EU policies and strategies
	Develop main policy options
3	Identify policy options, where appropriate distinguishing between options for content and options for delivery mechanisms (regulatory/non-regulatory approaches). Check the proportionality principle. Begin to narrow the range through screening for technical and other constraints, and measuring against criteria of effectiveness, efficiency and coherence. Draw-up a shortlist of potentially valid options for further analysis.
	Analyse the impacts of the options
4	Identify (direct and indirect) economic, social and environmental impacts and how they occur (causality). Identify who is affected (including those outside the EU) and in what way. Assess the impacts against the baseline in qualitative, quantitative and monetary terms. If quantification is not possible explain why. Identify and assess administrative burden/simplification benefits (or provide a justification if this is not done). Consider the risks and uncertainties in the policy choices, including obstacles to transposition/compliance.
	Compare the options
5	Weigh-up the positive <u>and</u> negative impacts for <u>each</u> option on the basis of criteria clearly linked to the objectives. Where feasible, display aggregated and disaggregated results. Present comparisons between options by categories of impacts or affected stakeholder. Identify, where possible and appropriate, a preferred option.
	Outline policy monitoring and evaluation
6	Identify core progress indicators for the key objectives of the possible intervention. Provide a broad outline of possible monitoring and evaluation arrangements.

There are two reasons why an agenda is important.

First, the regulatory agenda safeguards the quality of the development process. Improving the quality of government policymaking using the regulatory instrument requires input through the entire policy development process. These inputs include information and fact collecting, consultation, drafting, quality review, and communication. These inputs require an orderly and planned process, which in turn requires advance planning. The purpose of the regulatory agenda is to ensure that the government is planning ahead, and organizing its regulatory processes to include the quality inputs. For example, stakeholder consultation is essential, and in an unplanned regulatory process is usually sacrificed because regulators simply run out of time.

Second, the regulatory agenda improves the transparency of the process for stakeholders. Regulatory agenda is always published so that stakeholders can see what regulatory issues are coming up, and organize itself so that it participates effectively and with better information and consultation. It is also important for investors, because it reduces the risk that the government will develop a new policy by surprise that changes the profitability of the business. Regulatory agenda and reduces the risk of investment, which in turn increases the return on investment, which in turn increases overall investment in the region.

Consultation with stakeholders represents the most effective quality control process. This is because most of the information needed by the government to develop quality policies is not held by the government, but by civil society. Stakeholder consultation must be an effective, efficient, and practical means of channelling information from society into the policy making process at the right time. The purposes of stakeholder consultation are to:

- ▶ collect information necessary to determine whether the government understands the problem and has chosen the right solution
- ▶ inform and educate stakeholders about government action
- ▶ encourage participation by civil society in government activities
- ▶ improve compliance with the policy once it is adopted by ensuring that it is more practical and easier to implement.

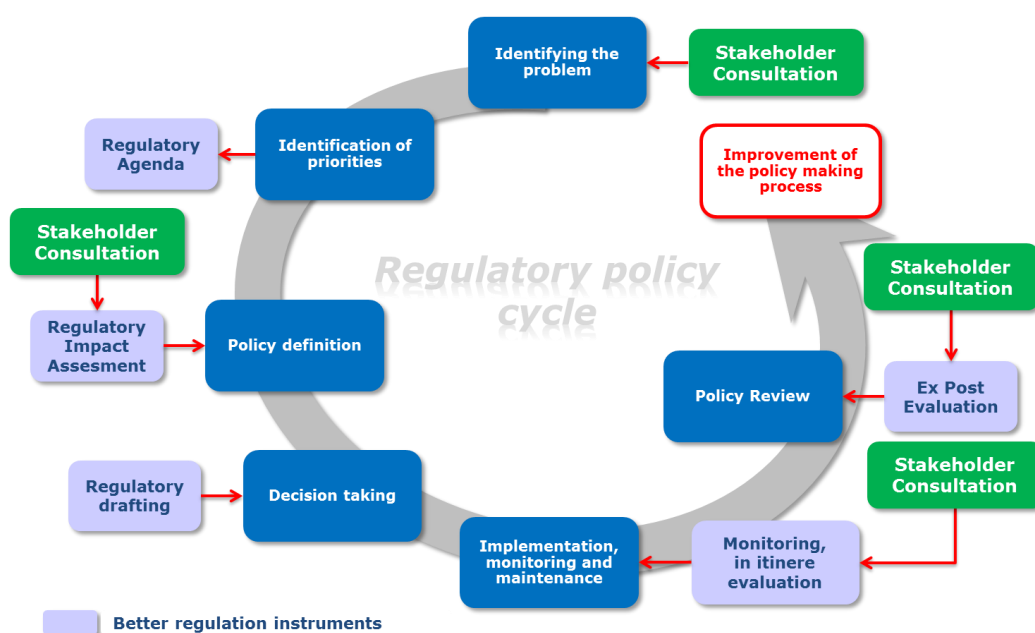
Governments that use RIA have defined four main objectives that might be achieved by integrating this tool in the decision making process:

- ▶ improve understanding of real-world impacts of government action, including both benefits and costs of action
- ▶ integrate multiple policy objectives
- ▶ improve transparency
- ▶ improve government accountability.

Improve the policy making process is a *process* addressing the whole life cycle of the regulations, laying down general rules for determination, assessment, enforcement, implementation, and *ex post* assessment of legal rules. Consequently, governments may embrace a vast array of measures, including simplification of administrative procedures, consolidation of legal acts, alleviation of the administrative burden, use of market-friendly alternatives, risk-based review, funds allocated for rule-making, standards for consultation of interest groups, assessment of the sustainability of the existing as well as of the new regulation, and *ex post* review of the effects. RIA is just one of the elements of the better regulation 'package'

The following picture illustrates how better regulation instruments (Regulatory Agenda, stakeholder consultation, RIA, in itinere/ex post evaluation, Regulatory drafting) may improve the policy making process

Figure 43 - Regulatory policy cycle and better regulation instruments



Annex 10 - Scoring methodology for ICE

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
EVALUATION CAPACITY: DEMAND SIDE (including both individual and institutional level)					
(1) The architecture of Evaluation with specific regard to the linkage between Evaluation, Programming and monitoring (responsibilities, coordination, linkage with other functions)	1.Allocation of Evaluation Responsibilities	1. Existence of dedicated Evaluation Units	NA	FROM 1 TO 3 1 = No dedicated Unit exist at OP level 2 = Dedicated Unit exist in the majority of cases at OP Level 3 = Dedicated Unit always exist at OP Level Dedicated unit: organizational unit performing evaluation related activities (as well as other activities where the case)	Desk Analysis (Organization chart, ROF)
			NA	FROM 1 TO 2 1 = No dedicated Unit exist at NSRF level 2 = Dedicated Unit exist at NSRF level	
			a. Do Evaluation Units report solely to the Head of MA?	FROM 1 TO 2 1 = No 2 = Yes	Desk Analysis (Organization chart, ROF)
			b. Do Evaluation Units exclusively perform evaluation activities?	FROM 1 TO 2 1 = No, Evaluation Units are located in units performing also other functions 2 = Yes, Evaluation Units are organized in unit performing exclusively evaluation related activities	

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
		2. Clear definition of mission, roles and tasks of Evaluation Units	Are there any formal procedures/provisions in place establishing mission, roles and tasks of Evaluation Units?	FROM 1 TO 3 1 = No, procedures/provisions do not exist 2 = Yes, procedures/provisions are in draft status but not yet approved 3 = Yes, procedures/provisions exist	Desk Analysis (ROF, Evaluation procedure)
		3. Clear assignment of roles and the tasks to individuals of Evaluation Units	Are the roles and the tasks clearly assigned to individuals within the Evaluation Units?	FROM 1 TO 3 1 = The roles and tasks of Evaluation Units are not assigned to individuals 2 = The roles and tasks of Evaluation Units are not clearly assigned to individuals, or they are partially assigned 3 = All the roles and tasks of Evaluation Units are clearly assigned to individuals	Desk Analysis (Job descriptions)
	2. Coordination between Evaluation Function of different Programmes	4. Effectiveness of coordination between Evaluation Units of different programmes	a. Are there procedures in place for the coordination of Evaluation Units of different Programmes?	FROM 1 TO 3 1 = No 2 = They are in draft status but not yet approved 3 = Yes	Desk Analysis (Evaluation Working Group mandate)
			b. Please specify how many Evaluation Working Group (EWG) meetings you have attended (in the last 12 months).	FROM 1 TO 5 1 = 0-1 2 = 2-3 3 = 4-5 4 = 6-7 5 = >8	eSurvey

