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"Ex-Ante evaluation of the Partnership Agreement 2014-2020"

Final Report

APPENDIX 1 – evaluation tools

15 April 2015

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Introduction

This document is part of the Final ex-ate evaluation report of the Partnership agreement 2014-2020 and it contains the examples of evaluation tools used throughout the entire evaluation exercise to answer all 10 evaluation questions, as summarised below.

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Appendix 1.1 The List of methodological tools used in previous reports

Method	Evaluation Question	Description of the method applied	Methodological tool used	The previous coherence report where the tool has been submitted or the annex of the current report where the tool can be found
Desk research	I.1; I.2; I.3; I.4; I.5; I.6; I.7; I.8	Review of EU (draft) regulations, templates and guidelines, previous and current versions of PA, Collection of PA data from other Member States; analysis of relevant strategies, policies, studies and evaluations	Literature list (Appendix 2.1.1, 2.1.2, 2.)	Annex 1 of Coherence 4
	QII.1,	Review of previous studies and evaluations, the existing strategies that deal with the administrative capacity and the annual reports on the 2007-2013 OPs implementation		Annex to Administrative capacity Report 1 and 2
	QIII.1	Review new regulations, the procedures and regulations that are in force and the documentation on the electronic systems for data exchange		Annex to the electronic Systems Report 1 and 2
Stakeholder Analysis	I.1	Stakeholder analysis was applied to identify the participation, interest and activity of stakeholders in the PA development process.	Stakeholders matrix, Venn diagrams	Coherence Report no1 Annex 1
Checklists	I.1	Compliance checklist used to assess the state of completion and compliance of the PA against the requirements of the CSF, PA (PA) template, Common Provision Regulation (CPR), Direction General (DG) guidance papers	Compliance checklist	Coherence Report no 4 section 3.1.1.
	QII.1	Compliance checklist used to assess the full range of administrative factors that are relevant to the successful implementation of CSF, separately for authorities and beneficiaries. The first is based on Structures, People and Systems while the latter is based on capabilities on phases of the project cycle.		Annex to Administrative capacity Report 1 and 2
	QIII.1	Compliance checklist used to assess the full range of administrative factors that are relevant to the successful implementation of CSF, which covered ease of use, reduced administrative burden, data aggregation, data quality, research options, data availability in due time, data security etc		Annex to the electronic Systems Report 1 and 2
	I.3	The checklist was developed for analysis of the results selected per Thematic Objective in the Partnership Agreement (PA) 2014-2020	Checklist	Coherence Report no 4 section 5.2.
	I.8	Compliance checklist used to assess the state of completion and compliance of the ex-ante conditionalities against the requirements of the CSF, PA template, CPR, DG guidance papers	Compliance checklist for policies for ex-ante conditionalities	Coherence Report 4
Coherence tables	I.1	The method was applied to identify the coherence between the CSR, needs identified in the analysis and the strategic response, funding priorities and results. Tables were developed for all main challenges identified in the CSR document.	Coherence table tool	Example provided in Annex 1 of Coherence Report 4.
Intervention logic diagram	I.2	Review of intervention logic of PA was illustrated in diagrams for each main development challenge	Logical intervention diagrams	Example provided in Annex 1 of Coherence Report 4.

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SWOT analysis	I.2, I.3	Contribution for the quantified SWOT analysis, used in report 1 Utilised in report 1 and updated in subsequent reports based upon changes to PA SWOT	Tools: Quantified SWOT SWOT focus group Analysis result	Coherence Report no1 Annex 2
Member State comparisons Benchmarking Case studies	I.2 I.4 I.6 I.7	The method intended to use the experience of other member states and consisted of: Analysis of PA preparation in selected Member States with findings providing basis of comparison for QI.4 Comparisons with peer countries Analysis of 14 overarching indicators based upon EUROSTAT over a 5 year period (where available) Examples of FI used in EU and non EU countries highlighting specific features advantages and disadvantages with a focus on new instruments; benchmarking the potential FIs in Romania against other countries practices	Summary of PA development in selected Member States Analysis of data for poverty and social exclusion Benchmarking tools International experience in implementation of the FIs.	Coherence Report no 3 – Annex 2 Coherence Report no 1 – Annex 6 Coherence Report no 1- Annex 7.2.
Theory-of-change database	I.2, I.3	The database was developed to gather information about the logic and results of previous interventions in the areas of the 11 EU thematic objectives. Conclusions about the effectiveness of these interventions have been drawn, an on the development needs.	TOC database	Coherence Report no 1 – Annex 3 Coherence Report no 4 – Annex 2
Descriptive statistics and modelling	I.3, I.4	Analysis of the distribution of financial allocations per thematic objective and peer countries	Statistical analysis tools	Coherence Report no 1,2,3 4 Section 6.4
Online questionnaire	I.1 I.3, I.4 QII.1 QIII.1	The online questionnaire was designed in order to capture the opinions of the stakeholders regarding the partnership principle integration into the programming and PA document Collect data on the perceptions of the respondents on the process and preliminary results of the PA development (priority and objective identification/selection, allocations), used in the first Intermediary evaluation report on the internal and Extern coherence of the PA 2014-2020 Designed for beneficiaries and authorities, which are a part of the EU fund management system Designed for MIS coordinators and users (both Contracting Authorities and beneficiaries of CSF funds)	Online questionnaire The questions have been included in the online survey addressing authorities responsible for ESI Funds implementation	Coherence Report no 4 Annex 1 Excerpt of the online survey included in Coherence Report no 4 Annex 1 Annex to Administrative capacity Report 1 and 2 Annex to the electronic Systems Report 1 and 2
Assessment grid	I.8	The tool was development by the evaluators in order to verify progress of the policy makers in EC requirements for fulfilment of ex-ante conditionalities	Regulation draft	http://ec.europa.eu/regional_policy /sources/docgener/informat/2014/eac_guidance_esif_part2_en.pdf

Interviews, workshops and focus groups	I.1; I. 2; I.3; I.4; I.5; I.6; I.7; I.8 QII.1 QIII.1	Interviews and workshops have been designed and planned in order to ensure a direct interactions with relevant stakeholders aiming at: collecting information, improving understanding of PA issues, exchange opinions; provide ongoing support to programmers and opinion of the evaluators Confirmation of preliminary findings from desk research and questionnaires with beneficiaries and authorities of CSF funds. Focus groups, one with beneficiaries and one with representatives of the authorities, to conduct an in-depth analysis and validation of the desk research, interviews and questionnaires Confirmation of preliminary findings from desk research and questionnaires with administrators of the electronic systems/SMIS coordinators. Also interviews to verify the updated status of the analysis for the second iteration of the Analysis Focus groups with representatives of all institutions managing various electronic systems and also with representatives of CSF funds' beneficiaries, to conduct an in-depth analysis and validation of the desk research, interviews and questionnaires	Interviews Workshops Focus groups with beneficiaries Focus groups with authorities	Persons interviewed and list of participants workshops and similar events are included in the progress reports Annex to Administrative capacity Report 1 and 2 Annex to Electronic Systems Report 1 and 2
Expert Panel	I.1; I. 2; I.3; I.4; I.5; I.6; I.7; I.8	Expert Panels have been used to provide an outside opinion to the findings and conclusions of the ex-ante evaluators.	Expert panel methodology List of participants	Inception report Coherence Report 4 - Annex 3
Database regarding administrative capacity of Authorities and beneficiaries	QII.1	Using information collected though desk research, interviews, questionnaires and focus groups, the database contains the most important parameters of the checklist	Administrative capacity database	Annex to Administrative capacity Report 1 and 2

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Appendix 1.2 Stakeholders interest in thematic objectives

Appendix 1.2.1 **Stakeholder matrix**

No.	Stakeholder	Type	Link to other stakeholders	Representation in the CIAP (yes/no)	Interest in a certain thematic objective											Level to which the certain interest is addressed in the PA (0-4)			Influence on the PA development process (0-4)		
					1	2	3	4	5	6	7	8	9	10	11	OQ*	DR**	Total	OQ***	DR**	Total
1																					
2																					

Appendix 1.2.2 **Venn diagrams calculations**

No. (1)	Stakeholder (2)	Type (3)	Sub-type (4)	Link to other stakeholders (5)	Representation in the CIAP (yes/no) (6)	Interest in a certain thematic objective (7)											Level to which the certain interest is addressed in the PA (0-4) (8)			Influence on the PA development process (0-4) (9)		
						1	2	3	4	5	6	7	8	9	10	11	OQ*	DR**	Total	OQ***	DR**	Total

This type of diagrams is meant to support the analysis and illustrate the nature of relationships between key stakeholder groups. Our Venn diagrams will have the following parameters, stemming from the stakeholder analysis:

- Size of the circles, indicating the relative influence of each group/organization (Column 7 of the stakeholder matrix)
- Spatial separation is used to indicate the relative strength or weakness of the working relationship/interaction between different groups/organizations (Column 3 of the stakeholder matrix)
- Colour, indicating the level to which the certain interest is addressed in the PA, e.g. green – high; yellow – middle; red – low level (Column 6 of the stakeholder matrix)

Moreover, the stakeholder analysis will also support the identification of interviewees throughout the project. Specifically for QI.1 the stakeholder diagrams will serve as 'checklists' for the identification of partners that need to be included in the 2014-2020 programming. Thus, the evaluation team will make sure that the partnership principle is applied properly.

Documentary analysis alone will make a sufficient source of information for specifying the identified needs in the analyses, but will not be enough to base a complete judgment value on their appropriateness. That is why we are planning on attending presentations of the Contractors of the TA projects that are relevant to the programming process, for the on-going projects, and also to organise interviews with the beneficiaries of finalised projects for which the main documents have been finalised.

Appendix 1.3 Theory of change database by thematic objective

The evaluation team will also perform comparisons of the needs identified in the two programming periods. The results will be itemised in comparative tables and will showcase the overlapping/changing situations associated with the identified needs. Thus, the 'theory of change' of the needs will be established, which will be verified based on the abovementioned interviews and through interviews with other stakeholders, which are envisaged for the other evaluation questions. The ultimate objective is to compare the two theories of change – the change in needs and change in objectives between the two programming periods. The objective will be to verify, whether the needs analysis of the PA takes these changes into account.

Thematic Objective 1

Policy area and intervention				Inputs and outputs						Impact and factors			Identifiers			
Thematic objective	Priority Investment	Identified need	Description of intervention	Intended funding (mn EUR)	Intended output	Intended result	Actual funding (mn EUR)	Actual output	Actual result	Impact	Success/ failure	External and internal factors contributing to success/failure	Country	Time period	Estimation technique	Paper

Appendix 1.4 PA development in selected Member States

Country	Strategic Basis	Priorities	TOs	Proposed OPs	(Proposed) Managing Authorities (MAs)

Appendix 1.5 Coverage of the thematic objectives and the priorities for funding indicated in the Partnership Agreement through the Operational Programmes

Partnership Agreement			***Is the funding priority addressed by OPs***	***Evidences***		
Development Challenge	***Thematic Objective***	***Priorities for funding***		***Operational Programme***	***Investment Priorities***	***Specific Objectives***

Appendix 1.6 Analysis of the results selected per Thematic Objective in the Partnership Agreement (PA) 2014-2020

Expected result	**Relevance to:**					**Clarity**	**Feasibility**	**Additional comments (where needed)**
	TO	ESIF and the YEI	Europe 2020 objectives	Country-specific Council recommendations[1]	The situation to be changed as identified in the PA			

[1] Council of the European Union. Country-specific Recommendations - final version, approved by the Council. Brussels, 20 June 2013. Available at: http://register.consilium.europa.eu/doc/srv?l=EN&f=ST%2010649%202013%20REV%202

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Appendix 1.7 Example of coherence table tool

Applicable Exante conditionality for which national bodies are responsible	Applicable ex-ante conditionality fulfilled: Yes/No/Partially	Criteria	Criteria fulfilled Yes/no	Reference (if fulfilled)	Explanation (where appropriate)	Updates (by Nov. 13, 2013)	Comments / Suggestions/ Recommendations
COHESION POLICY EX-ANTE CONDITIONALITIES							

Appendix 1.8 Checklist for policies for ex-ante conditionalities (Question I.8)

Table 1: Checklist for Question I.8 – Policies for ex-ante conditionalities

Fulfilment of ex-ante conditionalities dimensions	Criterion for accomplishment	Achieved Yes/ No/ ongoing improvements	Evidences (of non achievement)	Sources of information	Comments	Justification for criteria selection
General criteria regarding the process of ensuring fulfilment of the ex-ante conditionalities						
The ex-ante conditionalities have been selected for each thematic objective of the PA	100% of the relevant ex-ante conditionalities have been selected and are included in action plans			Action plans for the ex-ante conditionalities CIAP meetings documents		Art 17.2 of the draft CPR)
Clear guidance documents are provided for the fulfilment of un-fulfilled ex-ante conditionalities by December 2016 (latest)	Guiding documents available			Documentary analysis		Article 46.2 of draft CPR
Action plans and timetables are agreed between programmers and MEF	Action plans available			Official documents Minutes of meetings, reports		
Clear roles and responsibilities, cooperation procedures are in place for all institutions involved	Roles and responsibilities assigned in official documents			Official documents Minutes of meetings, reports		
Monitoring systems are in place and operational	Monitoring systems defined in official documents			Official documents Minutes of meetings,		

	Procedures are known and there is evidence they are applied			reports		

- Supporting documents, strategies and action plans for fulfilment of ex-ante conditionalities reviewed and checked against assessment grids for compliance	All documents used to justify and evidence fulfilment comply with grid requirements			Completed assessment grids		
-						
Fulfilment of the ex-ante conditionalities (according to the Commission Guidance for the ex-ante conditionalities						
The criteria for this section are included in the table annex 3a in a format more adequate to the structure proposed in the Guidance document of the Commission						EC guidance for the ex-ante conditionalities
Sustainability of the ex-ante conditionalities						
Criteria and guidelines established to assess implementation capacity	The capacity for implementation of the policy framework is properly justified			Documentary analysis		
Monitoring system established and functioning	The effectiveness of the arrangements are monitored and continuous improvement cycle in place			Documentary analysis	Reduced errors, incidents, corrections, suspected frauds, infringements etc.	
Training is identified and provided	Specific competencies are identified, present in TNAs, training plans and training evaluations			Interviews, questionnaires, Documentary analysis		
Criteria and guidelines established for the implementation of the conditionalities	Capacity to implement demonstrated through reports, studies and positive evaluations			Official policy documents Minutes of meetings, reports		

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Appendix 1.9 Checklist for administrative capacity (Question II)

Table 2: Checklist for Question II - Administrative Capacity of the Authorities

Administrative capacity of the authorities (the supply side)	Criterion for accomplishment	Achieved Yes/ No/ ongoing improvements	Evidences (of non achievement)	Sources of information	Comments	Justification for the criteria selection
Structures						
Designation of MAs, IBs and other structures						
- The MAs and IBs for the 2014-2020 programming period are designated	Availability of official documents designating the role of the structures			Official documents		General Regulation, Title VI, Ch. II, Art. 113, 114; Ch. III, Art. 117
- The Certifying, Audit and Control (irregularities) authorities for the 2014-2020 programming period are designated	Availability of official documents designating the role of the structures			Official documents		General Regulation, Title VI, Ch. II, Art. 113, 115, 116; Ch. III, Art. 117, 118.
- In case there is a continuation of OPs from the 2007-2013 period to the 2014-2020 period, there are no significant changes in the MA and IB structures	The MA and IB structures for the 2014-2020 programming period are largely the same as the 2007-2013 period			Official documents	If the structures are not the same as the 2007-2013 the chances for delays would be higher in the beginning of the programming period	Good practice
- In case there are new OPs, the designated MAs and IBs are existing structures	The new MAs and IBs are a part of existing structures			Official documents		Good practice
- There is consensus on the designation of MAs and IBs	Agreement between the interviewed parties			Interviews		Common Regulation, Title VI, Ch. II, Art. 113
- Designation of the MAs and IBs is adequate, in line with administrative responsibilities	Agreement between the interviewed parties and expert opinion			Interviews and official documents		Good practice
Partnership already present						
- Systematic and effective inter-ministerial coordination of socio-economic policies	Existence of inter-ministerial structures (e.g. working groups)			Interviews and official documents		Memorandum cu tema “Aprobarea acţiunilor şi documentelor privind pregătirea accesăurii şi implementării fondurilor europene în perioada 2014-