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
			c. Please specify how often the approaches shared by the EWG are adopted at OP level.	FROM 1 TO 4 1 = Never 2 = Rarely 3 = Often 4 = Always	
	3 Linkage among Evaluation Function and other functions	5. Effectiveness of cooperation between the Evaluation and the Programming Units (OP level)	a. Are there any procedures linking evaluation to Programming Units? (OP Level)	FROM 1 TO 4 1 = No 2= Yes, there are informal procedures 3 = Yes, but they are in a preliminary version, unapproved 4 = Yes, there are formal procedures	Desk Analysis (ROF, Evaluation Procedure) + eSurvey
b. If "Yes" please rate the effectiveness of the existing procedures (OP Level).			FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey	
c. How many of the evaluations carried out have been initiated in order to investigate issues raised by the Programming Unit? (OP Level).			FROM 1 TO 5 1 = 76-100% 2 = 51-75% 3 = 31-50% 4 = up to 30% 5 = 0%	eSurvey Focus Group with EWG	
5. Efficiency and effectiveness of cooperation between the evaluation and the Programming Units (NSRF level)		a. Are there any procedures linking evaluation to Programming Unit? (NSRF level)	FROM 1 TO 4 1 = No 2= Yes, there are informal procedures 3 = Yes, but they are in a preliminary version, unapproved 4 = Yes, there are formal procedures	Desk Analysis (ROF, Evaluation Procedure) + eSurvey	

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
			b. If "Yes" please rate the effectiveness of the existing procedures. (NSRF level)	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey
			c. How many of the evaluations carried out have been initiated in order to investigate issues raised by the Programming Unit? (NSFR level)	FROM 1 TO 5 1 = 76-100% 2 = 51-75% 3 = 31-50% 4 = up to 30% 5 = 0%	eSurvey Focus Group with EWG
		6. Effectiveness of cooperation between the Monitoring and the Evaluation Units (OP level)	a. Are there any formal procedures regulating the interaction between monitoring and evaluation units? (OP level)	FROM 1 TO 3 1 = No 2 = They are in draft status but not yet approved 3 = Yes	Desk Analysis (ROF, Evaluation Procedure) + eSurvey
			b. Which is the frequency of meetings (both formal and informal) concerning evaluation activities between monitoring and evaluation units (in the last 12 months)? (OP level)	FROM 1 TO 5 1. = no meetings 2 = yearly meetings 3 = quarterly meetings 4 = monthly meetings 5 = more than one meeting per month	eSurvey Focus Group with EWG

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
			c. How many of the evaluations carried out have been initiated in order to investigate issues raised by the monitoring unit? (OP level)	FROM 1 TO 5 1 = 76-100% 2 = 51-75% 3 = 31-50% 4 = up to 30% 5 = 0%	
			d. Do Monitoring Units provide useful monitoring data that support evaluation? (OP level)	FROM 1 TO 4 1 = never 2 = rarely 3 = often 4 = always	
			e. Do you see any areas of improvement in which concerns cooperation between Evaluation and Monitoring? (OP level)	FROM 1 TO 3 1 = No 2 = Partially 3 = Yes	
			f. If YES/partially please indicate which are main gaps and/or areas of improvement concerning data provided by the Monitoring Unit. (OP level)		

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
		6. Effectiveness of cooperation between the Monitoring and the Evaluation Units (NSRF level)	a. Are there any formal procedures providing for the interaction between Monitoring and Evaluation Units?	FROM 1 TO 3 1 = No 2 = They are in draft status but not yet approved 3 = Yes	Desk Analysis (rules of procedures of evaluation units) eSurvey Focus Group with EWG
	b. What is the frequency of meetings (both formal and informal) concerning evaluation activities between Monitoring and Evaluation units (in the last 12 months)? (NSRF level)		FROM 1 TO 5 1.= no meetings 2 = yearly meetings 3 = quarterly meetings 4 = monthly meetings 5 = more than one meeting per month		
	c. How many of the evaluations carried out have been initiated in order to investigate issues raised by the Monitoring Unit? (NSRF level)		FROM 1 TO 5 1 = 76-100% 2 = 51-75% 3 = 31-50% 4 = up to 30% 5 = 0%		
	d. Does the Monitoring Unit provide useful monitoring data that supports evaluation? (NSRF level)		FROM 1 TO 4 1 = never 2 = rarely 3 = often 4 = always		

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
			e. Do you see any area of improvement in which concerns cooperation between Evaluation and Monitoring? (NSRF level)	FROM 1 TO 3 1 = No 2 = Partially 3 = Yes	
			f. If YES/partially please indicate which are main gaps and/or areas of improvement concerning data provided by Monitoring Units. (NSRF level)		
(2) The financial and human resources allocated to Evaluation under the NSRF	4. Allocation of Financial Resources to evaluation activities	7. Evaluation budget share (%) (OP level)	NA	FROM 1 TO 4 1 = Totally insufficient (e.g. less than 2% total budget) 2 = Insufficient 3 = Sufficient 4 = More than sufficient	Desk analysis (MEP, AEP, Procurement Plans) Focus Group with EWG
		7. Evaluation budget share (%) (NSRF Level)	NA	FROM 1 TO 4 1 = Totally insufficient (e.g. less than 2% total budget) 2 = Insufficient 3 = Sufficient 4 = More than sufficient	Desk analysis (MEP, AEP, Procurement Plans) Focus Group with EWG
	5. Allocation of Human Resources to evaluation activities	8. Adequacy of Human resources allocated to Evaluation Units (OP level)	a. How many people work for the Evaluation Unit at OP Level?	FROM 1 TO 4 1 = Totally insufficient (e.g. less than 2% total budget) 2 = Insufficient 3 = Sufficient 4 = More than sufficient	Desk Analysis (Updated situation concerning positions occupied in MAs) + International Benchmarking

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
			b. What is the percentage of Evaluation Unit staff that left in the last 12 months? (at OP level)	FROM 1 TO 5 1 = 76-100% 2 = 51-75% 3 = 31-50% 4 = up to 30% 5 = 0%	eSurvey
			c. In your opinion, are the competences and expertise of the evaluation staff (at OP level) adequate to roles and responsibilities assigned?	FROM 1 TO 4 1 = No, they are totally inadequate 2 = No, they should be increased 3 = Yes, they are adequate 4 = Yes, they are more than adequate	Desk Analysis on CVs of evaluation unit staff
		8. Adequacy of Human resources allocated to Evaluation Units (NSRF level)	a. How many people work for the Evaluation Unit at NSRF Level?	FROM 1 TO 4 1 = Totally insufficient 2 = Insufficient 3 = Sufficient 4 = More than sufficient	Desk Analysis (Updated situation concerning positions occupied in MAs) + International Benchmarking
			b. What is the percentage of Evaluation Unit staff that left in the last 12 months? (at NSRF level)	FROM 1 TO 5 1 = 76-100% 2 = 51-75% 3 = 31-50% 4 = up to 30% 5 = 0%	eSurvey
			c. In your opinion, are the competences and expertise of the evaluation staff (at NSRF level) adequate to roles and responsibilities assigned?	FROM 1 TO 4 1 = No, they are totally inadequate 2 = No, they should be increased 3 = Yes, they are adequate 4 = Yes, they are more than adequate	Desk analysis (CVs of Evaluation Unit staff)

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
		9. Existence of effective criteria to hire evaluation staff	a. Is knowledge of evaluation taken into account in the hiring process of the Evaluation Unit staff? (e.g. criteria concerning professional experience, assessment of the level of knowledge in the field of evaluation)	FROM 1 TO 2 1 = no 2 = yes	eSurvey
			b. If yes, in your opinion do these criteria lead to the hiring of the most adequate staff?	FROM 1 TO 3 1 = Never 2 = Sometimes 3 = Always	eSurvey Focus Group with EWG
		10. Existence of effective professional development actions	a. Does the staff of the Evaluation Unit benefit from professional development actions?	FROM 1 TO 4 1 = No 2 = Yes, the staff benefit of sporadic trainings organized for all staff (e.g. classroom trainings) 3 = Yes, the staff benefit of systematic trainings sessions organized for all staff (e.g. classroom trainings planned annually) 4 = Yes, the staff benefit of individual customized plan for professional development of each staff including different actions (e.g. on the job training, coaching, internships)	eSurvey
(3) Quality of monitoring system	6. Quality of Indicator systems	11. Quality of indicator system at Programme level	a. Please rate the quality of the indicator system (at Programme level) in terms of :		

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
			<p>1. Coverage (the degree to which the indicator system provides quantified information on the socio-economic and environmental situation and can express identified needs in quantitative terms. The system provides information that may have an impact on - or may be impacted by - the OPs.)</p>	<p>FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)</p>	<p>Desk Analysis (KPMG Report)</p> <p>eSurvey</p>
			<p>2. Balance (the degree to which the indicator system includes a well-distributed mix of indicators - context, input, output, result, impact - and the requirement for information to different categories/levels of stakeholders)</p>	<p>FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)</p>	
			<p>3. Manageability (the extent to which indicator system allows ease of collecting, measuring, processing, monitoring and communicating the indicators)</p>	<p>FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)</p>	
			<p>b. How long does it take on average, at OP level, to obtain information from the monitoring system related to indicators, referred to a specific cut-off date?</p>	<p>FROM 1 TO 4 1 = Long, over 2 months 2 = Medium, 1 month 3 = Short, 15 days 4 = Extremely short, 1 week</p>	<p>eSurvey</p>

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
		11. Quality of indicator system at NSRF level	Please rate the quality of the indicator system (at NSRF level) in terms of :		
			1. Coverage <i>(the degree to which the indicator system provides quantified information on the socio-economic and environmental situation and can express identified needs in quantitative terms. The system provides information that may have an impact on - or may be impacted by - the OPs.)</i>	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	Desk Analysis (KPMG Report) eSurvey
			2. Manageability <i>(the extent to which indicator system allows ease of collecting, measuring, processing, monitoring and communicating the indicators)</i>	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	
	b. How long does it take on average, at NSRF level, to obtain information from the monitoring system related to indicators, referred to a specific cut-off date?	FROM 1 TO 4 1 = Long, over 2 months 2 = Medium, 1 month 3 = Short, 15 days 4 = Extremely short, 1 week	eSurvey		
	7. Quality of Individual indicators	12. Quality of individual indicators at Programme level	Please rate the quality of the individual indicators (at Programme level) in terms of the:		