Administrative capacity of the authorities (the supply side)	Criterion for accomplishment	Achieved Yes/ No/ ongoing improvements	Evidences (of non achievement)	Sources of information	Comments	Justification for the criteria selection
						2020” (Memorandum AP 2014-2020)
- Social partners, regional partners, NGOs systematically involved in the design of socio-economic policies	Existence of structures (e.g. working groups) and/or procedures involving NGOs, regional and socio-economic partners			Interviews and official documents		Memorandum AP 2014-2020, General Regulation – Art. 5
Capacity for programming is available	• Existence of programming units within the MAs • Agreement between interviewees and respondents			Official documents, interviews and questionnaire		Memorandum AP 2014-2020
Agreements with IBs exists and are in line with main responsibilities of the IBs	Availability of official agreements with IBs			Official documents	It might be too early to tell for the PA ex-ante	As RO will decide based on Common Regulation, Title VI, Ch. II, Art. 113
Good well established working relations between Mas and IBs					As above	Good practice
Roles, responsibilities and tasks are assigned at the level of departments, units, jobs					As above	Good practice
Monitoring Committees are set up, an approval document exists and they have a broad composition					As above	Common Regulation, Title V, Ch. I, Art. 41-43
Human Resources						
Human resources planning within MAs and IBs exist	HR needs forecasts exist, including workloads analysis			MA and IB documents Interviews with HR departments		Good practice
Reward system in MAs and IBs is adequate						
- Competitive on the market	Positive opinions in the online questionnaire and previous evaluations			Questionnaire Previous evaluations		Good practice
- Clear and fair	Positive opinions in the online questionnaire and previous evaluations			As above		Good practice
Resourcing in MAs and IBs is adequate						
- Staff turnover is manageable	Staff turnover is below 10% in the past			Questionnaire (Previous	The percentage in the	Good practice

Administrative capacity of the authorities (the supply side)	Criterion for accomplishment	Achieved Yes/ No/ ongoing improvements	Evidences (of non achievement)	Sources of information	Comments	Justification for the criteria selection
	year			evaluations	criterion for accomplishment is linked with the online questionnaire and might be revised	
- Proof possibility/capacity for staffing vacancies	Vacancies are below 5%			Questionnaire (to HR departments – the Google Form). Previous evaluations	The percentage in the criterion for accomplishment is linked with the online questionnaire and might be revised	Good practice
- Training planning	Availability of up-to-date training plans			Questionnaire (to HR departments – the Google Form). Previous evaluations		Good practice Ex-ante conditionality
Effective implementation of the training plans	Results from the questionnaire show that training plans are largely adhere to			Questionnaire (to HR departments – the Google Form). Previous evaluations		Good practice
Staff performance in MAs and IBs is adequate	95% of the yearly attestation results show that staff performance is satisfactory, or higher			Questionnaire (to HR departments – the Google Form). Previous evaluations		Good practice
Previous experience acquired in 2007 -2013 is used (this could be split in programme phases)				Questionnaire. Previous evaluations		Good practice
Availability of expertise in critical/ specific areas (procurement, evaluation, etc)				Questionnaire. Previous evaluations		Good practice
Performed assessment of the MA and IB administrative capacity for each OP	• Availability of administrative capacity assessments in the OP ex-ante evaluations • Positive assessments of the OP ex-ante evaluations				This check can be performed, if the results of the ex-ante evaluations are available	General Regulation, Title VI, Ch. II, Art. 113, 114; Ch. III, Art. 117
Systems and tools						
Arrangements for delegation of tasks exists						Good practices

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Administrative capacity of the authorities (the supply side)	Criterion for accomplishment	Achieved Yes/ No/ ongoing improvements	Evidences (of non achievement)	Sources of information	Comments	Justification for the criteria selection
There is consensus among stakeholders regarding delegation of tasks						Good practices
Sufficient guidance on programming and implementation is provided to MAs and IBs						General Regulations + Specific Regulation applicable for new OPs
- Guidelines for programme preparation exist and are disseminated	• Availability of programming guidance documents • Dissemination of guidance documents • Assessment on the sufficiency/quality of the guidance by the respondents and interviewees			Official documents and correspondence Online questionnaire Interviews		
- Guidelines on the development of MA and IB manuals exist and are disseminated	• Availability of guidance documents • Dissemination of guidance documents • Assessment on the sufficiency/quality of the guidance by the respondents and interviewees			Official documents and correspondence Online questionnaire Interviews		
Indicators system in OPs is adequate and in place	Positive assessment of the ex-ante evaluations of the OPs			Ex-ante evaluations	This check can be performed, if the results of the ex-ante evaluations are available	General Regulation, Art 24, 25, 40, 43, 47, 48, 91, 92, 95, 114, Annex I, Annex IV
Electronic systems						General Regulation, Art. 14, 52, 63, 112
Full utilisation of electronic systems for data exchange					Just general as we have QIII	
- Existence of SMIS for the 2014-2020 period	• SMIS for the 2014-2020 available • Access to the SMIS to be provided to MAs and IBs before launching the OPs			Official documents Interviews	As above	

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Administrative capacity of the authorities (the supply side)	Criterion for accomplishment	Achieved Yes/ No/ ongoing improvements	Evidences (of non achievement)	Sources of information	Comments	Justification for the criteria selection
Reliability of the system is secured, based on past experience					As above	
MIS is largely accessible and user friendly						
Arrangements on payment flows, expenditure forecasting and certification of payments systems are in place	• Positive assessment of the ex-ante evaluations of the OPs • Availability of guidance documents • Dissemination of guidance documents			Ex-ante evaluations	This check can be performed, if the results of the ex-ante evaluations are available	
Method for sample checks in place					As above	
Presence of a sufficient audit trail					As above	
Audit system is in place					As above	General Regulation, Title VI, Ch. II, Art. 113, 116; Ch. III, Art. 118
Existence of published records on financial irregularities in 2007 – 2013 Track record on appropriate measures taken to deal with irregularities						
Competent and active National Audit Authority (annual reports available)				Annual reports available at EU level		
Other horizontal capacity factors						
Efficient and good working relation between ministries concerned				Questioannaire Previous evalautions		Good practice
Civil servants effectiveness and efficiency				Desk research interviews		Good practice
Corruption risks are addressed (*at most we can expect to have)*				Desk research Interviews Other evaluations		Good practice

Table 3: Checklist for Question II – Administrative Capacity of the Beneficiaries

Administrative capacity of the beneficiaries (the demand side)	Criterion for accomplishment	Achieved Yes/ No/ ongoing improvements	Evidences (of non achievement)	Sources of information	Comments	Justification for the criteria selection
Capacity to manage projects						
Project management is fully integrated in the organisation management (e.g. Interdisciplinary teams are created, involvement of top management)				questionnaire		Good practices
Sufficient experience in project management, funded from SI exists	• 90% of beneficiaries claim they have sufficient experience in project management • Positive assessment in previous / ex-ante evaluations			Questionnaire Focus groups Previous / ex-ante evaluations	We can ask for self-assessment of their experience and in order to verify, we might ask how many EU projects they have implemented The criterion for accomplished is linked to the questionnaire result and it is subject to change.	Good practices
Availability of experienced project managers	• 80% of beneficiaries did not experience problems finding experienced project managers • Positive assessment in previous evaluations			Questionnaire Focus groups Previous / ex-ante evaluations	The criterion for accomplished is linked to the questionnaire result and it is subject to change.	Good practices
Capacity to mobilise human resources						
Human resources are available in adequate quantity	• 80% of beneficiaries did not experience problems finding suitable team members • Positive assessment in previous / ex-ante evaluations			Questionnaire Focus groups Previous / ex-ante evaluations	The criterion for accomplished is linked to the questionnaire result and it is subject to change.	Good practices

Administrative capacity of the beneficiaries (the demand side)	Criterion for accomplishment	Achieved Yes/ No/ ongoing improvements	Evidences (of non achievement)	Sources of information	Comments	Justification for the criteria selection
Staff turnover has a manageable level	• 80% of beneficiaries did not experience problems retaining team members, which led to significant delays of the project implementation • Positive assessment in previous / ex-ante evaluations			Questionnaire Focus groups Previous / ex-ante evaluations	The criterion for accomplished is linked to the questionnaire result and it is subject to change.	Good practices
Competences are available in: - Application forms preparation - Public procurement - Financial management and implementation - Project monitoring and reporting - Information and publicity of EU support - Competences related to the specific project/s of the beneficiaries (e.g. technical competences, financial engineering)	• 80% of beneficiaries did not experience problems in terms of competences within the management and implementation teams • Positive assessment in previous / ex-ante evaluations			Questionnaire Focus groups Previous / ex-ante evaluations	The criterion for accomplished is linked to the questionnaire result and it is subject to change.	Good practices
Adequate quality of consultancy services are available				Questionnaire Previous eval		Good practices
Capacity to mobilise financial resources						
Existence of sufficient internal or borrowed financial resources to ensure co-financing and the implementation cash flows	• 80% of beneficiaries did not experience problems with co-financing that lead to significant delays • Positive assessment in previous / ex-ante			Questionnaire Focus groups Previous / ex-ante evaluations	The criterion for accomplished is linked to the questionnaire result and it is subject to change.	Good practices

Administrative capacity of the beneficiaries (the demand side)	Criterion for accomplishment	Achieved Yes/ No/ ongoing improvements	Evidences (of non achievement)	Sources of information	Comments	Justification for the criteria selection
	evaluations					
Pre-financing is adequate and accessible for all types of beneficiaries - Private SMEs/large - Public local - Public central - NGOs	• 80% of beneficiaries did not experience problems with pre-financing • Positive assessment in previous / ex-ante evaluations			Questionnaire Focus groups Previous / ex-ante evaluations	The criterion for accomplished is linked to the questionnaire result and it is subject to change.	Good practices
Horizontal issues affecting the capacity of the beneficiaries						
Clarity and consistency of the procedures	• 90% of beneficiaries did not experience serious problems due to lack of clarity and consistency of the procedures • Positive assessment in previous / ex-ante evaluations			Questionnaire Focus groups Previous / ex-ante evaluations	The criterion for accomplished is linked to the questionnaire result and it is subject to change.	
Sufficient capacity of the MAs and IBs to support the beneficiaries through: - Manuals and guidelines - Trainings - Info days - Websites - Direct communication with beneficiaries	• Positive assessment by the beneficiaries of the MAs and IBs support • Positive assessment in previous / ex-ante evaluations			Questionnaire Focus groups Previous / ex-ante evaluations		
Access to pre-financing				Questionnaire Previous eval		

Appendix 1.10 Checklist for Question III.1 - Electronic Systems for data exchange

Table 4: Checklist for Question III.1 - Electronic Systems for data exchange

Check	Criterion for accomplishment	Sources of information	Status – Yes/No/On-going implementation	Comment	Justification for the criteria selection
1. Ease of use					
1.1. Users' general opinion regarding the ease of use	Average value of at least 3 (on a scale from 1 to 5, where 1 is "very difficult to use" and 5 is "very easy to use")	Online questionnaire, focus group, evaluation reports			Good practice (as for software development)
1.2. Average number of training days required to get a new user prepared	Maximum 2 days	Online questionnaire, interviews, TA reports, focus group		It should be counted only for regular users (administrators or other special users should not be included).	Good practice (as for software development)
1.3. Average number of weeks required to get a new user fully accommodated with the system (proper accomplishment of all tasks without help)	Maximum 4 weeks	Online questionnaire, interviews, focus group		It should be counted only for regular users (administrators or other special users should not be included).	Good practice (as for software development)
2. Administrative burden					
2.1. Estimation of relative difference between the time required to fulfil the daily tasks using the system and the time required to fulfil the same tasks without using the system	Negative average value (decrease of time required in the case when the system is used)	Online questionnaire, interviews, focus group			Good practice (as for design of information systems)

Check	Criterion for accomplishment	Sources of information	Status – Yes/No/On-going implementation	Comment	Justification for the criteria selection
2.2. Estimation of relative difference between the average work time consumed by a beneficiary in relation with the authorities (including the preparatory work), in the case when the system is used and in the case when no information system is used	Negative average value (decrease of time required in the case when the system is used)	Online questionnaire, focus group			Good practice (as for design of information systems)
3. General usefulness					
3.1. Users' general opinion regarding the usefulness of the system for their daily activity	Average value of at least 3 (on a scale from 1 to 5, where 1 is "completely useless" and 5 is "very useful")	Online questionnaire, evaluation reports, focus group			Good practice (as for design of information systems)
3.2. Relevance of the data content for the users' needs	Average value of at least 3 (on a scale from 1 to 5, where 1 is "completely useless" and 5 is "very useful")	Online questionnaire, focus group			Good practice (as for design of information systems)
3.3. Usefulness of the reports generated by the system	Average value of at least 3 (on a scale from 1 to 5, where 1 is "completely useless" and 5 is "very useful")	Online questionnaire, focus group			Good practice (as for design of information systems)
4. Data querying					
4.1. Availability of functions for searching individual data	Average value of at least 3 (on a scale from 1 to 5, where 1 is "no search functions" and 5 is "plenty of search functions")	Online questionnaire, interviews, ES documentation, focus group			Good practice (as for design of information systems)