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
			1. Correspondence to policy (i.e. linked in an as direct way as possible and potentially affected by the programme actions for whose assessment they are used)	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	Desk Analysis (KPMG Report) eSurvey
			2. Normativity (i.e. having a clear and accepted interpretation)	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	
			3. Robustness (i.e. complying with internationally recognised standards and methodologies)	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	
			4. Feasibility (i.e. the measurement is not onerous)	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	
		12. Quality of individual indicators at NSRF level	Please rate the quality of the individual indicators (at NSRF level) in terms of the:		
			1. Correspondence to policy (i.e. linked in an as direct way as possible and potentially affected by the policy actions for whose assessment they are used)	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	Desk Analysis (KPMG Report) eSurvey
			2. Normativity (i.e. having a clear and accepted normative interpretation)	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
			3. Robustness (i.e complying with internationally recognised standards and methodologies)	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	
			4. Feasibility (i.e the measurement is not onerous)	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	
(4) Efficiency and effectiveness of the evaluation function (with respect to planning, management, quality control and learning)	8. Effectiveness of the Evaluation Plan	13. Existence of multi-annual and annual Evaluation Plans at the level of Operational Programme and NSRF	NA	FROM 1 TO 5 1 = No multiannual and Annual Plan exist 2 = Multiannual and Annual Plan don't exist at national level but sometimes exist at Programme level 3 = Multiannual and Annual Plan exist at national level and sometimes at Programme level 4 = Multiannual and Annual Plan exist in the majority of case at both levels 5 = Multiannual and annual Plan always exist at both levels	Desk Analysis (Multi-Annual Evaluation Plan, Annual Evaluation Plans)
		14. Degree of accomplishment of Multi-Annual Evaluation Plans (OP Level)	a. How many of the evaluations that had to be carried out according to the Evaluation Plan have actually been accomplished?	FROM 1 TO 4 1 < 25% 2 = 25 - 50% 3 = 51 - 75% 4 = 76% - 100%	Desk Analysis (Evaluations uploaded on Evaluation Library)
			b. How many evaluations (not included in the evaluation plans) have been carried out in the current programming period 2007 - 2013 in order to meet specific needs at OP level?	FROM 1 TO 4 1 < 2 2 = 2 - 3 3 = 4 - 5 4 > 5	Desk analysis - International Benchmarking, eSurvey

Subsequent Contract no. 1

Examination of the Evaluation Culture, SMIS 43465

Project co-financed from European Regional Development Fund through OPTA 2007-2013

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
			c. How many evaluation reports contain the identification of programme impacts?	FROM 1 TO 4 1 < 2 2 = 2 - 3 3 = 4- 5 4 > 5	Desk Analysis (Reports published on Evaluation Library)
			d. How many evaluation reports contain the quantification of programme impacts?	FROM 1 TO 4 1 < 2 2 = 2 - 3 3 = 4- 5 4 > 5	Desk Analysis (Reports published on Evaluation Library)
		14. Degree of accomplishment of Multi-Annual Evaluation Plans (NSRF level)	a. How many of the evaluations that had to be carried out according to the Evaluation Plan have actually been accomplished?	FROM 1 TO 4 1 < 25% 2 = 25 - 50% 3 = 51 - 75% 4 = 76% - 100%	Desk Analysis (Evaluations uploaded on Evaluation Library)
			b. How many evaluations (not included in the evaluation plans) have been carried out in the current programming period 2007 - 2013 in order to meet specific needs at NSRF level?	FROM 1 TO 4 1 < 2 2 = 2 - 3 3 = 4- 5 4 > 5	Desk analysis - International Benchmarking, eSurvey
			c. How many evaluation reports (realised in the last 12 months at NSRF level) contain the identification of programme impacts?	FROM 1 TO 4 1 < 2 2 = 2 - 3 3 = 4- 5 4 > 5	Desk Analysis (Reports published on Evaluation Library)
			d. How many evaluation reports (realized in the last 12 months at NSRF level) contain the quantification of programme impacts?	FROM 1 TO 4 1 < 2 2 = 2 - 3 3 = 4- 5 4 > 5	Desk Analysis (Reports published on Evaluation Library)

Subsequent Contract no. 1

Examination of the Evaluation Culture, SMIS 43465

Project co-financed from European Regional Development Fund through OPTA 2007-2013

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
		15. Average delay of evaluations according to the Annual Plan (OP level)	a. What is the average number of weeks of delay between the evaluations and the date on which they were scheduled in the evaluation plan?	FROM 1 TO 5 5= No delay 4= 3 Months 3= 6 Months 2= 9 Months 1= More than 12 months	Desk Analysis (evaluation plans, evaluation library)
			b. Please list the three main reasons for delay between the evaluations and the date on which they were scheduled (according to the Annual Plan) at OP Level.		eSurvey
		15. Average delay of evaluations according to the Annual Plan (NSRF level)	a. What is the average number of weeks of delay between the evaluations and the date on which they were scheduled in the evaluation plan?	FROM 1 TO 5 5= No delay 4= 3 Months 3= 6 Months 2= 9 Months 1= More than 12 months	Desk Analysis (evaluation plans, evaluation library)
			b. Please list the three main reasons for delay between the evaluations and the date on which they were scheduled (according to the Annual Plan) at NSFR Level.		eSurvey
		16. Degree of Plans revision during the Programme implementation cycle (OP Level)	a. Are the Annual/Multi Annual Evaluation Plans revised during the Programme implementation cycle, if necessary?	FROM 1 TO 2 1 = No 2 = Yes	Desk Analysis

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
			b. What kind of elements are taken into account in the revision process of the Annual/Multi Annual Evaluation Plans at OP level?		eSurvey
		16. Degree of Plans revision during the Programme implementation cycle (NSRF Level)	a. Are the Annual/Multi Annual Evaluation Plans revised during the Programme implementation cycle, if necessary?	FROM 1 TO 2 1 = No 2 = Yes	Desk Analysis
			b. What kind of elements are taken into account in the revision process of the Annual/Multi Annual Evaluation Plans at NSFR level?		eSurvey
	9. Effectiveness of the Evaluation Steering Committees	17. Existence of the Evaluation Steering Committees with a clear assignment of roles and responsibilities (OP level)	Is the Evaluation Steering Committee in place with clearly assigned roles and responsibilities?	FROM 1 TO 3 1 = No, it is not in place 2 = No, It is in place but the roles and responsibilities are not clearly assigned 3 = Yes, It is in place and the roles and responsibilities are clearly assigned	Desk analysis (ROF, Evaluation Procedures)
		17. Existence of the Evaluation Steering Committees with a clear assignment of roles and responsibilities (NSRF level)	Is the Evaluation Steering Committee in place with clearly assigned roles and responsibilities?	FROM 1 TO 3 1 = No, it is not in place 2 = No, It is in place but the roles and responsibilities are not clearly assigned 3 = Yes, It is in place and the roles and responsibilities are clearly assigned	Desk analysis (ROF, Evaluation Procedures)

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
		18. Effectiveness of the Evaluation Steering Committees activity (OP level)	a. How do you rate the effectiveness of the Evaluation Steering Committee activity (i.e. in terms of ensuring the quality of the evaluation process and results at OP level)?	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey
			b. Are other thematic experts invited to take part in the Evaluation Steering Committee according to the evaluation theme? (at OP level)	FROM 1 TO 3 1= No 2= No, but this approach has been considered and will be implemented in the future 3 = Yes	eSurvey
		18. Effectiveness of the Evaluation Steering Committees activity (NSRF level)	a. How do you rate the effectiveness of the Evaluation Steering Committee activity? (i.e. in terms of ensuring the quality of evaluation process and results at NSFR Level)	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey
			b. Are other thematic experts invited to take part in the Evaluation Steering Committee according to the evaluation theme? (at NSFR level)	FROM 1 TO 3 1= No 2= No, but this approach has been considered and will be implemented in the future 3 = Yes	eSurvey

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE	
	10. Involvement of Evaluation Units in the decision-making process	19. Existence of a formalized process for the involvement of Evaluation Units in decision-making process (OP Level)	Does a formalized process exist for the involvement of evaluation units in the decision making process at OP Level? (e.g. participation to the Monitoring Committees as voting members; consulted by the Managing Authority on main decisions at Programme level)	FROM 1 TO 3 1 = No 2 = There are consultations, but not in a formalised process 3 = Yes	eSurvey	
		19. Existence of a formalized process for the involvement of Evaluation Units in decision-making process (NSRF Level)	Does a formalized process exist for the involvement of the "central" Evaluation Unit in the decision making process at NSRF Level? (e.g. consulted by the Ministry of European Funds on main decisions concerning all Operational Programmes)	FROM 1 TO 3 1 = No 2 = There are consultations, but not in a formalised process 3 = Yes	eSurvey	
	11. Quality of Terms of Reference	20. Overall quality of evaluation Terms of References	Please rate the quality of the Evaluation Terms of References in terms of:			
			1. Clarity		FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey
			2. Standardization (i.e. conform to a common standard/guidelines)		FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
	12. Existence of learning processes	21. Regular updating of Internal procedures related to evaluations (design/implementation/use) as a result of the experience gathered (OP level)	Are the internal procedures related to Evaluation Unit (design/implementation/use) regularly updated, as a result of the experience gathered? (at OP level)	FROM 1 TO 3 1 = No, procedures have not been updated 2 = Yes, Procedures have been updated but with no significant improvements 3 = Yes, procedures are regularly updated in consideration of the experience gained leading to substantial improvements.	eSurvey + Desk Analysis
		21. Regular updating of Internal procedures related to evaluations (design/implementation/use) as a result of the experience gathered (NSRF level)	Are the internal procedures related to Evaluation Unit (design/implementation/use) regularly updated, as a result of the experience gathered? (at NSRF level)	FROM 1 TO 3 1 = No, procedures have not been updated 2 = Yes, Procedures have been updated but with no significant improvements 3 = Yes, procedures are regularly updated in consideration of the experience gained leading to substantial improvements.	eSurvey + Desk Analysis
EVALUATION CAPACITY: SUPPLY SIDE					
(5) Availability and reliability of Socio-economic data	13. Quality of Socio-economic data	22. Availability of key socio-economic indicator data (GDP, employment, unemployment, R&D investment) at national and regional (NUTS II) level	a. Are the key socio-economic data regarding GDP, employment, unemployment, R&D investment, at national and regional (NUTS II), timely available?	FROM 1 TO 3 1 = No 2 = Yes, but partially 3 = Yes	Desk Analysis (Eurostat, INSSE, ECO report) + International benchmarking
			b. Please list the main data gaps (up to 3)		

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
			c. Are there other sources for key socio-economic indicator data at national and regional (NUTS II) level, besides the official statistics that you take into account (e.g. reports prepared by Chambers of Commerce, employer associations)?	FROM 1 TO 2 1 = No 2 = Yes	eSurvey
			d. If yes, please rate their consistency with the official data.	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey
	14. Availability of Other data	23. Availability of other necessary data for evaluation	Are micro-data on beneficiaries available in a timely manner (e.g. economic-financial data for private enterprises, employment status / disadvantage of individual persons)	FROM 1 TO 3 1 = No 2 = Yes, but partially 3 = Yes	eSurvey + Desk research (analysis of limitation section of evaluation reports uploaded on evaluation library)
			If so please list the type of micro-data on beneficiaries that is available		
(6) Availability and quality of evaluation expertise	15. Degree of Evaluation Market competitiveness	24. Number of international firms active in the market	How many international firms active in the evaluation market are you aware of?	FROM 1 TO 5 1 = 0 2 = 1-3 3 = 4-6 4 = 7-10 5 = more than 10	Desk Analysis (SEAP - Procurement awards)

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
		25. Number of local firms active in the market	How many local firms active in the evaluation market are you aware of?	FROM 1 TO 5 1 = 0 2 = 1-3 3 = 4-6 4 = 7-10 5 = more than 10	Desk Analysis (SEAP - Procurement awards)
		26. Number of universities involved in the evaluation activities	How many universities involved in the evaluation activities are you aware of?	FROM 1 TO 5 1 = 0 2 = 1-3 3 = 4-6 4 = 7-10 5 = more than 10	Desk Analysis (SEAP - Procurement awards)
		27. Competitiveness of the evaluation market	Is the evaluation market competitive?	FROM 1 TO 3 3= Yes, the evaluation services are most of the times assigned to a relevant number of different players (more than 10) 2= Partially, the evaluation services are often assigned to a limited number of players (5-10) 1= No, the evaluation services are most of the times assigned to a restricted number of players (less than 5) Option: I do not know (treated as answer not received)	eSurvey / Focus Group with ADER
	16. Availability of thematic and methodological expertises	28. Quality of expertise	a. Does the supply side of evaluation have the required thematic and methodological expertise needed?	FROM 1 TO 4 1 = No 2 = To a partial but unsatisfying extent 3 = To a partial but satisfying extent 4 = Yes	eSurvey / Focus Group with ADER
			b. Please list the main types of expertise lacked (up to 3).		

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
	17. Assure quality of evaluations	29. Quality of evaluation reports	a. Do you apply check-lists to assess the quality of the evaluation reports?	FROM 1 TO 2 1 = no 2= yes	eSurvey + Desk Analysis (quality assessment grids used at OP Level)
			b. Please rate the quality of the evaluation reports in terms of:		
			1. Accuracy	FROM 1 TO 5 From 1 (the lowest value) to 5 (the highest value).	eSurvey
			2. Clarity	FROM 1 TO 5 From 1 (the lowest value) to 5 (the highest value).	
			3. Usefulness	FROM 1 TO 5 From 1 (the lowest value) to 5 (the highest value).	
			c. Please indicate the major weak points of evaluation reports (up to 3).		
		30. Existence of approved set of quality standards for evaluations	NA (Existence of approved set of quality standards)	FROM 1 TO 2 1 = No 2 = Yes	Desk Analysis (Evaluation Standards and documents produced by the EWG)
			NA (Consistency of approved set of quality standards with EC standards)	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	Desk Analysis (Evaluation Standards and documents produced by the EWG)

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
	18. Development of evaluation skills	31. Existence of specific training programmes for evaluators	NA	FROM 1 TO 3 1 = No 2 = Some training programmes exist but do not lead to any recognized qualification 3 = Some training programmes exist and they lead to a recognized qualification	Desk Analysis / Focus Group with ADER
	19. Independence of evaluators	32. Degree of evaluators independence (supply side)	Please rate to what extent evaluation providers are independent from clients' interests.	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey / Focus Group with ADER
EVALUATION CULTURE: DISSEMINATION AND UTILIZATION OF EVALUATION RESULTS					
(7) Dissemination of evaluation outputs	20. Evaluation Outputs Dissemination	33. Number of Evaluation reports publicly available in their integrity (out of total available) - OP Level	a. How many evaluation reports have been approved (in the last 12 months) at OP level?	FROM 1 TO 4 1 < 30 of international benchmark 2 = between 31 - 60% of international benchmark 3 = between 61% - 100% of international benchmark 4 > 100% of international benchmark	Desk Analysis (Evaluation Website and Evaluation Library) + International benchmarking
			b. How many evaluation reports (realized in the last 12 months) are publicly available in their integrity (the full version and not only the executive summary) at OP level?	FROM 1 TO 4 1 < 25% 2 = 25 - 50% 3 = 51 - 75% 4 = 76% - 100%	Desk Analysis (Reports published on Evaluation Library)
		33. Number of Evaluation reports publicly available in their integrity (out of total available) - NSRF	a. How many evaluation reports have been approved (in the last 12 months) at NSRF level?	FROM 1 TO 4 1 < 30 of international benchmark 2 = between 31 - 60% of international benchmark 3 = between 61% - 100% of international benchmark 4 > 100% of international benchmark	Desk analysis (Reports published on Evaluation Library) + International benchmarking

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
		Level	b. How many evaluation reports (realized in the last 12 months) are publicly available in their integrity at NSRF level?	FROM 1 TO 4 1 < 25% 2 = 25 - 50% 3 = 51 - 75% 4 = 76% - 100%	Desk Analysis (Reports published on Evaluation Library)
		34. Number of Public events / debates organized to discuss evaluation results - OP level	How many public events/debates have been organized to discuss Evaluation results of the Programme (in the last 12 months) at OP level?	FROM 1 TO 4 1 = 0 2 = 1 3 = 2 4 = more than 2	eSurvey + Desk Analysis
		34. Number of Public events / debates organized to discuss evaluation results - NSRF level	How many public events/debates have been organized to discuss Evaluation results of the Programme (in the last 12 months) at NSRF level?	FROM 1 TO 4 1 = 0 2 = 1 3 = 2 4 = more than 2	eSurvey + Desk Analysis
(8) Use of evaluation outputs	21. Existence of procedures for addressing evaluation results and follow-up	35. Existence of procedures which provide for roles and responsibilities related to the follow-up of evaluation results and recommendations (e.g. action plan, its monitoring) (OP level)	Are procedures which provide for roles and responsibilities related to the implementation of evaluation results and follow-up of recommendations in place (action plan and monitoring) at OP level?	FROM 1 TO 2 1 = No 2 = Yes	Desk Analysis (Evaluation Procedure) Focus Group EWG

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
		35. Existence of procedures which provide for roles and responsibilities related to the follow-up to evaluation results and recommendations (e.g. action plan, its monitoring) (NSRF level)	Are procedures which provide for roles and responsibilities related to the implementation of evaluation results and follow-up of recommendations in place (action plan and monitoring) at NSRF level?	FROM 1 TO 2 1 = No 2 = Yes	Desk Analysis (Evaluation Procedure) Focus Group EWG
		36. Existence of a decision-making Monitoring/Coordination Committee/Managing Authority responsible for the follow-up of the evaluation results (OP level)	a. Are the responsibilities of following up on the results of evaluation conducted assigned to a decision-making Monitoring/Coordination Committee and Managing Authority at OP level?	FROM 1 TO 2 1 = No 2 = Yes	Desk Analysis (Evaluation Procedure) Focus Group EWG
			b. To what extent is the evaluation evidence taken into account by Monitoring Committees in the decision making process?	FROM 1 TO 4 1 = Never 2 = Rarely 3 = Often 4 = Always	eSurvey Focus Group EWG

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
		36. Existence of e decision-making Monitoring/Coordination Committee/Managing Authority responsible for the follow-up of the evaluation results (NSRF level)	Are the responsibilities of following up on the results of evaluation conducted, assigned to a decision-making Monitoring/Coordination Committee and Managing Authority?	FROM 1 TO 2 1 = No 2 = Yes	Desk Analysis (Evaluation Procedure) Focus Group EWG
	22. Impact of evaluations on programming/implementation processes	37. Impact of the evaluation results on programming process (OP level)	a. How many evaluation recommendations related to Programming have been implemented?	FROM 1 TO 5 1 = 0% 2 = up to 30% 3 = 31 - 50% 4 = 51 - 75% 5 = 76 - 100%	Desk Analysis (Follow-up table of recommendations) Focus Group EWG
b. Have the evaluation recommendations, related to Programming at OP level, been used in the preparation of 2014-2020 Operational Programmes?			FROM 1 TO 2 1 = No 2 = Yes	eSurvey Focus Group EWG	
c. If Yes, please detail how they were used.					