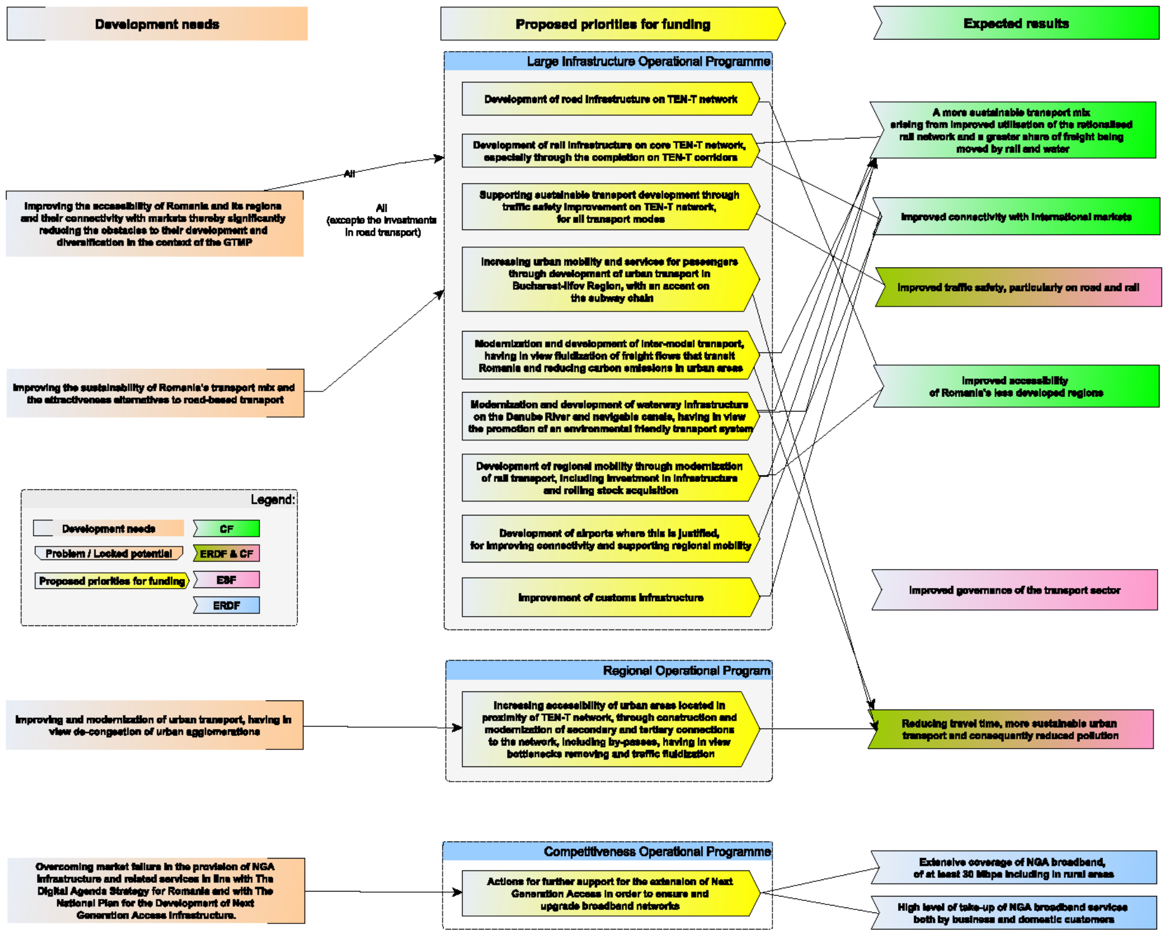
Check	Criterion for accomplishment	Sources of information	Status – Yes/No/On-going implementation	Comment	Justification for the criteria selection
4.2. Availability of functions for listing a subset of a data collection (filtering)	Average value of at least 3 (on a scale from 1 to 5, where 1 is "no filtering functions" and 5 is "plenty of filtering functions")	Online questionnaire, interviews, ES documentation, focus group			Good practice (as for design of information systems)
4.3. Users' general opinion regarding the ease of retrieving needed data	Average value of at least 3 (on a scale from 1 to 5, where 1 is "very difficult to retrieve data" and 5 is "very easy to retrieve data")	Online questionnaire, focus group			Good practice (as for design of information systems)
<u>5. Data aggregation</u>					
5.1. Availability of functions for aggregating data	Average value of at least 2 (on a scale from 1 to 5, where 1 is "no aggregate functions" and 5 is "plenty of aggregate functions")	Online questionnaire, interviews, ES documentation, focus group			Good practice (as for design of information systems)
5.2. Availability of predefined reports	Average value of at least 3 (on a scale from 1 to 5, where 1 is "no predefined reports" and 5 is "plenty of predefined reports")	Online questionnaire, interviews, ES documentation, focus group			Good practice (as for design of information systems)
5.3. Availability of functions for building customised reports	Average value of at least 2 (on a scale from 1 to 5, where 1 is "no functions for building customised reports" and 5 is "plenty of functions for building customised reports")	Online questionnaire, interviews, ES documentation, focus group			Good practice (as for design of information systems)
<u>6. Data quality</u>					
6.1. Data input is based on trustworthy sources and clear	All relevant input data are extracted from verifiable sources (e.g. documents), based on exact procedures	Online questionnaire, interviews, ES procedures,			Good practice (as for design of information systems and IT security – ISO 27002)

Check	Criterion for accomplishment	Sources of information	Status – Yes/No/On-going implementation	Comment	Justification for the criteria selection
procedures	that guide users how to find needed data	evaluation reports, focus group			
6.2. Input data are validated properly	All relevant input data are validated before being used by the system	Online questionnaire, interviews, ES documentation and procedures, focus group		The validation can be automatic (by the system), manual (by a second operator) or a combination.	Good practice (as for design of information systems and IT security – ISO 27002)
6.3. Checks are available to allow detection of errors	Average value of at least 3 (on a scale from 1 to 5, where 1 is “no checks available” and 5 is “plenty of checks available”)	Online questionnaire, interviews, ES documentation and procedures, focus group			Good practice (as for design of information systems and IT security – ISO 27002)
6.4. Required data are available in due time for the final recipients	Average value of at least 3 (on a scale from 1 to 5, where 1 is “never available in due time” and 5 is “always available in due time”)	Online questionnaire, interviews, focus group			Good practice (as for design of information systems)
7. Data security					
7.1. Only authenticated users are allowed to access non-public data or to modify data	No anonymous users may access non-public data or modify data	Online questionnaire, interviews, ES documentation and procedures, focus group			Good practice (as for IT security – ISO 27002)
7.2. Each user is limited to a specific set of access rights, for specific sections of the system	All users are restricted by specific access rights	Online questionnaire, interviews, ES documentation and procedures, focus group			Good practice (as for IT security – ISO 27002)

Check	Criterion for accomplishment	Sources of information	Status – Yes/No/On-going implementation	Comment	Justification for the criteria selection
7.3. Communication channels used for exchanging sensitive data (e.g. personal data, financial data etc.) between various parts of the system are protected	All sensitive communication channels are protected	Online questionnaire, interviews, focus group			Good practice (as for IT security – ISO 27002)
8. System stability					
8.1. Average downtime of the system in a month	Less than 2 hours	Online questionnaire, interviews, focus group			Good practice (as for software development and system administration)
8.2. Frequency of major failures of the system (requiring the intervention of administrators for restoring the system)	Average value of at least 4 (on a scale from 1 to 5, where 1 is "very frequently" and 5 is "never")	Online questionnaire, interviews, ES reports, focus group			Good practice (as for software development and system administration)
8.3. Frequency of significant malfunctions impeding the proper use of the system	Average value of at least 4 (on a scale from 1 to 5, where 1 is "very frequently" and 5 is "never")	Online questionnaire, interviews, ES reports, focus group			Good practice (as for software development and system administration)
9. Technology					
9.1. Hardware	Descriptive	Interviews, ES documentation			System administration
9.2. Software	Descriptive	Interviews, ES documentation			System administration
9.3. Special characteristics (e.g. no	Descriptive	Interviews, ES documentation			System administration

Check	Criterion for accomplishment	Sources of information	Status – Yes/No/On-going implementation	Comment	Justification for the criteria selection
single point of failure, virtualisation)					

Appendix 1.11 Example of Logical intervention diagrams



Appendix 1.12 SWOT Analyses Template

Strengths	2013			2020		
	Assessment of the strength (1-10)	Relevance to the thematic objectives selected in the PA (1-100)	Overall score	Assessment of the strength (1-10)	Relevance to the thematic objectives selected in the PA (1-100)	Overall score
	#DIV/0!	0	0	#DIV/0!	0	0

Weaknesses	2013			2020		
	Assessment of the weakness (1-10)	Relevance to the thematic objectives selected in the PA (1-100)	Overall score	Assessment of the weakness (1-10)	Relevance to the thematic objectives selected in the PA (1-100)	Overall score
	#DIV/0!	0	0	#DIV/0!	0	0

Opportunities	2013			2020		
	Assessment of the opportunities (1-10)	Relevance to the thematic objectives selected in the PA (1-100)	Overall score	Assessment of the opportunities (1-10)	Relevance to the thematic objectives selected in the PA (1-100)	Overall score
	#DIV/0!	0	0	#DIV/0!	0	0

Threats	2013			2020		
	Assessment of the threats (1-10)	Relevance to the thematic objectives selected in the PA (1-100)	Overall score	Assessment of the threats (1-10)	Relevance to the thematic objectives selected in the PA (1-100)	Overall score
	#DIV/0!	0	0	#DIV/0!	0	0

Appendix 1.13 Synthesis of the SMEs market assessment

No	Financial instruments	Market assessment findings	Gap
1	Microfinance	High demand but declining Low supply and vulnerable (High Non Performing Loans rate) High costs making difficult for many potential beneficiaries to access[2](e.g. agriculture) due to the fact that financial institutions are raising funds from aborad	High Mainly in specific sectors – strategic high tech, industries involved in shift to low carbon economy, energy efficiency
2	Medium to long term loans	Low supply High demand , but contracting since 2009	High

[2] According to the research of CRPE http://www.crpe.ro/agricultura-solutii-financiare-din-bani-europeni-pentru-fermierii-romani-microcreditare-si-garantare/

		Demand depends of economic recovery and stimulation of SMEs; reluctance of SMEs to loans due to uncertainty of the environment	
3	Short term loans	High demand for working capital , but declining Excessive prudent behaviours of the banks Low supply	High (but only exceptionally eligible from ESIF)
4	Leasing finance	Exclusively NFBI[3] EUR 2.2 bn	No significant gap
5	Credit lines	High demand Low supply	High (but only exceptionally eligible from ESIF)
6	Factoring	High demand but remains a small market Potential to increase due to migration from traditional banks products Relatively large supply NFBI and banks EUR 2.58 bn market size	Relatively low but possible increase
7	Export credit lines	Demand subdued, but potential to increase Sizes: explicit export credits market EUR 4.5 mil Supply capacity sufficient to cover increased demand	No major failure. A future gap might be possible if diverging trends of demand and supply will occur.
8	Guarantees	Significant demand from the SME sector Existence of 6 suppliers Intention of the Government to capitalise funds to increase the supply In practice there is a constraint by budgetary limitations. The sophistication and quality of services required by guarantee products have yet to match the needs of small and medium sized businesses. The advantage of JEREMIE zero cost of the guarantee JEREMIE is portfolio instrument – national fund is loan by loan instrument; JEREMIE guarantee has 5x leverage on resources	High Despite existence of other suppliers of guarantees tailored guarantee schemes are needed for specific targeted beneficiaries linked with other forms of support. Diversification of offers is seen as a positive factor for the market
9	Venture capital and Private equity instruments	Apparent small size market / almost no market Attempts of funds to involve in IT agri, manufacturing, financial services, ended by migration to less risky instruments – equity (growth financing) Low demand; unknown product There is a latent demand which is not caught by the SMEs Access to Finance study, Lack of financial education of the SMEs and their owners, reduced experiences in VC hinder the potential of a young generation of entrepreneurs and a trend of entrepreneurship development in Romania,	The gap in fact is the lack of a market Set up of VC instruments means creation/development of the market;
10	Technology transfer	No technology transfer funds in Romania No information regarding the level of private	High No mature transfer institutions,

[3] Non Financing Banking Institutions

		investment in Technology transfer Technology transfer activities in universities consists in non-inventive services provided to clients Reduced links between business and universities	incubators, accelerators, etc…
11	Business angels Pre-VC financing	Lack of important business angels networks (due to the young market economy) Not enough entrepreneurs exited their investments There are a number of private networks already running The demand is challenging Business angels network – the factor for wealth creation ; identify the "brains" before they leave for financing on other markets.	"High" in terms of recognised importance Demand has to be stimulated, educated Very important FI linked with other FIs
12	Growth capital	Demand: mature companies (mostly more than 5 years old) Supply: Most PE funds in Romania are growth financing	No market failure
13	Replacement, rescue /turnaround and buyout capital (private equity transactions)	Demand – mature companies, market leaders Supply is high – a crowded market with a high competition Low impact of SMEs development	No market failure
14	Mezzanine financing (hybrid debt equity instrument) not very popular in CE Europe	No dedicated funds in Romania However two providers Demand – mature companies – affected by the crisis transferred into the crisis of trust	Yes The experts panel opinion is that there is a latent demand and the supply with only one mezzanine fund is not sufficient leaving a significant gap.

Appendix 1.14 Poverty and social exclusion Indicators

Poverty and social exclusion indicators are an important tool for evaluating a country's level of social development and for assessing the impact of policy. All the selected indicators are already in use in investigating poverty and social exclusion in several European countries and have begun to play a significant role in advancing the social dimension of the EU, as a whole. The study of these indicators will allow measurement of poverty/social exclusion, with the empirical practice of social policy and the strengths and weaknesses of the different social indicators, in Romania and the rest of the selected indicator. The key areas covered by the selected indicator are poverty, including its intensity and persistence, income inequality, non-monetary deprivation, low educational attainment, unemployment, joblessness, poor housing, homelessness, etc.

On the other hand, these indicators have been selected according to:

- the Romanian priority establishes in the Commission Service on the development of Partnership Agreement and programmes in Romania for period 2014-2020: "*Improving human capital through higher employment and better social inclusion an educational policies"*
- Indentify how Romania can contribute to the Europe 2020 target *"Reducing the number of people at risk of poverty or exclusion by at least 20 million in the EU."*

It is important to point out that all the indicators have been selected take into account their relevance, clarity and the reliability of the data (Eurostat) and also, it is always possible, **all the indicators will be analysed by sex, vulnerable group, age group and year.**

Specific property and social exclusion indicators

General indicators

People at risk of poverty or social exclusion (% and 1000 persons)
(http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&language=en&pcode=t2020_50&plugin=1)
This indicator corresponds to the sum of persons who are: at risk of poverty or severely materially deprived or living in households with very low work intensity. Persons are only counted once even if they are present in several sub-indicators. At risk-of-poverty are persons with an equalized disposable income below the risk-of-poverty threshold, which is set at 60 % of the national median equalised disposable income (after social transfers). Material deprivation covers indicators relating to economic strain and durables. Severely materially deprived persons have living conditions severely constrained by a lack of resources, they experience at least 4 out of 9 following deprivations items: cannot afford: to pay rent or utility bills, keep home adequately warm, face unexpected expenses, eat meat, fish or a protein equivalent every second day, a week holiday away from home, a car, a washing machine, a colour TV, a telephone. People living in households with very low work intensity are those aged 0-59 living in households where the adults (aged 18-59) work less than 20% of their total work potential during the past year.

People living in households with very low work intensity
(http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&language=en&pcode=t2020_51&plugin=1)
People living in households with very low work intensity are people aged 0-59 living in households where the adults work less than 20% of their total work potential during the past year.

People at risk of poverty after social transfers (% and 1 000 persons)
(http://epp.eurostat.ec.europa.eu/tgm/web/table/description.jsp)
The persons with an equalized disposable income below the risk-of-poverty threshold, which is set at 60 % of the national median equalised disposable income (after social transfers).

At-risk-of-poverty rate before social transfers by gender
(http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&language=en&pcode=tesov250&plugin=1:) The share of persons with an equivalised disposable income, before social transfers, below the at-risk-of-poverty threshold. Retirement and survivor's pensions are counted as income before transfers and not as social transfers.

Severely materially deprived people (% and 1 000 persons)

(http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&language=en&pcode=t2020_52&plugin=1)
The collection "material deprivation" covers indicators relating to economic strain, durables, housing and environment of the dwelling. Severely materially deprived persons have living conditions severely constrained by a lack of resources, they experience at least 4 out of 9 following deprivations items: cannot afford i) to pay rent or utility bills, ii) keep home adequately warm, iii) face unexpected expenses, iv) eat meat, fish or a protein equivalent every second day, v) a week holiday away from home, vi) a car, vii) a washing machine, viii) a colour TV, or ix) a telephone.

Inequality of income distribution - Income quintile share ratio
(http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&language=en&pcode=tsdsc260&plugin=1)
The ratio of total income received by the 20 % of the population with the highest income (top quintile) to that received by the 20 % of the population with the lowest income (lowest quintile). Income must be understood as equivalised disposable income.