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
		37. Impact of the evaluation results on programming process (NSRF level)	How many evaluation recommendations related to NSRF programming have been implemented?	FROM 1 TO 5 1 = 0% 2 = up to 30% 3 = 31 - 50% 4 = 51 - 75% 5 = 76 - 100%	Desk Analysis (Follow-up table of recommendations) Focus Group EWG
		38. Impact of the evaluation results on implementation process (OP level)	What is the overall degree of implementation of evaluation recommendations, at OP level, for the current programming period 2007 - 2013?	FROM 1 TO 5 1 = 0% 2 = up to 30% 3 = 31 - 50% 4 = 51 - 75% 5 = 76 - 100%	eSurvey
		38. Impact of the evaluation results on implementation process (NSRF level)	What is the overall degree of implementation of evaluation recommendations, at the level of NSRF, for the current programming period 2007 - 2013?	FROM 1 TO 5 1 = 0% 2 = up to 30% 3 = 31 - 50% 4 = 51 - 75% 5 = 76 - 100%	eSurvey

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
EVALUATION CULTURE: INSTITUTIONALIZATION OF EVALUATION/EVALUATION CULTURE - TO WHAT EXTENT IS EVALUATION EMBEDDED IN GOVERNANCE OF SIS AND HAS FURTHER IMPACTS?					
Enabling context					
(9) Mental framework	23. Values	39. Evaluation (as analysis of own "mistakes" fear of which determines the "control" culture) is welcomed, encouraged and valued as an essential part of achieving success at institutional level (MA/MEF) by policy makers	Please rate to what extent policy makers consider evaluation as an essential part in the definition of policies and in ensuring their successful implementation?	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey
		40. Evaluation (as analysis of own "mistakes" fear of which determines the "control" culture) is welcomed, encouraged and valued as an essential part of achieving success at institutional level (MA/MEF) - by management/executive staff	Please rate to what extent the management/executive staff consider evaluation as an essential part in the definition of policies and in ensuring their successful implementation?	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
(10) Legal context of evaluation	24. Legal provisions	41. Existence of legal provisions regulating evaluation	NA	FROM 1 TO 3 1 = Just EC legislation concerning Structural Instruments 2 = EC legislation and a National legal framework concerning Structural Instruments 3 = Both EC legislation (on SIs) and National legislation (outside SIs)	Desk analysis (G.D. No. 457/2008, EU Regulations)
		42. Existence of other legal provisions hampering, directly or indirectly evaluation practice (e.g. public procurement - to be scored with - minus)	NA	FROM 0 TO 4 4 = no hampering element 3 = 1 hampering element 2 = 2 hampering elements 1 = 3 hampering elements 0 = at least 4 hampering elements	Focus Group with EWG Desk analysis
(11) "Evaluative" human resources policy - targeted at ensuring adequate human resources, at all levels, for conducting evaluations	25. Human resources policy	43. Percentage of Civil servants, at all levels, trained in social sciences (as opposed to strict legal training)	a. Please indicate the percentage of civil servants working in the organizational structure that includes the office for which you are working directly (other than those working in the Evaluation Unit) which are trained in social sciences (e.g. economics, sociology, political science).	FROM 1 TO 4 1 < 25% 2 = 25 - 50% 3 = 51 - 75 % 4 > 75%	eSurvey

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
		44. Percentage of Civil servant, at all levels, participating widely and openly in evaluation activities	a. Please rate the level of participation in evaluation activities of civil servants working in the organizational structure that includes the office for which you are working directly.	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey
			b. Please rate the level of participation of civil servants working in the organizational structure that includes the office for which you are working directly in public discussions related to evaluation issues (e.g. presentations of evaluation results, events organized by evaluation societies).	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey
		45. Presence of Evaluation champion(s) at OP level	Is there a person in the organizational structure that includes the office for which you are working directly, holding a decision making position, who supports the evaluation process? (at OP level)	FROM 1 TO 2 1 = No 2 = Yes	eSurvey
		45. Presence of Evaluation champion(s) at NSRF level	Is there a person in the organizational structure that includes the office for which you are working directly, holding a decision making position, who supports the evaluation process? (at NSRF level)	FROM 1 TO 2 1 = No 2 = Yes	eSurvey

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
		46. Existence of evaluation training for civil servants on the market	a. Are there valid Evaluation training/education options for civil servants in the Romanian market?	FROM 1 TO 4 1 = No 2 = Yes, there are options but they are not valid 3 = Yes, there are valid options but they don't cover all developmental needs 4 = Yes	eSurvey + Desk Analysis
			b. Are there any specific training needs not addressed in the market?	FROM 1 TO 2 1 = No 2 = Yes	eSurvey
			c. If Yes, please list.		
(12) Embedded/bottom up evaluation demand (in SIS)	26. Embedded demand for evaluation (in SIS)	47. There is significant demand for evaluation (all types/all levels)	Is there a significant demand for all types of evaluations (i.e. ex ante/in itinere/ex post)?	FROM 1 TO 4 1 < 30 of international benchmark 2 = between 31 - 60% of international benchmark 3 = between 61% - 100% of international benchmark 4 > 100% of international benchmark	Desk analysis (SEAP) + international benchmarking
		48. Percentage of evaluation carried out in response to the need for empirical knowledge (not as an obligation) (OP level)	How many of the evaluations carried out by your institution were triggered in response to the need for knowledge - and not because it was an obligation (at OP level)?	FROM 1 TO 5 1 = 0% 2 = up to 30% 3 = 31-50% 4 = 51 -75% 5 = 76 - 100%	eSurvey Desk analysis
		48. Percentage of evaluation carried out in response to the need for empirical knowledge (not as an obligation) (NSRF level)	How many of the evaluations carried out by your institution were triggered in response to the need for knowledge - and not because it was an obligation (at NSRF level)?	FROM 1 TO 5 1 = 0% 2 = up to 30% 3 = 31-50% 4 = 51 -75% 5 = 76 - 100%	eSurvey Desk analysis

Subsequent Contract no. 1

Examination of the Evaluation Culture, SMIS 43465

Project co-financed from European Regional Development Fund through OPTA 2007-2013

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
(13) Networking	27. Existence of a National organization of professional evaluators	49. Existence of a strong national organization of professional evaluators contributing to the creation of a network and to dissemination of best practices	a. To what extent the relevant players of the supply side are represented in the National Organization of Evaluators (i.e. all relevant players in the supply side of the evaluation market are represented)?	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey
			b. How many public meetings does the national organization of professional Evaluators carry out per year?	FROM 1 TO 4 1 = 0 - 1 2 = 2 - 5 3 = 6 -10 4 = more than 10	Desk analysis (ADER Website) + International benchmarking
			c. Please rate the level of contribution of the organization to the creation of a network of evaluation experts	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey
			d. Please rate the level of contribution of the organization to the dissemination and exchange of best practices	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey
	28. Reducing academia-government gap	50. Existence of a cooperation mechanisms between academia and government	a. Do cooperation mechanisms between academia and government, which lead to a better policy formulation, exist?	FROM 1 TO 2 1 = No 2 = Yes	eSurvey + Desk Analysis (ADER Website) + Focus Group ADER

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
		which lead to a better policy formulation	b. If yes, how would you rate it?	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey
(14) Civil society and mass media	29. Civil society participation	51. Civil Society actively participates in evaluation-related activities	a. Please rate the level of participation of civil society in evaluation-related activities	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey
			b. Please indicate which part of civil society (that is not actively involved in evaluation-related activities) should participate		
	30. Mass media participation	52. Degree of participation of mass media to public events related to evaluation and dissemination	How many public events related to evaluation and dissemination (involving mass media) have been carried out (per year) by your institution?	FROM 1 TO 5 1 = 0-2 2 = 3-5 3 = 6-8 4 = 9-10 5 = more than 10	eSurvey
(15) Governance	31. Governance index (as further composed of 6 dimensions - 59 Governance index)	53. Governance index	NA Voice and accountability Country's Percentile Rank (0-100)	FROM 1 TO 5 1 = 0-25 2 = 26-50 3 = 51-75 4 = 76-90 5 = 91-100	Desk Analysis