Persistent-at-risk-of-poverty rate by gender
(http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&language=en&pcode=tessi020&plugin=1) The indicator shows the percentage of the population whose equivalised disposable

income was below the 'at-.risk-of-poverty threshold' for the current year and at least 2 out of the preceding 3 years

Jobless households - children - Share of persons aged 0-17 who are living in households where no-one works

(http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&language=en&pcode=tps00181&plugin=1)
The indicator "Children aged 0-17 years living in jobless households" is calculated as the share of children aged 0-17 who are living in households where no one is working, in the total population of the same age group. The indicator is based on the EU Labour Force Survey.

Jobless households by gender - Share of persons aged 18 - 59 who are living in households where no-one works
(http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&language=en&pcode=tps00182&plugin=1:) The indicator "People aged 18 - 59 years living in jobless households" is calculated as the share of persons aged 18 - 59 who are living in households where no one works. Students aged 18 - 24 who live in households composed solely of students of the same age class are not included. The indicator is based on the EU Labour Force Survey.

Education indicators

At-risk-of-poverty-rate, by highest level of education attained %- Pre-primary, primary and lower secondary education (levels 0-2)
(http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&plugin=1&language=en&pcode=tsdsc420): This indicator is defined as the share of persons with an equivalised disposable income below the risk-of-poverty threshold, which is set at 60 % of the national median equivalised disposable income (after social transfers).

Early leavers from education and training by gender
(http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&language=en&pcode=tsdsc410&plugin=1) Early leavers from education and training refers to persons aged 18 to 24 fulfilling the following two conditions: first, the highest level of education or training attained is ISCED 0, 1, 2 or 3c short, second, respondents declared not having received any education or training in the four weeks preceding the survey (numerator). The denominator consists of the total population of the same age group, excluding no answers to the questions "highest level of education or training attained" and "participation to education and training". Both the numerators and the denominators come from the EU Labour Force Survey

Persons with low educational attainment, by age group % - From 25 to 64 years
(http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&plugin=1&language=en&pcode=tsdsc430)
The indicator is defined as the percentage of people aged 25 to 64 with an education level ISCED (International Standard Classification of Education) of 2 or less. ISCED levels 0-2: pre-primary, primary and lower secondary education

Life-long learning %
(http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&plugin=1&language=en&pcode=tsdsc440) Life-long learning refers to persons aged 25 to 64 who stated that they received education or training in the four weeks preceding the survey (numerator). The denominator consists of the total population of the same age group, excluding those who did not answer to the question 'participation to education and training'. Both the numerator and the denominator come from the EU Labour Force Survey. The information collected relates to all education or training whether or not relevant to the respondent's current or possible future job.

Tertiary educational attainment by sex, age group 30-34 % Tertiary educational attainment – total
(http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&plugin=1&language=en&pcode=tsdsc480): The share of the population aged 30-34 years who have successfully completed university or university-like (tertiary-level) education with an education level ISCED 1997 (International Standard Classification of Education) of 5-6. This indicator measures the Europe 2020 strategy's

headline target to increase the share of the 30-34 years old having completed tertiary or equivalent education to at least 40% in 2020.

Individuals' level of computer skills % of the total number of individuals aged 16 to 74 Individuals who have carried out 1 or 2 of the computer related activities
(http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&plugin=1&language=en&pcode=tsdsc460): Level of basic computer skills are measured using a self-assessment approach, where the respondent indicates whether he/she has carried out specific tasks related to computer use, without these skills being assessed, tested or actually observed.
Six computer-related items were used to group the respondents into levels of computer skills in 2006, 2007 and 2009: copy or move a file or folder; use copy and paste tools to duplicate or move information within a document; use basis arithmetic formula (add, substract, multiply, divide) in a spreadsheet; compress files; connect and install new devices, e.g. a printer or a modem; write a computer program using a specialised programming language. Instead of the item on having connected and installed new devices, the 2005 items included the use of a mouse to launch programs such as an Internet browser or word processor. (Low level of basic computer skills: Individuals who have carried out 1 or 2 of the 6 computer-related items; Medium level of basic computer sills: Individuals who have carried out 3 or 4 of the 6 computer-related items; High level of basic computer skills: Individuals who have carried out 5 or 6 of the 6 computer-related items)

Individuals' level of Internet skills% of the total number of individuals aged 16 to 74 Individuals who have carried out 1 or 2 of the Internet related activities
(http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&plugin=1&language=en&pcode=tsdsc470)
Level of Internet skills are measured using a self-assessment approach, where the respondent indicates whether he/she has carried out specific tasks related to Internet use, without these skills being assessed, tested or actually observed. Six Internet-related items were used to group the respondents into levels of Internet skills in 2005, 2006 and 2007: use a search engine to find information; send an e-mail with attached files; post messages to chatrooms, newsgroups or any online discussion forum; use the Internet to make telephone calls; use peer-to-peer file sharing for exchanging movies, music etc.; create a web page. Low level of basic Internet skills: Individuals who have carried out 1 or 2 of the 6 Internet-related items. Medium level of basic Internet skills: Individuals who have carried out 3 or 4 of the 6 Internet-related items. High level of basic Internet skills: Individuals who have carried out 5 or 6 of the 6 Internet-related items.

Labour market indicators

Dispersion of regional employment rates by gender - Coefficient of variation of employment rates (of the age group 15-64) across regions (NUTS 2 level) within countries.
(http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&language=en&pcode=tsdec440&plugin=1): The dispersion of regional (NUTS level 2) employment rates of the age group 15-64 shows the regional differences in employment within countries and groups of countries (EU-25, euro area). The employment rate of the age group 15-64 represents employed persons aged 15-64 as a percentage of the population of the same age group. The dispersion of regional employment rates is zero when the employment rates in all regions are identical, and it will rise if there is an increase in the differences between employment rates among regions. Regional employment rates represent annual average figures and are taken from the European Union Labour Force Survey.

Long-term unemployment rate by gender
(http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&language=en&pcode=tsdsc330&plugin=1) Long-term unemployed (12 months and more) comprise persons aged at least 15, who are not living in collective households, who will be without work during the next two weeks, who would be available to start work within the next two weeks and who are seeking work (have actively sought employment at some time during the previous four weeks or are not seeking a job because they have already found a job to start later). The total active population (labour force) is the total number of the employed and unemployed population. The duration of unemployment is defined as the duration of a search for a job or as the period of time since the last job was held (if this period is shorter than the duration of the search for a job).

In work at-risk-of-poverty rate
(http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&plugin=1&language=en&pcode=tsdsc320) The share of employed persons of 18 years or over with an equivalised disposable income

below the risk-of-poverty threshold, which is set at 60 % of the national median equivalised disposable income (after social transfers).

Gender pay gap in unadjusted form
(http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&plugin=1&language=en&pcode=tsdsc340) The unadjusted Gender Pay Gap (GPG) represents the difference between average gross hourly earnings of male paid employees and of female paid employees as a percentage of average gross hourly earnings of male paid employees. The population consists of all paid employees in enterprises with 10 employees or more in NACE Rev. 2 aggregate B to S (excluding O) - before reference year 2008: NACE Rev. 1.1 aggregate C to O (excluding L). The GPG indicator is calculated within the framework of the data collected according to the methodology of the Structure of Earnings Survey (EC Regulation: 530/1999). It replaces data which was based on non-harmonised sources. For further information please consult the detailed explanatory texts (metadata).

Appendix 1.15Roma Integration Indicators

The source of all of these indicators is the **UNDP-WB DATASET for the EU countries**. These indicators are based on the responses from randomly selected adult member of the household.(http://europeandcis.undp.org/data/show/D69F01FE-F203-1EE9-B45121B12A557E1B)). It is important to point out that, it is always possible, all the indicators will be analysed by sex. Roma woman are among the most disadvantaged populations
The selected indicators are available for the following countries: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Hungary, Moldova, Montenegro, Romania, Serbia, Slovakia and the former Yugoslav Republic of Macedonia.
The study of these indicators will compare the Roma citizens in the different selected EU countries and also the situation among the non Roma and the Roma citizens.

Education

Literacy rates: Ratio of the surveyed population aged 16 and older who reported to be able to read and write as share of the total surveyed population aged 16 and older.

Gross enrolment rate in compulsory education (7-15) Ratio of the surveyed population aged between 7 and 15 who are enrolled in education as share of all 7 to 15 year olds.

Highest completed education: Surveyed population aged between 25 and 64 (20-24) by highest education completed defined by the International Standard Classification of Education (ISCED).

Number of years in education: Surveyed population aged 25 to 64 (16-24) by average years spent in school.

Employment

Employment rate: Share of the employed as a percentage of those in the working age (15-64); and as a percentage of those in the age 15-24. In line with the ILO definitions of Labor statistics, a person is "employed" if they answered they were paid either last week or said they were not but that they have a paid job (using questions E2 and E3) from the UNDP-WB dataset.

Unemployment rate: Share of the unemployed as a percentage of those in the labor force (15-64); and as a percentage of those in the labor force in the age 15-24. In line with the ILO definitions of Labor statistics, a person is "unemployed" if they said they were not in a paid job last week and they said they have a job sometime in the future OR they were not in a paid job last week and they said they were looking for a job within the last four weeks and they would be ready to start a job within the next two weeks. (using questions E2, E3, E10 and E10a) from the UNDP-WB dataset. The labor force consists of employed persons and unemployed persons. Everybody who is not employed or unemployed is out of labor force.

Activity rate (Labor force participation rate) Share of employed and unemployed (labor force) as a percentage of those in the working age (15-64).

Self-employment rate Share of self-employed in the labor force (ages 15-64 amd 15-24).

Informal employment incidence Share of employed people who do not have a written contract (ages 15-64 and 15-24).

Health assessment: Share of those who have bad/very bad or good/very good health in general as a percentage of all surveyed population.

Access to medical insurance: Share of adult persons (16+) who have medical insurance as a percentage of all adult persons who replied to this question.

Share of the population not having access to essential drugs Share of people living in households which could not afford to purchase medicines prescribed to/needed by a member of this household as a percentage of all population living in households for which this question was replied.

Access to health services: Share of people living in the households having access to health services when needed as a percentage of all population living in households for which this question was replied.

Perceived vaccination rate: Share of children 0-6 or 6 years old who ever received any vaccination as a percentage of all children in this age group.

Housing

Neighbourhood change: Share of people living in the households, which in the last 5 years observed improvements in their neighbourhood as a percentage of all surveyed population.

Regularity of waste collection: Share of people living in the households with a given frequency of waste collection as a percentage.

Rooms per HH member: Average number of rooms per household member.

Share of the population not having access to secure housing: Share of people living in households which live in the ruined houses or slums (as evaluated by enumerators) as a percentage of all surveyed population.

Dwelling ownership: Share of people living in HHs by ownership type as a percentage of all surveyed population.

Preference of living in mixed areas: Share of adult (16+) Roma people who prefer to "live in a better conditions but surrounded by majority population" rather than to "live in a worse living conditions but surrounded by own population".

Preferences - source of income: Share of adult persons (16+) who prefer one of the two options - "Live on social assistance with problems making both ends meet but with no particular effort" or "Have higher standards of living but working hard to earn your living" as a percentage of the all adult persons answering to this question (ages 16-64 and 16-24).

Economic situation

Relative poverty rate (60% equivalised median income): Share of people living in the households where per capita income is below the defined poverty line in the total number of people in the interviewed households (60% of the median equivalised disposable income= poverty).

Poverty gap PPP$ 60% equalized median income: The mean distance below the poverty line as a proportion of the poverty line where the mean is taken over the surveyed population, counting the non-poor as having zero poverty gap. The defined poverty line is 60% of the median equivalised disposable income= poverty.

Source of income: Average, median, maximum and minimum amounts related to individual sources of income for the household in the Local Currency Units (LCU)

Outstanding payments Share of people living in households which are in arrears (aggregate) as a percentage of all surveyed people.

Malnutrition: Share of people living in households, which experienced that in the past month somebody ever went to bed hungry because they could not afford enough food for them as a percentage of total population living in households

Migration

Migration intention: Share of adult persons (16+) who are considering moving to another country in the future as a percentage of total population replying to this question.

Heath

Access to medical insurance: Share of adult persons (16+) who have medical insurance as a percentage of all adult persons who replied to this question

Appendix 1.16 – Comparison of development needs

2007-2013 Development Needs	2007-2013 Regional Disparities
The need to achieve long term and sustainable economic growth. Capital investment in infrastructure is essential and the top priority, otherwise short-term job gains could be lost in the medium term;	Increasing development disparities between Bucharest-Ilfov Region and the other Regions;

Appendix 1.17 - Online questionare prototype for QI and QII

11.9.2014 [SURVEY PREVIEW MODE] Chestionar pentru Părțile Interesate - Evaluarea Acordului de Parteneriat 2014-2020 Survey

UNIUNEA EUROPEANĂ GUVERNUL ROMÂNIEI Instrumente Structurale 2007 - 2013

Chestionar pentru Părțile Interesate - Evaluarea Acordului de Parteneriat 2014-2020

Completarea acestui chestionar durează sub 10 minute

Vă mulțumim pentru faptul că ați acceptat să completați acest chestionar, realizat în cadrul proiectului ”Evaluarea ex-ante a Acordului de Parteneriat 2014 - 2020” inițiat de Ministerul Fondurilor Europene și implementat de către consorțiul Ecorys Netherlands în asociere cu L&G Business Services România, cu finanțare din Fondul European de Dezvoltare Regională în cadrul Programului Operațional Asistență Tehnică.
Vă rugăm să ne răspundeți până la sfârșitul zilei de joi, 30 mai a.c.
Menționăm posibilitatea de a reveni asupra chestionarului accesând weblink-ul indicat.

***1. Vă rugăm să ne spuneți numele organizației dumneavoastră și să bifați nivelul ei teritorial: (puteți bifa mai multe opțiuni)**

Organizație la nivel național

Organizație la nivel regional

Organizație la nivel local

Organizație situată în zona urbană

Organizație situată în zona rurală

Numele organizației este:

2. Vă rugăm să specificați căreia dintre următoarele categorii îi aparțineți:
(puteți bifa mai multe opțiuni)

Administrație publică centrală (vă rugam specificați)

Administrație publică locală (vă rugam specificați)

Instituție publică centrală

Instituție publică regională

Instituție publică locală

Partener economic – în cadrul structurilor parteneriale

Partener social – în cadrul structurilor parteneriale

Societate civilă

ONG-uri care acționează în domeniul Mediului

ONG-uri care acționează în domeniul Educație/Instruire

ONG-uri care acționează în domeniul nediscriminării

https://www.surveymonkey.com/s.aspx?PREVIEW_MODE=DO_NOT_USE_THIS_LINK_FOR_COLLECTION&sm=vUs0sVlq94AB7ePgFBHAccy... 1/5

Altele (vă rugăm să precizați)

3. Puteți să ne indicați principala sursă de finanțare a organizației dvs.?

Bugetul public național

Bugetul public local

Cotizațiile membrilor

Privată

Altele (vă rugăm să precizați)

4. Organizația dumneavoastră participă la ședințele Comitetului Interministerial pentru Acordul de Parteneriat (CIAP) 2014 - 2020?

Da

Nu

Nu știu

5. Vă rugăm să ne precizați dacă organizația dvs. are legături cu un alt membru al CIAP (este asociată oficial ori există o legătură reglementată?)