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
			NA Political Stability Country's Percentile Rank (0-100)	FROM 1 TO 5 1 = 0-25 2 = 26-50 3 = 51-75 4 = 76-90 5 = 91-100	Desk Analysis
			NA Government effectiveness Country's Percentile Rank (0-100)	FROM 1 TO 5 1 = 0-25 2 = 26-50 3 = 51-75 4 = 76-90 5 = 91-100	Desk Analysis
			NA Regulatory quality Country's Percentile Rank (0-100)	FROM 1 TO 5 1 = 0-25 2 = 26-50 3 = 51-75 4 = 76-90 5 = 91-100	Desk Analysis
			NA Rule of law Country's Percentile Rank (0-100)	FROM 1 TO 5 1 = 0-25 2 = 26-50 3 = 51-75 4 = 76-90 5 = 91-100	Desk Analysis

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
			NA Control of corruption Country's Percentile Rank (0-100)	FROM 1 TO 5 1 = 0-25 2 = 26-50 3 = 51-75 4 = 76-90 5 = 91-100	Desk Analysis
IMPACT BEYOND SIS MANAGEMENT SYSTEM					
(16) Impacts in long-run and outside SIS	32. Effects beyond SIS	54. Internalization of evaluation from Institutions involved in SIS, other than MAs and MEF(IB's, Beneficiaries, Audit Authority, Certification and Paying Authority)	Based on your personal experience (e.g. availability to interviews, provisions of comment on draft reports) what is the level of sensitivity to evaluation of:		
			- Intermediate Bodies	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey
			- Audit Authority	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey
			- Certifying and Paying Authority	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SCORING METHODOLOGY	SOURCE
			- Beneficiaries	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey
		55. Integration, in all political fields, of evaluation into management strategies and practices	a. Please rate the extent to which evaluation is impacting the policy making process in the long run	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey
			b. Please indicate the policy fields in which, in your opinion, the contribution of the evaluation is the most significant (indicate 3 fields)		eSurvey
			c. Please provide some examples		eSurvey
		56. Integration, at all levels of administration and government, of evaluation into management strategies and practices	a. Please rate the extent to which evaluation is impacting the administrative and operating process in the long run	FROM 1 TO 5 from 1 (the lowest value) to 5 (the highest value)	eSurvey
			b. Please provide some examples		

Annex 11 - Scoring methodology for impact of KAI 1.2

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
EVALUATION CAPACITY: DEMAND SIDE (including both individual and institutional level)					
(1) The architecture of Evaluation with specific regard to the linkage between Evaluation, Programming and monitoring (responsibilities, coordination, linkage with other functions)	1.Allocation of Evaluation Responsibilities	1. Existence of dedicated Evaluation Units	% of Programmes that set-up an evaluation unit based on guidelines developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	From 0% to 100%
			The Central Evaluation Unit has been set-up based on guidelines developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	0% or 100%
			% of Programmes for which the Evaluation Units are structured according to guidelines developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	From 0% to 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
		2. Clear definition of mission, roles and tasks of Evaluation Units	% of Programmes for which Evaluation Units' mission/roles and tasks are defined according to guidelines developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	From 0% to 100%
		3. Clear assignment of roles and the tasks to individuals of Evaluation Units	% of Programmes for which Evaluation Units' mission/roles and tasks are defined according to guidelines developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	From 0% to 100%
	2. Coordination between Evaluation Function of different Programmes	4. Effectiveness of coordination between Evaluation Units of different programmes	The mechanisms in place for the coordination of Evaluation Units of different Programmes is based on guidelines developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	0% or 100%
			% of EWG meetings organized within KAI 1.2 projects	Desk analysis Interview with ECU	From 0% to 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
			% of approaches discussed by the EWG which resulted from KAI 1.2 projects that have been adopted at OP level	Desk research of EWG Agenda in order to identify the no of approaches; Focus Group with EWG	From 0% to 100%
	3 Linkage among Evaluation Function and other functions	5. Effectiveness of cooperation between the Evaluation and the Programming Units (OP level)	% of Programmes for which procedures are structured according to guidelines developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	From 0% to 100%
			% of evaluations triggered by programming units that are financed under KAI 1.2 of the OPTA	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	From 0% to 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
		5. Efficiency and effectiveness of cooperation between the evaluation and the Programming Units (NSRF level)	Existence of a procedure structured according to guidelines developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	0% or 100%
			% of evaluations triggered by programming units that are financed under KAI 1.2 of the OPTA	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	From 0% to 100%
		6. Effectiveness of cooperation between the Monitoring and the Evaluation Units (OP level)	% of Programmes for which procedures regulating the interaction between monitoring and evaluation units are structured according to guidelines developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	0% or 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
			% of Programmes for which the frequency of meetings between monitoring and evaluation units takes place according to guidelines provided under KAI 1.2		
			% of evaluations triggered by monitoring units that are financed under KAI 1.2 of the OPTA	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	0% or 100%
			% of evaluation recommendations (provided under KAI 1.2) related to the identification of monitoring data needs for evaluation that were implemented	Desk research (follow-up tables of recommendations)	From 0% to 100%
			n/a	n/a	n/a

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
			n/a	n/a	n/a
		6. Effectiveness of cooperation between the Monitoring and the Evaluation Units (NSRF level)	Existence of procedures regulating the interaction between monitoring and evaluation unit structured according to guidelines developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	0% or 100%
	Frequency of meetings between monitoring and evaluation units taking place according to guidelines provided under KAI 1.2		Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	0% or 100%	
	% of evaluations triggered by the monitoring unit that are financed under KAI 1.2 of the OPTA		Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	From 0% to 100%	

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
			% of evaluation recommendations implemented that were provided under KAI 1.2 in relation to quality of monitoring data in support to evaluation	Desk research (follow-up tables of recommendations)	From 0% to 100%
			n/a	n/a	n/a
			n/a	n/a	n/a
(2) The financial and human resources allocated to Evaluation under the NSRF	4. Allocation of Financial Resources to evaluation activities	7. Evaluation budget share (%) (OP level)	Share of KAI 1.2 budget dedicated to OP level evaluations and capacity building activities, on evaluation budget at OP level	Desk Analysis	From 0% to 100%
		7. Evaluation budget share (%) (NSRF Level)	Share of KAI 1.2 budget on total budget allocated to evaluations and capacity building activities at NSR level	Desk Analysis	From 0% to 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
	5. Allocation of Human Resources to evaluation activities	8. Adequacy of Human resources allocated to Evaluation Units (OP level)	% of Evaluation Unit staff paid through KAI 1.2 (<i>currently not supported</i>)	Desk Analysis	From 0% to 100%
			% of the Evaluation Unit staff hired through KAI 1.2 leaving every year	Desk Analysis	From 0% to 100%
			% of human resources working in evaluation units that are trained by KAI 1.2	Focus Group with EWG	From 0% to 100%
		8. Adequacy of Human resources allocated to Evaluation Units (NSRF level)	% of the Evaluation Unit staff paid through KAI 1.2 (<i>currently not supported</i>)	Desk Analysis	From 0% to 100%
			% of the Evaluation Unit staff hired through KAI 1.2 leaving every year	Desk Analysis	From 0% to 100%

Subsequent Contract no. 1

Examination of the Evaluation Culture, SMIS 43465

Project co-financed from European Regional Development Fund through OPTA 2007-2013

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
			% of human resources working in evaluation units tha are trained by KAI 1.2	Focus Group with EWG	From 0% to 100%
		9. Existence of effective criteria to hire evaluation staff	Existence of criteria for the selection of staff of the evaluation Units developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	0% or 100%
			Existence of criteria for the selection of staff of the evaluation Units developed under KAI 1.3	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	0% or 100%
		10. Existence of effective professional development actions	Existence of training strategies for evaluation unit staff developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	0% or 100%

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
(3) Quality of monitoring system	6. Quality of Indicator systems	11. Quality of indicator system at Programme level			
			% of Programmes that have designed/revised the indicator system in accordance with recommendations developed under KAI 1.2	Desk Analysis (follow-up table of recommendations of KAI 1.2 evaluations)	From 0% to 100%
				Desk Analysis (follow-up table of recommendations of KAI 1.2 evaluations)	
	Desk Analysis (follow-up table of recommendations of KAI 1.2 evaluations)				

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
			% of Programmes providing information from the monitoring system in the timeframe recommended under KAI 1.2 Guidelines	Focus Group with EWG	From 0% to 100%
		11. Quality of indicator system at NSRF level	n/a	n/a	n/a
			Existence of indicator system designed/revised in accordance with recommendations developed under KAI 1.2	Desk Analysis (follow-up table of recommendations of KAI 1.2 evaluations)	0% or 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
			Information from the monitoring system are provided in the timeframe recommended under KAI 1.2 Guidelines	Desk Analysis (follow-up table of recommendations of KAI 1.2 evaluations)	0% or 100%
	7. Quality of Individual indicators	12. Quality of individual indicators at Programme level	n/a	n/a	n/a
% of Programmes that have modified individual indicators in accordance to KAI 1.2 recommendations			Desk Analysis (follow-up table of recommendations of KAI 1.2 evaluations)	From 0% to 100%	
		12. Quality of individual indicators at NSRF level	n/a	n/a	n/a

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
			Existence of NSRF individual indicators modified in accordance to KAI 1.2 recommendations	Desk Analysis (follow-up table of recommendations of KAI 1.2 evaluations)	0% or 100%
(4) Efficiency and effectiveness of the evaluation function (with respect to planning, management, quality control and learning)	8. Effectiveness of the Evaluation Plan	13. Existence of multi-annual and annual Evaluation Plans at the level of Operational Programme and NSRF	% of existing multi annual Evaluation plans that are structured on the basis of guidelines developed under KAI 1.2	Desk analysis of Multi annual Evaluation Plans, Focus Group with EWG	From 0% to 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
		14. Degree of accomplishment of Multi-Annual Evaluation Plans (OP Level)	% of OP level planned evaluations financed by KAI 1.2 carried out	Desk analysis	From 0% to 100%
			% of OP level evaluations not planned financed by KAI 1.2 carried out	Desk Analysis	From 0% to 100%
			% of reports containing the identification of impacts financed under KAI 1.2	Desk Analysis (Reports published on Evaluation Library)	From 0% to 100%
			% of reports containing the quantification of impacts financed under KAI 1.2	Desk Analysis (Reports published on Evaluation Library)	From 0% to 100%
		14. Degree of accomplishment of Multi-Annual Evaluation Plans (NSRF level)	% of NSRF evaluations financed by KAI 1.2 carried out	Desk analysis	From 0% to 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
			% of OP level evaluations not planned financed by KAI 1.2 carried out	Desk Analysis	From 0% to 100%
			% of reports containing the identification of impacts financed under KAI 1.2	Desk Analysis (Reports published on Evaluation Library)	From 0% to 100%
			% of reports containing the quantification of impacts financed under KAI 1.2	Desk Analysis (Reports published on Evaluation Library)	From 0% to 100%
		15. Average delay of evaluations according to the Annual Plan (OP level)	% of OP level evaluations financed by KAI 1.2 carried out in delay	Desk Analysis	From 0% to 100%
			n/a	n/a	n/a

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
		15. Average delay of evaluations according to the Annual Plan (NSRF level)	% of NSRF level evaluations financed by KAI 1.2 carried out in delay	Desk Analysis	From 0% to 100%
			n/a	n/a	n/a
		16. Degree of Plans revision during the Programme implementation cycle (OP Level)	% of evaluation plans that have been revised in accordance to guidelines/ indications developed under KAI 1.2 projects	Desk Analysis Focus Group with EWG	From 0% to 100%
			n/a	n/a	n/a
		16. Degree of Plans revision during the Programme implementation cycle (NSRF Level)	NSRF evaluation plans is revised in accordance to guidelines/ indications developed under KAI 1.2 projects	Desk Analysis Focus Group with EWG	0% or 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
			n/a	n/a	n/a
	9. Effectiveness of the Evaluation Steering Committees	17. Existence of the Evaluation Steering Committees with a clear assignment of roles and responsibilities (OP level)	% of programmes for which the ESC is organized according to guidelines developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	From 0% to 100%
		17. Existence of the Evaluation Steering Committees with a clear assignment of roles and responsibilities (NSRF level)	ESC organized according to guidelines developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	0% or 100%
		18. Effectiveness of the Evaluation Steering Committees activity (OP level)	% of programmes for which the ESC is organized according to guidelines developed under KAI 1.2	Focus Group with EWG	From 0% to 100%
			% of programmes for which the ESC is organized according to guidelines developed under KAI 1.2	Focus Group with EWG	From 0% to 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
		18. Effectiveness of the Evaluation Steering Committees activity (NSRF level)	% of programmes for which the ESC is organized according to guidelines developed under KAI 1.2	Focus Group with EWG	From 0% to 100%
			% of programmes for which the ESC is organized according to guidelines developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	From 0% to 100%
	10. Involvement of Evaluation Units in the decision-making process	19. Existence of a formalized process for the involvement of Evaluation Units in decision-making process (OP Level)	% of Programmes that have a formalized process for the involvement of Evaluation Units in decision-making process structured according to the guidelines developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	From 0% to 100%
		19. Existence of a formalized process for the involvement of Evaluation Units in decision-making process (NSRF Level)	Existence of a formalized process for the involvement of the evaluation units in decision-making process structured according to the guidelines developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	0% or 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING	
	11. Quality of Terms of Reference	20. Overall quality of evaluation Terms of References	n/a	n/a	n/a	
			% of Programmes drafting ToRs in accordance with KAI 1.2 guidelines	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	From 0% to 100%	
	12. Existence of learning processes	21. Regular updating of Internal procedures related to evaluations (design/implementation/use) as a result of the experience gathered (OP level)	% of Programmes having revised the internal procedure related to Evaluations in accordance to KAI 1.2 recommendations	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	From 0% to 100%	
			21. Regular updating of Internal procedures related to evaluations (design/implementation/use) as a result of the experience gathered (NSRF level)	Internal procedure related to Evaluations has been revised in accordance to KAI 1.2 recommendations	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	0% or 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
EVALUATION CAPACITY: SUPPLY SIDE					
(5) Availability and reliability of Socio-economic data	13. Quality of Socio-economic data	22. Availability of key socio-economic indicator data (GDP, employment, unemployment, R&D investment) at national and regional (NUTS II) level	Existence of KAI 1.2 projects that envisaged the collection of socio-economic data	Desk analysis	0% or 100%
			n/a	n/a	n/a
			Existence of KAI 1.2 projects that envisaged the collection of socio-economic data	Desk analysis	0% or 100%
			n/a	n/a	n/a
	14. Availability of Other data	23. Availability of other necessary data for evaluation	Existence of KAI 1.2 projects that envisaged the collection of socio-economic data	Desk analysis	0% or 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
			n/a	n/a	n/a
(6) Availability and quality of evaluation expertise	15. Degree of Evaluation Market competitiveness	24. Number of international firms active in the market	% of international firms that participated in the public tendering process financed under KAI 1.2	Info provided by MEF Evaluation Unit	From 0% to 100%
		25. Number of local firms active in the market	% of local firms that participated in the public tendering process financed under KAI 1.2	Info provided by MEF Evaluation Unit	From 0% to 100%
		26. Number of universities involved in the evaluation activities	% of universities that participated in the public tendering process financed under KAI 1.2	Info provided by MEF Evaluation Unit	From 0% to 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
		27. Competitiveness of the evaluation market	Number of evaluation companies contracted under KAI 1.2	Info provided by MEF Evaluation Unit	From 0% to 100%
		16. Availability of thematic and methodological expertises	28. Quality of expertise	Existence of trainings financed under KAI 1.2 available for the supply side of the evaluation	Desk Analysis
	n/a			n/a	n/a
	17. Assure quality of evaluations	29. Quality of evaluation reports	Existence of check-lists structured according to the guidelines developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	0% or 100%
			n/a	n/a	n/a
			To what extent are the check-lists developed under KAI 1.2 taken into account by evaluators and contribute to the Accuracy, clarity and	Focus Group with EWG	From 0% to 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
			usefulness of reports?		
			n/a	n/a	n/a
		30. Existence of approved set of quality standards for evaluations	Existence of quality standards developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	0% or 100%
	18. Development of evaluation skills	31. Existence of specific training programmes for evaluators	% of training programmes funded by KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	From 0% to 100%
	19. Independence of evaluators	32. Degree of evaluators independence (supply side)	Existence of guidelines developed under KAI 1.2 addressing the issue of independence of evaluators	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	0% or 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
EVALUATION CULTURE: DISSEMINATION AND UTILIZATION OF EVALUATION RESULTS					
(7) Dissemination of evaluation outputs	20. Evaluation Outputs Dissemination	33. Number of Evaluation reports publicly available in their integrity (out of total available) - OP Level	% of approved reports financed under KAI 1.2	www.evaluare-structurale.ro/	From 0% to 100%
			% of evaluation reports that are publicly available financed under KAI 1.2	Desk Analysis (Reports published on Evaluation Library)	From 0% to 100%
		33. Number of Evaluation reports publicly available in their integrity (out of total available) - NSRF Level	% of approved reports financed under KAI 1.2	www.evaluare-structurale.ro/	From 0% to 100%
			% of evaluation reports that are publicly available financed under KAI 1.2	Desk Analysis (Reports published on Evaluation Library)	From 0% to 100%
		34. Number of Public events / debates organized to discuss evaluation results - OP level	% of public events debates organized under the KAI 1.2	Desk analysis on www.evaluare-structurale.ro Focus Group with EWG	From 0% to 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
		34. Number of Public events / debates organized to discuss evaluation results - NSRF level	% of public events debates organized under the KAI 1.2	Desk analysis on www.evaluare-structurale.ro Focus Group with EWG	From 0% to 100%
(8) Use of evaluation outputs	21. Existence of procedures for addressing evaluation results and follow-up	35. Existence of procedures which provide for roles and responsibilities related to the follow-up of evaluation results and recommendations (e.g. action plan, its monitoring) (OP level)	% of Programmes having revised the internal procedures for follow-up (of evaluation recommendations) in accordance to KAI 1.2 guidelines	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	From 0% to 100%
		35. Existence of procedures which provide for roles and responsibilities related to the follow-up to evaluation results and recommendations (e.g. action plan, its monitoring) (NSRF level)	Existence of revised internal procedures for follow-up (of evaluation recommendations) in accordance to KAI 1.2 guidelines	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	0% or 100%
		36. Existence of a decision-making Monitoring/Coordination Committee/ Managing Authority responsible for the follow-up of the evaluation results (OP level)	Existence of specific additional responsibilities assigned to a decision making body based on guidelines developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	0% or 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
			Existence of specific recommendation related to the use of evaluation evidence on behalf of the Monitoring Committees in documents developed under KAI 1.2	Focus Group with EWG	0% or 100%
		36. Existence of e decision-making Monitoring/Coordination Committee/ Managing Authority responsible for the follow-up of the evaluation results (NSRF level)	Existence of specific additional responsibilities assigned to a decision making body based on guidelines developed under KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	0% or 100%
	22. Impact of evaluations on programming/implementation processes	37. Impact of the evaluation results on programming process (OP level)	% of evaluation recommendations provided under KAI 1.2 projects that address OP level programming that were implemented	Desk Analysis (follow-up table of recommendations of KAI 1.2 evaluations)	From 0% to 100%
			% of evaluation recommendations provided under KAI 1.2 projects that address programming for 2014-2020 that were implemented	Desk Analysis (follow-up table of recommendations of KAI 1.2 evaluations)	From 0% to 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
			n/a	n/a	n/a
		37. Impact of the evaluation results on programming process (NSRF level)	% of evaluation recommendations provided under KAI 1.2 projects that address NSRF programming that were implemented	Desk Analysis (follow-up table of recommendations of KAI 1.2 evaluations)	From 0% to 100%
		38. Impact of the evaluation results on implementation process (OP level)	% of evaluation recommendations provided under KAI 1.2 projects that address OP level implementation that were implemented	Desk Analysis (follow-up table of recommendations of KAI 1.2 evaluations)	From 0% to 100%
		38. Impact of the evaluation results on implementation process (NSRF level)	% of evaluation recommendations provided under KAI 1.2 projects that address NSRF implementation that were implemented	Desk Analysis (follow-up table of recommendations of KAI 1.2 evaluations)	From 0% to 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
EVALUATION CULTURE: INSTITUTIONALIZATION OF EVALUATION/EVALUATION CULTURE - TO WHAT EXTENT IS EVALUATION EMBEDDED IN GOVERNANCE OF SIS AND HAS FURTHER IMPACTS?					
Enabling context					
(9) Mental framework	23. Values	39. Evaluation (as analysis of own "mistakes" fear of which determines the "control" culture) is welcomed, encouraged and valued as an essential part of achieving success at institutional level (MA/MEF) by policy makers	n/a	n/a	n/a
		40. Evaluation (as analysis of own "mistakes" fear of which determines the "control" culture) is welcomed, encouraged and valued as an essential part of achieving success at institutional level (MA/MEF) - by management/executive staff	n/a	n/a	n/a