Nu știu

Da

Nu

Dacă ați răspuns Da, vă rugăm să precizați tipul legăturii și numele organizației

6. Puteți să ne precizați dacă faceți parte dintr-un Grup de Lucru pentru Acordul de Parteneriat?

Nu știu

Da

Nu

Dacă ați răspuns Da, vă rugăm să precizați numele Grupului de Lucru

7. Vă rugăm să precizați interesul organizației dvs. pentru un obiectiv tematic sau mai multe, detaliind nivelul interesului, conform legendei (sub tabel)

	Interes principal	Interes secundar	Interes general	Nici un interes	Nu știu	Nu este cazul
OT1 - Consolidarea Cercetării, Dezvoltării Tehnologice și Inovării						
OT2 - Sporirea accesului, utilizării și calității Tehnologiei Informației și Comunicațiilor						
OT3 - Îmbunătățirea competitivității întreprinderilor mici și mijlocii, a sectorului agricol (în cazul FEADR) și a sectorului pescuit și acvacultură (în cazul FEAMP)						
OT4 - Sprijinirea tranziției către o economie cu emisii scăzute de dioxid de carbon în toate sectoarele						
OT5 - Promovarea adaptării la schimbările climatice, a prevenirii și gestionării riscurilor						
OT6 - Protecția mediului și promovarea utilizării eficiente a resurselor						
OT7 - Promovarea sistemelor de transport durabile și eliminarea blocajelor din cadrul infrastructurilor rețelelor majore						
OT8 - Promovarea ocupării forței de muncă						

și sprijinirea mobilității forței de muncă

OT9 - Promovarea incluziunii sociale și combaterea sărăciei

OT10 - Investițiile în

educație, competențe și învățare pe tot parcursul vieții

OT11 - Consolidarea capacității instituționale și o administrație publică eficientă

Legendă: Interes Principal = organizația dvs./ structura asociativă căreia aparțineți (sau pe care o reprezentați) poate fi implicată în managementul fondurilor alocate unui anumit OT ori poate obține finanțare din fondurile alocate unui anumit OT. Interes Secundar = membrii dvs./ comunitatea pe care o reprezentați pot beneficia de fondurile alocate unui anumit OT. Interes General = membrii dvs./ comunitatea pe care o reprezentați doresc/dorește să cunoască ce fonduri sunt disponibile.

8. Utilizând o scală de la 1 (”slab”) la 4 (”excelent”), vă rugăm să apreciați:

	1	2	3	4	Nu am primit informații	Nu știu	Nu este cazul
Informațiile primite în procesul de elaborare a Acordului de Parteneriat							

9. Utilizând o scală de la 1 (”slab”) la 4 (”excelent”), vă rugăm să apreciați:

	1	2	3	4	Nu ni s-a oferit oportunitatea	Nu știu	Nu este cazul
Oportunitatea oferită organizației dvs. de a participa la elaborarea Acordului de Parteneriat							

10. Utilizând o scală de la 1 (”slab”) la 4 (”excelent”), vă rugăm să apreciați:

	1	2	3	4	Nu a fost luată în considerare	Nu știu	Nu este cazul
Măsura în care a fost luată în considerare opinia organizației dvs. în procesul de elaborare a Acordului de Parteneriat							

11. Utilizând o scală de la 1 (”slab”) la 4 (”excelent”), vă rugăm să apreciați:

	1	2	3	4	Interesele organizației noastre nu sunt abordate	Nu știu	Nu este cazul
Nivelul la care interesele organizației dvs. sunt (sau vor fi) abordate în Acordul de Parteneriat							

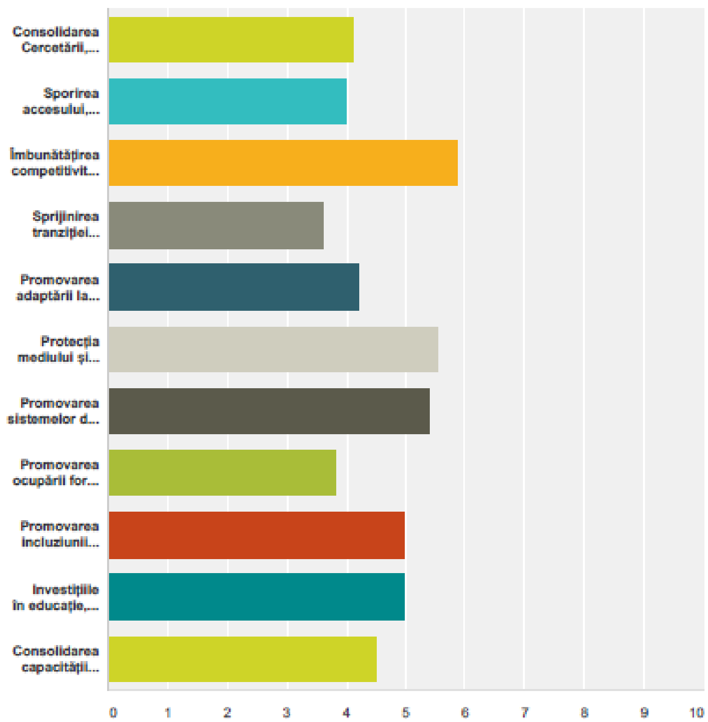
12. Ce recomandări aveți pentru procesul de elaborare al Acordului de Parteneriat 2014 – 2020?

Appendix 1.18 - Excerpt of the online survey for QI.4 and QII

Chestionar pentru Autorități - Evaluarea Capacității Administrative

Q8 Cum ați distribui bugetul prevăzut în Acordul de parteneriat între următoarele 11 obiective tematice (vă rugăm, distribuiți 100 de unități bugetare; de asemenea, puteți lăsa unele dintre obiectivele tematice fără buget):

Answered: 9 Skipped: 2



	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	peste 80	Total	Average Rating
Consolidarea Cercetării, Dezvoltării Tehnologice și Inovării	50.00% 4	0.00% 0	0.00% 0	12.50% 1	12.50% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	8	4.13
Sporirea accesului, utilizării și calității Tehnologiei Informației și Comunicațiilor	50.00% 3	0.00% 0	0.00% 0	16.67% 1	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	6	4.00
Îmbunătățirea competitivității întreprinderilor mici și mijlocii, a sectorului agricol (în cazul FEADR) și a sectorului pescuit și acvacultură (în cazul FEAMP)	14.29% 1	0.00% 0	42.86% 3	0.00% 0	14.29% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	14.29% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	14.29% 1	7	5.86
Sprijinirea tranziției către o economie cu emisii scăzute de dioxid de carbon în toate sectoarele	37.50% 3	12.50% 1	25.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	12.50% 1	0.00% 0	12.50% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	8	3.63
Promovarea adaptării la schimbările climatice, a prevenirii și gestionării riscucurilor	22.22% 2	0.00% 0	22.22% 2	33.33% 3	0.00% 0	0.00% 0	0.00% 0	11.11% 1	0.00% 0	11.11% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	9	4.22

Chestionar pentru Autorități - Evaluarea Capacității Administrative

Protecția mediului și promovarea utlizării eficiente a resurselor	0.00% 0	11.11% 1	11.11% 1	22.22% 2	22.22% 2	11.11% 1	0.00% 0	0.00% 0	0.00% 0	11.11% 1	11.11% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	9	5.56
Promovarea sistemelor de transport durabile și eliminarea blocajelor din cadrul infrastructurilor rețelelor majore	0.00% 0	12.50% 1	25.00% 2	25.00% 2	12.50% 1	12.50% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	12.50% 1	8	5.38
Promovarea ocupării forței de muncă și sprijinirea mobilității forței de muncă	50.00% 3	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	6	3.83
Promovarea incluziunii sociale și combaterea sărăciei	50.00% 3	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	6	5.00
Investițiile în educație, competențe și învățare pe tot parcursul vieții	16.67% 1	50.00% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	0.00% 0	6	5.00
Consolidarea capacității instituționale și o administrație publică eficientă	33.33% 2	33.33% 2	0.00% 0	0.00% 0	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	0.00% 0	6	4.50

Appendix 1.19 Updated Questionnaire for assessing administrative capacity of authorities

1. Vă rugăm specificați tipul de autoritate pe care îl reprezintă organizația dumneavoastră:

- Ministerul Fondurilor Europene
- Autoritate de Management
- Organism Intermediar/ Organism Intermediar Regional
- Autoritate de Certificare
- Autoritate de Audit
- Altă instituție

*Altă instituție (vă rugăm specificați)

2. Vă rugăm să selectați programul pe care îl coordonați ori programul/ programele pentru care lucrați (sunt posibile mai multe opțiuni)

- POR
- POAT
- POS CCE
- POS Mediu
- POS Transport
- POIM
- POS DRU/POCU
- PO DCA /POCA
- PNDR
- POP
- CBC RO-BG
- CBC RO-RS
- CBC RO-UA-MD
- CBC Bazinul Mării Negre
- Altele

*Altele (vă rugăm să menționați)

3. Cum apreciați eficacitatea cooperării inter-ministeriale în procesul de programare 2014-2020?

	Da	În mare măsură	Nu	Nu știu	Nu este cazul
Cooperarea este eficace şi produce rezultatele aşteptate	☐	☐	☐	☐	☐
Procesul de cooperare este coordonat şi planificat	☐	☐	☐	☐	☐
Formele de cooperare sunt adecvate (grupuri de lucru, întâlniri adhoc informale, comitete, etc.)	☐	☐	☐	☐	☐
Contribuţiile ministerelor în procesul de cooperare sunt adecvate şi furnizate la timp	☐	☐	☐	☐	☐

Vă rugăm indicați ce se poate îmbunătăți

4. Care au fost principalele constrângeri cu care v-ați confruntat în procesul de pregătire a programului operațional/programelor operaționale?

	Da	Nu	Nu ştiu	Nu este cazul
Personal insuficient față de volumul de muncă	☐	☐	☐	☐
Experiență limitată în programare	☐	☐	☐	☐
Întelegerea noilor prevederi ale regulamentelor	☐	☐	☐	☐
Modificarea ghidurilor, abordărilor pe parcursul programării	☐	☐	☐	☐
Organizarea și planificarea procesului, stabilirea termenelor	☐	☐	☐	☐
Colaborarea interinstituțională	☐	☐	☐	☐
Strategiile sectoriale, naționale relevante în curs de realizare în paralel cu programarea	☐	☐	☐	☐
Altele	☐	☐	☐	☐

Altele (vă rugăm să menționați)

5. Cum apreciați nevoile organizației dumneavoastră în ceea ce privește procesul de implementare a programului operațional/programelor operaționale?

	În mare măsură necesare	Necesare	În mică măsură necesare	Nu sunt necesare	Nu ştiu	Nu este cazul
Mai mult personal	☐	☐	☐	☐	☐	☐
O calificare mai bună a personalului	☐	☐	☐	☐	☐	☑
Instruirea personalului	☐	☐	☐	☐	☐	☐
Proceduri, manuale, ghiduri mai bune	☐	☐	☐	☐	☐	☐
O structură mai bună a managementului programului/ axei prioritare (direcții, departamente)	☐	☐	☐	☐	☐	☐
Condiții de muncă mai bune (sediu și echipamente de birou)	☐	☐	☐	☐	☐	☐
Altele	☐	☐	☐	☐	☐	☐

Altele (vă rugăm să menționați)

6. Ce modificări au apărut în structura organizației dumneavoastră în ultimul an?

☐ Transferul structurii de la o instituție la alta

- [ ] Transferul structurii de la o direcție la alta, în cadrul instituției
- [ ] Restructurări interne semnificative
- [ ] Nu s-a schimbat nimic
- [ ] Altele

Altele (vă rugăm să menționați)

7. Cum apreciați activitatea comitetelor de monitorizare?

	Da	În mare măsură	În mare măsură nu	Nu	Nu ştiu	Nu este cazul
Comitetul/comitetele de monitorizare este/sunt eficace	☐	☐	☐	☐	☐	☐
Modul de organizare este adecvat	☐	☐	☐	☐	☐	☐
Componența este adecvată	☐	☐	☐	☐	☐	☐
Contribuțiile participanților sunt utile	☐	☐	☐	☐	☐	☐
Membrii au competențele necesare unei participări active	☐	☐	☐	☐	☐	☐

Vă rugăm indicați ce se poate imbunătăți

8. Cum apreciați următoarele aspecte ale planificării resurselor umane în organizația dumneavoastră?

	Da	Nu	Nu ştiu	Nu este cazul
Există o analiză actualizată a volumului de muncă în organizația dvs.?	☐	☐	☐	☐
Dacă instituția dvs. va fi AM pentru un nou PO, 2014 - 2020, există deja o planificare pentru asigurarea personalului necesar și competent?	☐	☐	☐	☐
Altele	☐	☐	☐	☐

Altele (vă rugăm să menționați)

9. Care a fost nivelul fluctuației de personal în organizația dumneavoastră în anul 2013?

- ○ Mai mic de 5%
- ○ Între 6 - 10 %
- ○ Între 11 - 20 %
- ○ Între 21 - 40 %
- ○ Peste 41 %
- ○ Nu ştiu

○ Altele

Altele (vă rugăm să menționați)

10. S-au produs modificări la nivelul managementului în organizația dumneavoastră în ultimul an ?

	Da	Nu
La nivel de director general		
La nivel de director executiv	☐	☐
La nivel de director adjunct	☐	☐
La nivel de direcții și departament	☐	☐
Nu știu	☐	☐

11. În ce măsură fluctuația de personal a afectat performanța organizației dumneavoastră?

	Da	Nu
La nivel de director general		
La nivel de director executiv	☐	☐
La nivel de director adjunct	☐	☐
La nivel de direcții și departament	☐	☐
Nu știu	☐	☐

Vă rugăm furnizți detalii privind aspecte particulare ale fluctuației de personal dacă este cazul

12. Puteți să apreciați cât reprezintă posturile vacante în structura organizației dumneavoastră?

○ Sub 5%

○ Între 6 - 10 %

○ Între 11 - 20 %

○ Peste 21%

○ Nu știu

○ Altele

*Altele (vă rugăm să menționați)

13. Nivelul posturilor vacante în organizația noastră este acceptabil și nu influențează performanța organizației.

○ Da

○ În mare măsură da

○ În mare măsură nu

○ Nu

○ Nu știu

○ Nu este cazul

Vă rugăm explicați

14. Care este opinia dvs. privind procesul de planificare a instruirii în organizația dumneavoastră?

- Există planuri anuale de instruire
- Planurile de instruire includ nevoile individuale ale angajaților
- Nu există planuri de instruire dar există deschidere față de ofertele de training primite
- Nu există o planificare a instruirii
- Nu știu
- Altele

*Altele (vă rugăm să menționați)

15. Cum apreciați implementarea planurilor de instruire în organizația dumneavoastră?

- Planurile de instruire sunt în mare măsură implementate și aduc îmbunătățiri în competențele personalului
- Planurile de instruire sunt în mare măsură implementate și aduc slabe îmbunătățiri în competențele personalului
- Planurile de instruire sunt în mică măsură implementate și aduc slabe/ nu aduc îmbunătățiri în competențele personalului
- Planurile de instruire nu sunt implementate
- Nu știu
- Altele

*Altele (vă rugăm să menționați)

16. Care este nivelul de performanță a personalului în cadrul organizației dumneavoastră? Bifați afirmațiile care corespund opiniei dumneavoastră.

- Peste 90 % din rezultatele anuale de evaluare a personalului arată că performanța personalului este ridicată sau satisfăcătoare
- Între 70 - 89 % din rezultatele anuale de evaluare a personalului arată că performanța personalului este ridicată sau satisfăcătoare
- Între 50 - 69 % din rezultatele anuale de evaluare a personalului arată că performanța personalului este ridicată sau satisfăcătoare
- Rezultatele evaluării anuale a personalului nu reflectă în mod corect nivelul de performanță a personalului
- Nu știu
- Altele

*Altele (vă rugăm să menționați)

17. Credeți că în organizația dumneavoastră sistemul de recompense (include salariul și orice altă formă de beneficii) este adecvat? Vă rugăm să vă exprimați opinia asupra elementelor următoare:

	Da	Nu	Nu știu	Nu este cazul
Sistemul de recompense poate atrage profesioniști în sistem, corespunzător nivelului de expertiză așteptat	○	○	○	●
Sistemul de recompense este perceput ca fiind transparent	○	○	○	○
Sistemul de recompense este perceput ca fiind corect	○	○	○	○
Sistemul de recompense poate asigura păstrarea personalului	○	○	○	○
Altele	○	○	○	○

*Altele (vă rugăm să menționați)

18. Cum apreciați eficacitatea managerială în organizația dumneavoastră? (puteți selecta mai multe răspunsuri)

☐ Managerii asigură o alocare adecvată a responsabilităților și claritate a sarcinilor

☐ Managerii furnizează subordonaților sprijin pentru îndeplinirea sarcinilor și feedback constructiv

☐ Managerii evaluează regulat progresul angajaților în îndeplinirea sarcinilor

☐ Evaluarea anuală a performanțelor nu este doar o formalitate. Managerii folosesc acest instrument pentru a stimula performanța angajaților

☐ Managerii sprijină angajații pentru a își dezvolta competențele

☐ Nu știu

☐ Altele

*Altele (vă rugăm să menționați)

19. Credeți că în organizația dumneavoastră trebuie îmbunătățită politica și practica Resurselor Umane în următoarele domenii?

	Foarte necesare	Necesare	Sunt necesare unele îmbunătățiri	Nu sunt necesare	Nu știu / Nu este cazul
Managementul performanței	○	○	○	○	○
Recompense (include salarizare și orice alte beneficii)	○	○	○	○	○
Sistemul de recompense după rezultate	○	○	○	○	○

	Foarte necesare	Necesare	Sunt necesare unele îmbunătățiri	Nu sunt necesare	Nu știu / Nu este cazul
Oportunitățile de dezvoltare a carierei	◯	◯	◯	◯	◯
Instruire	◯	◯	◯	◯	◯
Altele	◯	◯	◯	◯	◯

*Altele (vă rugăm să menționați)

20. Credeți că experiența pe care a acumulat-o organizația dumneavoastră în perioada 2007 - 2013 este utilă/ valorificată pentru programarea perioadei 2014 - 2020?

	Nu	Da	Nu știu / Nu se aplică
Este experiența organizației dvs. relevantă pentru perioada următoare?	◯	◯	◯
Dacă organizația dvs. va avea un rol în implementarea programelor operaționale ale perioadei viitoare de programare, există o estimare a volumului de muncă și un plan de tranziție de la responsabilitățile curente la cele ale perioadei 2014+?	◯	◯	◯
Altele	◯	◯	◯

*Altele (vă rugăm să menționați)

21. Care este sursa expertizei pe care o utilizați în organizația dumneavoastră în domeniile critice/ specifice enumerate mai jos?

	Internă - personalul propriu	Asistență tehnică	Externă (alte forme de subcontractare, după caz)	Nu există
Achiziții publice	☐	☐	☐	☐
Ajutor de stat	☐	☐	☐	☐
Reglementări de mediu	☐	☐	☐	☐
Audit intern	☐	☐	☐	☐
Managementul riscurilor	☐	☐	☐	☐
Monitorizare și evaluare	☐	☐	☐	☐
Alte domenii				

*Vă rugăm adăugați alte domenii critice de expertiză

22. Care este opinia dumneavoastră referitoare la procesele și instrumentele specifice pregătirii şi implementării noilor PO?

	Nu	În mare măsură nu	În mare măsură da	Da	Nu știu	Nu este cazul
Beneficiați de o bună coordonare și îndrumare pentru programarea și implementarea noilor PO-uri?	○	○	○	○	○	○
Documente de îndrumare adecvate sunt disponibile pentru noua perioadă de programare?	○	○	○	○	○	○
Considerați că rolurile și responsabilitățile privind programarea şi implementarea noilor PO sunt clar definite?	○	○	○	○	○	○
Sunt stabilite modalitățile de delegare a sarcinilor pentru implementarea PO în care este implicată organizaţia dumneavoastră?	○	○	○	○	○	○
Considerați că există consens între părțile interesate în ceea ce privește delegarea sarcinilor în cazul PO relevant organizației dumneavoastră?	○	○	○	○	○	○

Vă rugăm indicați ce trebuie îmbunătățit

23. Cum apreciați instrumentele utilizate în implementarea PO 2007-2013?

	Da	În mare măsură da	În mare măsură nu	Nu	Nu știu	Nu este cazul
Procedurile de implementare sunt deja pregătite și aprobate	☐	☐	☐	☐	☐	☐
Procedurile sunt adecvate	☐	☐	☐	☐	☐	☐
Documente de îndrumare pentru perioada de implementare sunt pregătite	☐	☐	☐	☑	☐	☐

Documente de îndrumare sunt diseminate şi disponibile tuturor parţilor interesate	☐	☐	☐	☐	☐	☐
Documentele de îndrumare pentru perioada de implementare sunt suficiente şi calitatea este adecvată	☐	☐	☐	☐	☐	☐
Beneficiarii apreciază calitatea documentelor ca adecvată	☐	☐	☐	☐	☐	☐

Vă rugăm indicați ce se poate îmbunătăți

24. Care este opinia dumneavoastră asupra următoarelor aspecte și instrumente ale procesului de implementare a PO 2007-2013?

	Nu	În mare măsură nu	În mare măsură da	Da	Nu știu	Nu este cazul
Asistența tehnică este disponibilă atunci când este necesară	○	○	○	○	○	○
Asistența tehnică asigură un sprijin la nivelul de calitate așteptat	○	○	○	○	○	○
Sistemul de indicatori este funcțional și adecvat	○	○	○	○	○	○
Sistemele electronice de date pentru 2014-2020 sunt funcționale și disponibile (inclusiv în ceea ce priveşte calitatea datelor, agregarea şi raportarea	○	○	○	○	○	○
Sistemele electronice sunt accesibile şi uşor de utilizat (user friendly)	○	○	○	○	○	○
Sistemele electronice disponibile sunt utile	○	○	○	○	○	○
Sistemul de management şi control este solid	○	○	○	○	○	○
Procedurile pentru un sistem de management şi control solid sunt adecvate	○	○	○	○	○	○
Procedurile pentru un sistem de management şi control solid sunt cu consecvență aplicate	○	○	○	○	○	○
Procedurile privind management financiar sunt adecvate	○	○	○	○	○	○
Procedurile privind managmentul financiar sunt consecvent aplicate	○	○	○	○	○	○
Procedurile de verificare sunt adecvate	○	○	○	○	○	○
Procedurile de verificare sunt consecvent aplicate	○	○	○	○	○	○
Procedurile de verificare sunt consecvent	○	○	○	○	○	○

aplicate						
Procedurile privind previzionarea cheltuielilor, certificarea şi efectuarea plăţilor sunt adecvate	○	○	○	○	○	○
Procedurile privind previzionarea cheltuielilor, certificarea şi efectuarea plăţilor sunt consecvent aplicate	○	○	○	○	○	○
Sistemul de management şi control privind achiziţiile publice este solid şi de încredere	○	○	○	○	○	○
Procedurile privind managementul riscului sunt adecvate	○	○	○	○	○	○
Procedurile privind managementul riscului sunt aplicate cu consecvenţă	○	○	○	○	○	○
Procedurile privind managementul riscului sunt aplicate cu consecvenţă	○	○	○	○	○	○
Neregulile sunt detectate și în mod adecvat gestionate	○	○	○	○	○	○
Altele	○	○	○	○	○	○

*Altele (vă rugăm să menționați)

25. Cum apreciați instrumentele necesare implementării în următoarea perioadă de programare 2014-2020?

	Da	Nu	Nu știu	Nu este cazul
Procedurile de implementare sunt deja pregătite și aprobate	☐	☐	☐	☐
Procedurile sunt adecvate și reflectă o simplificare semnificativă	☐	☐	☐	☐
Documentele de îndrumare pentru perioada de implementare sunt pregătite	☐	☐	☐	☐
Documentele de îndrumare sunt diseminate şi disponibile tuturor parţilor interesate	☐	☐	☐	☐
Documentele de îndrumare pentru perioada de implementare sunt suficiente și calitatea este adecvată	☐	☐	☐	☐

26. Cum apreciați următoarele aspecte orizontale care pot influența performanța implementării programelor operaționale?

	Da	In mare masură da	In mare măsură nu	Nu	Nu știu	Nu este cazul
Relaţiile interinstituționale (între ministere și cu alte organizații) sunt eficiente și favorabile performanței	◯	◯	◯	◯	◯	◯
Riscurile privind fraudele sunt tratate într-o manieră eficientă	◯	◯	◯	◯	◯	◯
Altele	◯	◯	◯	◯	◯	◯

*Altele (vă rugăm să menționați)

27. Referindu-vă la programul dumneavoastră operațional 2007-2013, vă rugăm să ne specificați dacă beneficiarii au întâmpinat dificultăți în procesul de solicitare a finanțării (puteți selecta mai multe răspunsuri).

☐ Nu au întâmpinat dificultăți în procesul de solicitare a finanțării

☐ Au întâmpinat dificultăți la completarea unor secțiuni ale Cererii de Finanțare

☐ Au întâmpinat dificultăți la completarea bugetului inclus în Cererea de Finanțare

☐ Au întâmpinat dificultăți la stabilirea de indicatori conform cerințelor din Cererea de Finanțare

☐ Au întâmpinat dificultăți în pregătirea documentelor justificative/suport solicitate pe lângă Cererea de Finanțare

☐ Nu știu / Nu este cazul

☐ Altele

*Altele (vă rugăm să precizați)

28. Cu referire la programul dumneavoastră operațional 2007-2013, vă rugăm să specificați dacă beneficiarii au întâmpinat/ întâmpină probleme în implementarea proiectului/ proiectelor lor într-unul sau mai multe dintre domeniile de mai jos (puteți selecta mai multe răspunsuri, în funcție de experiența dvs.).

☐ Ambiguități în documentele de raportare

☐ Procedurile de efectuare a plăților

☐ Managementul financiar și raportarea

☐ Licitații

☐ Monitorizarea și raportarea indicatorilor

☐ Coordonarea cu partenerii de proiect (dacă există)

☐ Coordonarea și controlul asupra contractorilor și sub-contractorilor (dacă este cazul)

☐ Arhivare

☐ Cerințele de informare și publicitate

☐ Beneficiarii nu au probleme în implementarea proiectului/ proiectelor

☐ Altele

*Altele (vă rugăm să precizați)

29. Care credeți că sunt competențele cheie ce trebuie să fie consolidate în organizația dumneavoastră pentru o implementare mai eficientă a AP și PO (puteți alege mai multe răspunsuri):

☐ Cunoașterea mai bună a legislației, strategiilor și politicilor europene și naționale
☐ Cunoștințe și competențe mai bune în domeniul managementului financiar și controlului
☐ Competențe organizaționale și manageriale mai bune pentru personalul propriu
☐ Competențe tehnice mai bune (limbi străine, aplicații software, etc)
☐ Competențe mai bune în achizițiile publice
☐ Nu știu
☐ Altele

*Altele (vă rugăm să precizați)

30. Cum apreciați nevoile organizației dumneavoastră în ceea ce privește îmbunătățirea următoarelor aspecte ale condițiilor de muncă

	Foarte necesare	Necesare	Sunt necesare unele îmbunătățiri	Nu sunt necesare	Nu știu / Nu este cazul
Echipamente IT și birotică	○	○	○	○	○
Aplicații software	○	○	○	○	○
Sediu	○	○	○	○	○
Arhivare	●	○	○	○	○
Altele	○	○	○	○	○

Appendix 1.20 Administrative capacity database

Qualitative indicators

Elements of the administrative capacity: (main dimensions and variables)	Assessment criteria
Structure	
(1) Structures are designated	Availability of official documents designating the role of the structures.
(2) The experience from the previous programing is transferred into the new programming period	The current structures benefit from the previous programming period experience (e.g.build on previous structures facilitate experience is transferred)
(3) There is consensus on the designation of the institutional framework	There is consensus of the stakeholders on designation of structures
(4) **The existing structures have sufficient authority to fulfil their role**	The location of the coordinating bodies over MAS , in line with the administrative hierarchy
	The coordination function in the system has the capacity to ensure coherence of procedures, practices and actions.
(5) Location of ROP MAs is in line with the administrative structure (regional levels)	ROP MAs location is in line with the administrative structure at national and regional level
(6) IBs selection is adequate for the type of interventions and targeted beneficiaries	The adequacy of the IBs to ensure direct contact with beneficiaries and relevance for the respective policy.
(7) Good well established working relations between coordination bodies, MAs, IBs, Agencies and other structures **(8') Agreements between MAs IBs, CPA exist**	Communication and cooperation of the coordinating bodies MAs IBs and other relevant units is effective
Reformulation of an umbrella criteria : **(8)Adequate structures for all phases of the programmes management are in place**	The organisation structures and ROF exists with responsibilities defined
	There is a good stability of the structures; Changes are not frequent (percentage of positive opinions in the survey)
	Positive opinions regarding the allocation of responsibilities: clear, coherent with the processes and avoid overlaps and duplications
(8/1) Roles, responsibilities and tasks are assigned in an effective manner at the level of departments, units, jobs (8/2)There were no changes in the structures	Existence of adequate units (including adjustement of number of posts according to workloads variation) within the MAs compliant to the programme implementation stage.
(9) Partnership is present and effectiv	Availability of official documents setting up the partnership framework.
	Social partners, regional partners, NGOs systematically involved in the design of socio-economic policies
(10) Systematic and effective inter-ministerial coordination of socio-economic policies	Existence of inter-ministerial cooperation structures (e.g. working groups)
	The inter-ministerial cooperation is effective, work in a planned manner and meet the deadlines (positive opinions in the survey)
(11) **Monitoring Committees are set up, an approval document exists, they have an adequate composition and functioning**	Monitoring Committees are set up and effective: consistent contributions of the members in line with their interests
Human Resources	
(12) Human resources planning within MAs and IBs exist	HR needs forecasts, including workloads analysis are available They are applied and used to support managerial decisions
(13) Staff turnover is manageable	Staff turnover indicated in the survey is at a manageable level (less than 10%) Positive perception that the turnover does not affect performance
	Turnover on key positions (e.g. managerial) is manaageable.
	The turnover is manageable (positive opinions in the survey)
(14) Vacancies are manageable	Vacancies level indicated in the survey (below 5% considered manageable) Opinion on vacancies level and manageability
(15) Training planning exists (16) Effective implementation of the training plans	Availability of training plans
	Positive opinion regarding the training plans effectiveness: they are implemented and effective, ensuring improvements
(17) Staff performance in MAs and IBs is adequate	Staff performance is satisfactory, or higher
(18) Competitive and fair reward system	Positive opinions regarding competitiveness of the reward system
	Positive opinion about fairness of the reward system
(19) Managerial capacity is adequate	Positive opinion of staff regarding the managers skills and practice; percentage of answers confirming need to improve
(20) Previous experience acquired in previous EU projects is transferred into next programming cycle)	Concrete measures to transfer relevant experience (more than 50% positive opinions)
(21) Assessments and evaluations are regularly performed with a view to continous improvement of the human resources in the system.	Availability of administrative capacity assessments in the OP ex-ante evaluations or other evaluations and studies
Systems and tools	
(22) Delegation of tasks is effective	Delegation of tasks is effective and agreed by partners
	Availability of official documents, delegation contracts
	Opinion regarding the delegation of tasks adequacy is positive
(23) Adequate guidelines and tools for programme preparation exist and effectively applied	Avaibility of programming guidance documents
	Dissemination of programming guidance documents
	Assessment on the sufficiency/quality of the guidance by the respondents and interviewees
(24) Adequate guidelines and tools for programme implementation exists and are disseminated	Availability of implementation guidance documents
	Positive opinion regarding dissemination of implementation guidance