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
(10) Legal context of evaluation	24. Legal provisions	41. Existence of legal provisions regulating evaluation	Existence of Documents developed under KAI 1.2 that become part of the legal framework	Info provided by MEF Evaluation Unit	0% or 100%
		42. Existence of other legal provisions hampering, directly or indirectly evaluation practice (e.g. public procurement - to be scored with - minus)	Existence of solutions proposed under KAI 1.2 aimed at eliminating the hampering elements	Info provided by MEF Evaluation Unit	0% or 100%
(11) "Evaluative" human resources policy - targeted at ensuring adequate human resources, at all levels, for conducting evaluations	25. Human resources policy	43. Percentage of Civil servants, at all levels, trained in social sciences (as opposed to strict legal training)	% of civil servants trained through actions financed under KAI 1.2	eSurvey	From 0% to 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
		44. Percentage of Civil servant, at all levels, participating widely and openly in evaluation activities	n/a	n/a	n/a
			n/a	n/a	n/a
		45. Presence of Evaluation champion(s) at OP level	% of EWG participants (exposed to KAI 1.2) who hold a decision making position	Desk Analysis (Job description of EWG members)	From 0% to 100%
		45. Presence of Evaluation champion(s) at NSRF level	% of EWG participants (exposed to KAI 1.2) who hold a decision making position	Desk Analysis (Job description of EWG members)	From 0% to 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
		46. Existence of evaluation training for civil servants on the market	% of training education options for civil servants on the market supported under KAI 1.2	Info provided by MEF Evaluation Unit	From 0% to 100%
			% of training education options for civil servants on the market supported under KAI 1.2	Info provided by MEF Evaluation Unit	From 0% to 100%
			n/a	n/a	n/a
(12) Embedded/bottom up evaluation demand (in SIS)	26. Embedded demand for evaluation (in SIS)	47. There is significant demand for evaluation (all types/all levels)	Number of evaluations financed under KAI 1.2 compared to the total number of evaluation	Desk Analysis	From 0% to 100%
		48. Percentage of evaluation carried out in response to the need for empirical knowledge (not as an obligation) (OP level)	% of evaluations carried out in response to guidelines / indications provided under KAI 1.2 projects	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	From 0% to 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
		48. Percentage of evaluation carried out in response to the need for empirical knowledge (not as an obligation) (NSRF level)	% of evaluation funded by KAI 1.2	Desk analysis of KAI 1.2 projects; interview with project managers; Focus Group with EWG	From 0% to 100%
(13) Networking	27. Existence of a National organization of professional evaluators	49. Existence of a strong national organization of professional evaluators contributing to the creation of a network and to dissemination of best practices	Existence of KAI 1.2 projects supporting the national organizations of evaluators	Desk analysis of KAI 1.2 projects; interview with project managers; Info provided by MEF Evaluation Unit	0% or 100%
			Existence of KAI 1.2 projects supporting the national organizations of evaluators	Info provided by MEF Evaluation Unit	0% or 100%
			Existence of KAI 1.2 projects supporting the national organizations of evaluators	Desk analysis of KAI 1.2 projects; interview with project managers; Info provided by MEF Evaluation Unit	0% or 100%

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
			Existence of KAI 1.2 projects supporting the national organizations of evaluators	Desk analysis of KAI 1.2 projects; interview with project managers; Info provided by MEF Evaluation Unit	0% or 100%
	28. Reducing academia-government gap	50. Existence of a cooperation mechanisms between academia and government which lead to a better policy formulation	Existence of KAI 1.2 projects supporting the national organizations of evaluators	Info provided by MEF Evaluation Unit	0% or 100%
			Existence of KAI 1.2 projects supporting the national organizations of evaluators	Desk analysis of KAI 1.2 projects; interview with project managers; Info provided by MEF Evaluation Unit	0% or 100%
(14) Civil society and mass media	29. Civil society participation	51. Civil Society actively participates in evaluation-related activities	% of KAI 1.2 projects foreseeing the involvement of civil society	Desk analysis of KAI 1.2 projects; interview with project managers; Info provided by MEF Evaluation Unit	From 0% to 100%
			n/a	n/a	n/a

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
	30. Mass media participation	52. Degree of participation of mass media to public events related to evaluation and dissemination	% of public events organized under KAI 1.2 inviting mass-media	Desk analysis on www.evaluare-structurale.ro ; interview with project managers; Focus Group with EWG	From 0% to 100%
(15) Governance	31. Governance index (as further composed of 6 dimensions - 59 Governance index)	53. Governance index	n/a	n/a	n/a
			n/a	n/a	n/a
			n/a	n/a	n/a

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
			n/a	n/a	n/a
			n/a	n/a	n/a
			n/a	n/a	n/a
IMPACT BEYOND SIS MANAGEMENT SYSTEM					
(16) Impacts in long-run and outside SIS	32. Effects beyond SIS	54. Internalization of evaluation from Institutions involved in SIS, other than MAs and MEF (IB's, Beneficiaries, Audit Authority, Certification and Paying Authority)	n/a	n/a	n/a

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
			Existence of KAI 1.2 projects/project components addressing institutions other than MA and MEF	Desk Analysis Focus Group with EWG	0% or 100%
			Existence of KAI 1.2 projects/project components addressing institutions other than MA and MEF	Desk Analysis Focus Group with EWG	0% or 100%
			Existence of KAI 1.2 projects/project components addressing institutions other than MA and MEF	Desk Analysis Focus Group with EWG	0% or 100%
			Existence of KAI 1.2 projects/project components addressing institutions other than MA and MEF	Desk Analysis Focus Group with EWG	0% or 100%
		55. Integration, in all political fields, of evaluation into management strategies and practices	Existence of KAI 1.2 guidelines specifically addressing policy makers	Desk Analysis Focus Group with EWG	0% or 100%
		n/a	n/a	n/a	
		n/a	n/a	n/a	

Measurement report of evaluation culture in the context of EU Cohesion Policy in Romania
Third measurement cycle

CRITERIA	SUB CRITERIA	INDICATOR	QUESTION	SOURCE	SCORING
		56. Integration, at all levels of administration and government, of evaluation into management strategies and practices	Existence KAI 1.2 guidelines specifically addressing public administration managers	Desk Analysis Focus Group with EWG	0% or 100%
			n/a	n/a	n/a