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	documents
	Positive opinion regarding the sufficiency/quality of the implementation guidance
	Satisfaction of the beneficiaries regarding the clarity of the guidance documents
(25) Technical Assistance is planned and used in an efficient way	TA is available just in time for support functions and qualitative – positive opinion
	Time between the request for TA is formulated and the delivery of the TA
	Degree of TA funds used (payments to TA providers in total planned annually)
(26) Indicators system in OPs is in place and adequate	Positive opinion regarding the adequacy of the indicators (percentage positive opinion)
(27) Electronic systems for data exchange are functional, largely accessible and user friendly	Overall Electronic Systemes for the 2014-2020 available
	Electronic Systems data quality, querying and aggregation
	Positive opinion about Electronic systems ease of use by the beneficiaries
	Positive opinion about utility of the Electronic systems for the beneficiaries
(28) Management and control systems are effective and reliable overall	Procedures are in place they are adequate and effectively applied in all key areas (financial management, sample checks, expenditure certification and payments, audit, public procurement, risk management, irregularities)
(28) Management and control systems are effective and reliable 28/1 Management and control system is functional	Overall assessment Procedures are in place for MCS
	Overall assessment Procedures are adequate and applied for MCS; Positive opinion about reliability
(28) Management and control systems of the are effective and reliable 28/2 First level control is effective	Procedures are applied Financial Management Changed: First level control is effective
28) Management and control systems are effective and reliable 28/3 Sample checks are adequate	Availability of procedures Sample checks
	Positive opinion regarding sample checks procedureapplication
(28) Management and control systems of the are effective and reliable (28/4) Expenditure certification and payments flows	Procedures for payment flows, expenditure forecasting and certification of payments are adequate
	Procedures for payment flows, expenditure forecasting and certification of payments are effectivelly applied
	Errors in annual forecasting below the EU average
(28) Management and control systems of the are effective and reliable (28/5)Management and control of the public procurement	Positive assessments of the public procurement management and control
(28) Management and control systems of the are effective and reliable (28/6) Risk management	Positive opinions and assessments regarding the risk management procedures and practices as a management tool
(28) Management and control systems of the are effective and reliable 28/7 Sufficient audit trail exists	Positive opinion regarding sufficient audit trail
(28) Management and control systems of the are effective and reliable (28/8)Audit function is effective	Audit plans are implemented at all levels
	Early identification of irregularities and management and control systems gaps
(28) Management and control systems of the are effective and reliable (28/9) The irregularities are detected and properly managed	Positive opinion regarding the Existence of adequate records on financial irregularities
	Track record of appropriate measures taken to deal with irregularities
(29) Competent and active National Audit Authority	Mandate established by Law
	Annual reports available
Contextual factors	
(30) Public policy management performance	Positive opinion in evaluations regarding the performance of the public policy management
(31) Availability of independent evaluation expertise	Positive opinion regarding: Sufficient evaluation expertise of the supply
	Positive opinion regarding: Local expertise has international quality standards
	Positive opinion regarding: The evaluation culture is at an adequate level
	Evaluation culture index (and components) improving trend
(32) Efficient and good working relation between ministries and other public institutions	Positive opinion regarding the efficient and good working relation between ministries concerned
(33) Corruption risks are addressed in an effective manner	A code of conduct exists and is effective
	Internal control function is effective in the public institutions
	Corruption index measured by the Eurobarometer survey – decreasing trend

Quantitative Indicators

Code	Measurement unit	Source of information	previous reference values	Recommended threshold if applicable	Value May 2013	Value December 2014
			before may 2013		ALL SYSTEM MEF coordinator MA ROP IBs ROP MA SOP IEC IBs SOP IEC MA SOP E IB SOP E MA SOP T MA HRD IB SOP HRD MA ACD MA OPTA MA RO BG MA RO SRB MA Black Sea NRDP PARDF PAIA FOP coordinating body PAIA PARDF AA ACP	ALL SYSTEM MEF coordinator MA ROP IBs ROP MA SOP IEC IBs SOP IEC MA SOP E IB SOP E MA SOP T MA HRD IB SOP HRD MA ACD MA OPTA MA RO BG MA RO SRB MA Black Sea NRDP PARDF PAIA FOP coordinating body PAIA PARDF AA ACP
	87 indicators as described below					

	Resourcing indicators
1	**No of staff total (FTE)**
2	Director / Manager
3	Head of unit / middle managem.
4	Desk officer / Administrator / Expert
5	Assistant / Secretary
6	**No of staff total civil servants**
7	Director / Manager civil servants
8	Head of unit / middle managem. civil servants
9	Desk officer / Administrator / Expert civil servants
10	Assistant / Secretary civil servants
11	**No of staff total contract based**
12	Director / Manager contract based
13	Head of unit / middle managem. contract based
14	Desk officer / Administrator / Expert contract based
15	Assistant / Secretary contract based
16	**Turnover (for the last year) all categories**
17	Director / Manager
18	Head of unit / middle managem.
19	Desk officer / Administrator / Expert
20	Assistant / Secretary
21	**Vacancies all categories**
22	Director / Manager
23	Head of unit / middle managem.
24	Desk officer / Administrator / Expert
25	Assistant / Secretary
26	**New entries during the last year all**
27	Director / Manager
28	Head of unit / middle managem.
29	Desk officer / Administrator / Expert
30	Assistant / Secretary
	Other administrative costs
31	Office space, internet , telephone, consumable, equipment, etc
32	Total administrative costs
33	Administrative costs/ million Eur allocated
	Performance at individual level indicators

34	Good performers (assessments above standard, good and very good) to be considered with care
	Reward indicators
35	**Average remuneration/gross salaries including bonuses and incentives (venituri brute) all categories**
36	Director / Manager
37	Head of unit / middle managem.
38	Desk officer / Administrator / Expert
39	Assistant / Secretary
40	**Disparity Min: MAX ratio all categories**
41	Director / Manager
42	Head of unit / middle managem.
43	Desk officer / Administrator / Expert
44	Assistant / Secretary
	Training indicators
45	**Cost of training**
46	**Training days per person planned**
47	Director / Manager
48	Head of unit / middle managem.
49	Desk officer / Administrator / Expert
50	Assistant / Secretary
51	**Training days per persons delivered**
52	Director / Manager
53	Head of unit / middle managem.
54	Desk officer / Administrator / Expert
55	Assistant / Secretary
56	**Performance indicators at unit/organisation level**
57	Total funds allocated (responsible for)
58	Total funds contracted
59	No of projects appraised
60	No of contracts signed
61	Total funds disbursed
62	No of projects completed
63	Total funds certified
64	Achieved against planned results and outputs
65	Number of reimbursement claims approved by MA
66	out of which reimbursement claims found incorrect by higher levels of control
67	Number of complaints regarding the appraisal and selection against number of projects appraised
68	Rate of complaints in the process of appraisal
69	Number of irregularities in the procurement process identified by higher levels of control
69	Rate of irregularities not prevented/detected
	other indicators have to be identified in order to reflect the areas of performance to be improved
	Performance indicators specific for IBs
65	Number of reimbursement claims approved by IB
66	out of which reimbursement claims rejected by MA as non compliant
67	Rate of rejection of reimbursement claims
68	Number of contracts prepared by Ibs submitted to MA in the contractual phase
69	out of which contracts rejected by MA in the precontractual phase
	Rate of rejection of contracts
70	Number of addenda to contracts prepared by Ibs submitted to MA in the contractual phase
71	out of which addenda to contracts rejected by MA in the precontractual phase
	Rate of rejection of addenda to contracts
72	Number of projects proposals appraised
73	Number of complaints
74	Rate of complaints of the projects appraised
75	Number of processes stopped and redone from a previous phase - due to an error commited by IB, incorrect procedure, or missing information or erronated communication to MA
76	Number of procurement processes verified
77	Number of procurement procedures with irregularities identified by other control levels
78	Rate of error of the procurement process verification
76	Number of notificatifion from MA regarding SMIS inputs errors committed by IB
	Indicators to be calculated using the inputs in the database
77	No of staff per million Euro allocated (relevant by OP)
78	No of staff per million Euro contracted
79	Administrative cost (staff and TA) by million Euro contracted

80	No of staff percontract completed
81	Administrative cost (staff and TA) per contract completed
82	No of staff per million Euro disbursed
83	Administrative cost (staff and TA) by million Euro disbursed
84	Total staff workload (person years)
85	Total staff costs
86	Total TA costs
87	Total administrative costs (non staff non TA)

Appendix 1.12 Results tables

Proposed priorities for funding and expected results under TOs with respect to the 5 Europe 2020 challengeg

Proposed priorities for funding	Proposed changes in the results	Comments
OP	**EU fund**	

Appendix 1.21 Ex-ante Conditionality analysis

Applicable ex-ante Conditionality	Reference document for fulfilment	Status according to PA	Evaluators comments

Appendix 1.22 Analysis, based on the distance from the national 2020 targets, EU and national strategic documents and recommendations

If compared to the magnitude of the challenge the country faces for meeting the Europe 2020 Strategy related national targets, it can be observed that significant resources are allocated to meet targets where Romania lags behind (and has therefore set less ambitious national targets) the EU average, like employment, ELS and tertiary educational attainment and poverty indicators. It should also be mentioned that with respect to share of renewable energy in gross final energy consumption, Romania has a good starting position and has set a more ambitious national target. The country however allocates significant resources for TO 4, in compliance with the thematic concentration requirements, set out in the Common Provision Regulation and in Fund-specific Regulations.

		Romania		EU-27	
	Baseline year	Baseline	Target	Baseline	Target
Employment rate - age group 20-64					
Gross domestic expenditure on R&D					
Share of renewable energy in gross final energy consumption					
Early leavers from education and training					
Tertiary educational attainment					
People at risk of poverty or social exclusion, % total population					
People living in households with very low work intensity, % total population					

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People at risk of poverty after social transfers, % total population People severely materially deprived, % total population			

Appendix 1.23 Compliance of the (draft) Partnership Agreement with CSF, PA, CPR requirements and guidance

Requirement (1)	Link to QI.1 (2)	Source (3)	Section (4)	Fulfilment of the requirement (5)	Comment, if any (6)

Appendix 1.24 Distribution of experts and expert panels

Activitati / Experti	Expert categoria II			Expert categoria III						n.a.		Total
	Irena VLADI-MIROVA	Javier FERNAN-DEZ LOPEZ	Marta MACKIE-WICZ	Sorin CACE	Mihaela VRA-BETE	Victoria GOLDEN-BERG VAIDA	Alexandra HOROBEŢ	Simona BARA	Erika MARIN	Camelia DRĂGOI	Sanda POPESCU	
Grupuri de experti	Zile alocate	Zile alocate	Zile alocate	Zile alocate	Zile alocate	Zile alocate	Zile alocate	Zile alocate	Zile alocate	Zile alocate	Zile alocate	Zile alocate
Grupuri de experţi 01 pentru "creştere inteligentă"			**5**		**5**							**10**
creştere inteligentă I			1,5		1,5							
creştere inteligentă II			1,5		1,5							
creştere inteligentă III			2		2							
Grupuri de experţi 02 pentru "creştere durabilă"	**5**					**5**		**5**	**0**			**15**
creştere durabilă I	1,5					1,5		1,5	0			
creştere durabilă II	1,5					1,5		1,5	0			
creştere durabilă III	2					2		2	0			
Grupuri de experţi 03 pentru "creştere favorabilă includerii "		**5**		**5**								**10**
creştere favorabilă incluziunii I		1,5		1,5								
creştere favorabilă incluziunii II		1,5		1,5								
creştere favorabilă incluziunii III		2		2								
Grupuri de experţi 04 pentru "instrumente financiare"							**5**			**0**	**0**	**5**
instrumente financiare I							1,5			0	0	
instrumente financiare II							1,5			0	0	
instrumente financiare III							2			0	0	
Total zile	**5**	**5**	**5**	**5**	**5**	**5**	**5**	**5**	**0**	**0**	**0**	**40**

Description of the technique

The panel may be considered as an evaluation tool in so far as there is a standard and reproducible procedure for forming it, bringing it together and leading it to produce its conclusions.

Expert panels are a means of arriving at a value judgement on the project draft results, based on the project team conclusions, the information available for the evaluation, and their previous and external experiences.

For the purpose of the present project will be used “Expert panels”, specially constituted work group that meets the needs of the ex-ante evaluation of PA in the following areas:

- ✓ Smart growth;
- ✓ Sustainable growth;
- ✓ Inclusive growth;
- ✓ Financial instruments.

The proposed Expert panels are made up of independent specialists recognised in the above mentioned fields, coming from different European countries. The experts were chosen to represent all points of view, in a balanced and impartial way.

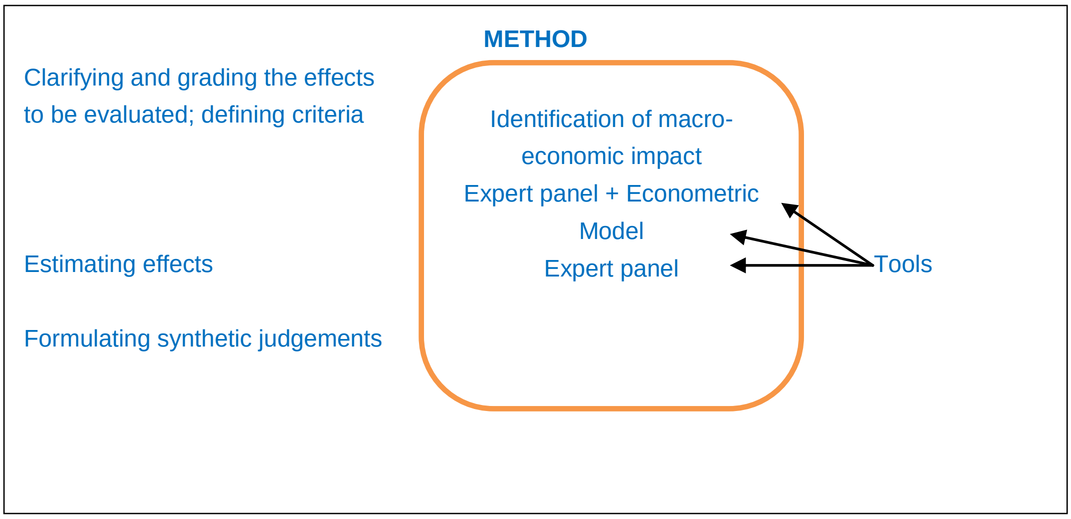
They are asked to examine all the data and all the analyses made during the evaluation, and then to highlight consensus on the conclusions that the evaluation must draw, and particularly on the answers to give to evaluative questions. The panel does not fully explain its judgement references or its trade-off between criteria, but the credibility of the evaluation is guaranteed by the fact that the conclusions result from consensus between people who are renowned specialists and represent different domestic and Member State experiences.

Circumstances in which it is applied

Expert panels are used to reach consensus on the complex evaluation questions we are faced with, for which other tools might not provide univocal answers. It is considered as a useful tool for this type of evaluation, due to the complexities of the subject-matter, the variety of strategic options and the difficulty of relying upon empirical data to formulate conclusions.

This tool is applied to our project as the ex-ante evaluation of PA is a complex one and although the Consultant has sufficient expertise in the field a proofing mechanism is desirable. The expert panels will be asked to estimate the probable impact of future interventions financed within newly proposed Operational Programmes 2014 – 2020 and to assess the merits of the programmes in terms of potential synergy.

Expert panels will be a good way to judge whether the effects are sufficient or insufficient, as they provide a combination of expertise in conjunction with micro and macro-economic modelling techniques.



The proposed Expert panels will help to draw conclusions on a number of identified key questions at Partnership Agreement level, based on the impacts of proposed operational programmes which are not directly comparable.

The expert panel will be used to formulate an independent, authoritative judgement, which is particularly useful in the partnership context, bearing in mind the likelihood of differences in the partners' views.

As can be seen from the range of usages above, the technique is extremely versatile, and can be useful every time the structuring or judgement stage needs to be reinforced. For this reason, the expert panel will intervene at the beginning and end of the evaluation, in combination with other tools used for the collection or analysis of the data.

It should be noted that the Expert panels work will be limited to the structuring of objectives and estimations of effects or judgements.

The main steps involved

Step 1. The list of experts to be included within the proposed expert panels

The members of the expert panels were included in the offer. All the proposed members are recognized specialists that possess extensive experience in their respective fields, being independent from the Consultant and Beneficiary of the evaluation. During the project implementation the Consultant will attract, and possibly replace within panels, other members from those initially nominated, following the criterion of independence, professional recognition and professional experience, with the prior approval of the Beneficiary, in order to ensure coverage of all areas and sectors addressed by the Partnership Agreement and depending on indentified needs for additional expertise on specific areas, in its various stages of development.

They will be available for the tasks proposed and have agreed to become involved in the evaluation.

The experts are nominated “intuitu personae” and do not represent their institution.

Step 2. Selection and mandating of the experts

The panels comprise of six members each belonging to different "fields of expertise" (Financial Instruments) and “European experiences” (the rest), following the current tendency to broaden the range of interests and to seek the greatest possible diversity of points of view in the panel.

The Chairperson will be elected by the members in the first meeting.
Each panel group will be assisted by one administrative staff for secretarial work of each panel in order to reduce the time burden on the experts themselves.

Step 3. Investigations

The experts will meet as planned, upon TL’s request, four times during the project – to support the interim evaluation reports preparation. All the dates of their meetings will be announced in due time. The panel's internal debates are under the seal of secrecy. It is planned one meeting for each report.

The members of the panel will consult in advance the project documents (reports, preliminary conclusions, studies, inquiries, databases etc.). They could ask in written clarifications from the TL.

Step 4. Synthesis

The panels will produce reports and formulate conclusions and recommendations that are collectively accepted. In case of disagreement, it may be useful to express the majority conclusion and to attach a comment by the minority expert.

The panel will hold a final meeting after reception of the Consultant's comments on its draft report.

Part of the panel's work, particularly in its final phase, may make use of distance communication techniques (such as Skype conferences).

Strengths and limitations of the approach

The expert panel is a very flexible and rapid tool that can be used to produce a synthetic judgement based on qualitative and quantitative data even if these are incomplete.

This tool, when implemented with optimum efficiency, enhances the credibility and acceptability of the evaluation conclusions as differences between points of view are respected and consensus is reached.
However, there are potential weaknesses. The experts must have extensive experience in the field, and therefore are at risk of bias and unwillingness to criticise the relevance of the objectives or to focus on any undesirable effects. Moreover, the comparison of opinions often leads to the under-evaluation of minority points of view. The consensual mode of functioning on which the dynamics of the panel is based, produces a convergence of opinions around majority values which are not necessarily the most relevant.

To some extent the potential weaknesses of expert panels can be avoided by taking precautions in the way they are assembled and organised. This could include:

- limiting its work to only a part of the evaluation: the structuring of objectives and estimations of effects or judgements, in order to ensure a clear focus and that its significance will be recognised;
- using independent experts who are objective;
- the more clearly the panels' work is defined, the more its significance will be recognised;
- the reliability of the tool may be undermined if the questions put to the experts are too broad.
-

Appendix 1.25 Questioners for Electronic Systems

Electronic Systems Questionnaire for Coordinators or Administrators within Authorities

A. Identification

A.1. Operational programme

¤	ROP
¤	SOP IEC
¤	SOP Environment
¤	SOP Transport
¤	SOP HRD
¤	OP ACD
¤	OPTA
¤	NPRD
¤	OPF
¤	CBC RO-BG
¤	CBC RO-SRB
¤	CBC RO-UA-MD
¤	CBC Black Sea Basin
¤	Other – *Please, name it:* ....

A.2. Type of Authority
(one choice only)

¤	Management Authority

¤	Intermediate Body
¤	Certification Authority
¤	Audit Authority
¤	Other – *Please, name it:* ....

A.3. Which of the following electronic systems do you use?
(one choice only)

¤	SMIS
¤	ActionWeb
¤	Web application for uploading of financing requests for SOP IEC - Axis 1
¤	Web application for uploading of financing requests for SOP IEC - Axis 2
¤	Web application for uploading of financing requests for SOP IEC - Axis 3
¤	SPCDR
¤	SIMPOP
¤	MIS-ETC (the information system for CBC RO-BG, CBC RO-SE, CBC RO-UA-MD, CBC Black Sea Basin)
¤	SIMPOSDRU
¤	Other system – *Please, name it:* ....

B. Usage

B.1. How easy is to use the system? (based on the general opinion of the users you coordinate/supervise/manage)

1 (very difficult to use)	2 (rather difficult to use)	3 (medium rating)	4 (rather easy to use)	5 (very easy to use)	I don' know / N.A.

B.2. What is the average number of training days required to get a new user prepared? (count only for regular users; approximation based on data from previous training sessions and data from evaluations for future needed training sessions)

	(input here your estimation on the average number of training days)

B.3. What is the average number of weeks required to get a new user fully accommodated with the system (proper accomplishment of all tasks without help)? (count only for regular users; approximation based on your experience with the users you coordinate/supervise/manage)

	(input here your estimation on the average number of weeks)

B.4. How do you evaluate the total time required for the fulfilment of the daily tasks using the system, by comparison to the time that would have been needed to fulfil the same tasks without using the system? (general approximation at the level of the group of users you coordinate/supervise/manage)

It takes a lot less time by using the system	It takes less time by using the system	No significant difference	It takes more time by using the system	It takes much more time by using the system	I don' know / N.A.

B.5. How do you rate the general usefulness of the system? (based on the general opinion of the users you coordinate/supervise/manage)

1 (completely useless)	2 (rather useless)	3 (medium rating)	4 (rather useful)	5 (very useful)	I don' know / N.A.

B.6. Does the system contain all the data required for the fulfilment of the purpose of the system?

1 (not at all)	2 (too few)	3 (medium rating)	4 (most of them)	5 (almost everything)	I don' know / N.A.

B.7. Are there useless data in the system?

1 (most of the data are useless)	2 (many)	3 (medium rating)	4 (only few)	5 (almost everything is useful)	I don' know / N.A.

B.8. Do the reports generated by the system cover the users' needs?

1 (not at all)	2 (too little)	3 (medium rating)	4 (most of the needs)	5 (almost all the needs)	I don' know / N.A.

C. Features

C.1. How do you rate the availability of functions for searching individual data?

1 (no search functions)	2 (few search functions)	3 (medium rating)	4 (enough search functions)	5 (plenty of search functions)	I don' know / N.A.

C.2. How do you rate the availability of functions for listing a subset of a data collection (filtering)?

1 (no filtering functions)	2 (few filtering functions)	3 (medium rating)	4 (enough filtering functions)	5 (plenty of filtering functions)	I don' know / N.A.

C.3. How easy is to retrieve the needed data in the system? (based on the general opinion of the users you coordinate/supervise/manage)

1 (very difficult)	2 (rather difficult)	3 (medium rating)	4 (rather easy)	5 (very easy)	I don' know / N.A.

C.4. How do you rate the availability of functions for aggregating data?

1	2	3	4	5	I don' know /

(no aggregate functions)	(few aggregate functions)	(medium rating)	(enough aggregate functions)	(plenty of aggregate functions)	N.A.

C.5. How do you rate the availability of predefined reports?

1 (no predefined reports)	2 (few predefined reports)	3 (medium rating)	4 (enough predefined reports)	5 (plenty of predefined reports)	I don' know / N.A.

C.6. How do you rate the availability of functions for building customised reports?

1 (no functions)	2 (few functions)	3 (medium rating)	4 (enough functions)	5 (plenty of functions)	I don' know / N.A.

D. Data quality

D.1. Are all relevant input data extracted from verifiable sources (e.g. original documents or trustable copies, other trustable sources of data etc.)?

¤	Yes
¤	Mostly yes
¤	Mostly no
¤	No
¤	I don' know / N.A.

D.2. Are all relevant input data collected accordingly to exact procedures that guide users how to find needed data?

¤	Yes
¤	Mostly yes
¤	Mostly no
¤	No
¤	I don' know / N.A.

D.3. Are all relevant input data validated before being used by the system?

¤	Yes
¤	No
¤	I don' know / N.A.

D.4. How do you rate the availability of checks that allow the detection of errors?

1	2	3	4	5	I don' know /

(no checks)	(few checks)	(medium rating)	(enough checks)	(plenty of checks)	N.A.

D.5. How do you rate the timely availability of data at the final recipients? (general approximation at the level of the group of users you coordinate/supervise/manage)

1 (almost never available in due time)	2 (only seldom available in due time)	3 (medium rating)	4 (usually available in due time)	5 (almost always available in due time)	I don' know / N.A.

E. Data security

E.1. Can an anonymous user (not authenticated) access non-public data or modify some data?

¤	Yes
¤	No
¤	I don' know / N.A.

E.2. Are there any users that are not restricted by own specific access rights?

¤	Yes
¤	No
¤	I don' know / N.A.

E.3. Are all sensitive communication channels protected? (sensitive communication channels are used for exchanging sensitive data between various parts of the system)

¤	Yes
¤	No
¤	I don' know / N.A.

F. Stability

F.1. What is the average downtime of the system, in a month? (measured in hours, rounded to 1 digit after the decimal separator)

	(input here your estimation on the average number of hours of downtime, rounded to 1 digit after the decimal separator)

F.2. How frequent are the malfunctions that impede the proper use of the system?

1 (very frequent)	2 (rather frequent)	3 (medium rating)	4 (seldom)	5 (very seldom)	I don' know / N.A.

F.3. How frequent are the major failures of the system (requiring special intervention in order to restore the normal functionality of the system)?

1 (very frequent)	2 (rather frequent)	3 (medium rating)	4 (seldom)	5 (very seldom)	I don' know / N.A.

Electronic Systems Questionnaire for Regular Users within Authorities

A. Identification

A.1. Operational programme

¤	ROP
¤	SOP IEC
¤	SOP Environment
¤	SOP Transport
¤	SOP HRD
¤	OP ACD
¤	OPTA
¤	NPRD
¤	OPF
¤	CBC RO-BG
¤	CBC RO-SRB
¤	CBC RO-UA-MD
¤	CBC Black Sea Basin
¤	Other – *Please, name it:* ....

A.2. Type of Authority

(one choice only)

¤	Management Authority
¤	Intermediate Body
¤	Certification Authority
¤	Audit Authority
¤	Other – *Please, name it:* ....

A.3. Which of the following electronic systems do you use?

(one choice only)

¤	SMIS
¤	ActionWeb
¤	Web application for uploading of financing requests for SOP IEC - Axis 1
¤	Web application for uploading of financing requests for SOP IEC - Axis 2

¤	Web application for uploading of financing requests for SOP IEC - Axis 3
¤	SPCDR
¤	SIMPOP
¤	MIS-ETC (the information system for CBC RO-BG, CBC RO-SE, CBC RO-UA-MD, CBC Black Sea Basin)
¤	SIMPOSDRU
¤	Other system – *Please, name it:* ....

B. About the electronic system

B.1. What is your opinion on how easy is to use the system?

1 (very difficult to use)	2 (rather difficult to use)	3 (medium rating)	4 (rather easy to use)	5 (very easy to use)	I don' know / N.A.

B.2. How do you evaluate the time required to fulfil your tasks using the system by comparison to the time that would have been needed to fulfil the same tasks without using the system?

It takes a lot less time by using the system	It takes less time by using the system	No significant difference	It takes more time by using the system	It takes much more time by using the system	I don' know / N.A.

B.3. How do you rate the usefulness of the system?

1 (completely useless)	2 (rather useless)	3 (medium rating)	4 (rather useful)	5 (very useful)	I don' know / N.A.

B.4. Does the system contain all the data required for the fulfilment of the purpose of the system?

1 (not at all)	2 (too few)	3 (medium rating)	4 (most of them)	5 (almost everything)	I don' know / N.A.

B.5. Are there useless data in the system?

1 (most of the data are useless)	2 (many)	3 (medium rating)	4 (only few)	5 (almost everything is useful)	I don' know / N.A.

B.6. Do the reports generated by the system cover the users' needs?

1 (not at all)	2 (too little)	3 (medium rating)	4 (most of the needs)	5 (almost all the needs)	I don' know / N.A.

B.7. How easy is to retrieve the data you need in the system?

1 (very difficult)	2 (rather difficult)	3 (medium rating)	4 (rather easy)	5 (very easy)	I don' know / N.A.

B.8. How often did you meet a significant malfunction of the system that impeded its proper use?

1 (very frequently)	2 (rather frequently)	3 (medium rating)	4 (seldom)	5 (almost never)	I don' know / N.A.

Electronic Systems Questionnaire for Beneficiaries

(the questions related to electronic systems, which are included in the common questionnaire for administrative capacity and electronic systems, addressed to beneficiaries)

A. Identification

A.1. Operational programme

[this question is already included by the Administrative Capacity Questionnaire]

A.2. Type of Beneficiary

[this question is already included by the Administrative Capacity Questionnaire]

A.3. Which of the following electronic systems do you use for reporting to / exchange data with authorities? *(one choice only)*

¤	SMIS / MySMIS
¤	ActionWeb
¤	Web application for uploading of financing requests for SOP IEC - Axis 1
¤	Web application for uploading of financing requests for SOP IEC - Axis 2
¤	Web application for uploading of financing requests for SOP IEC - Axis 3
¤	SPCDR
¤	SIMPOP
¤	Web-application for MIS-ETC (e-Submission / e-Monitoring for CBC RO-BG, CBC RO-SE, CBC RO-UA-MD, CBC Black Sea Basin)
¤	SIMPOSDRU
¤	Other system – *Please, name it: ....*
¤	There is no electronic system I can use for reporting to / exchange data with authorities. *[In this case, skip the entire section “B. About the electronic system” of the questionnaire.]*
¤	I don't use any, although there is such an electronic system for Beneficiaries. *[In this case, skip the entire section “B. About the electronic system” of the questionnaire.]*

- *B. About the electronic system*
- B.1. What is your opinion on how easy is to use the system?

1 (very difficult to use)	2 (rather difficult to use)	3 (medium rating)	4 (rather easy to use)	5 (very easy to use)	I don' know / N.A.

- B.2. How do you evaluate the time required to fulfil your tasks using the system by comparison to the time that would have been needed to fulfil the same tasks without using the system?

It takes a lot less time by using the system	It takes less time by using the system	No significant difference	It takes more time by using the system	It takes much more time by using the system	I don' know / N.A.

- B.3. How do you rate the usefulness of the system?

1 (completely	2 (rather useless)	3 (medium rating)	4 (rather useful)	5 (very useful)	I don' know / N.A.

useless)					

-
- B.4. How easy is to retrieve the data you need in the system?

1 (very difficult)	2 (rather difficult)	3 (medium rating)	4 (rather easy)	5 (very easy)	I don' know / N.A.

-
- B.5. How often did you meet a significant malfunction of the system that impeded its proper use?

1 (very frequently)	2 (rather frequently)	3 (medium rating)	4 (seldom)	5 (almost never)	I don' know / N.A.

Appendix 1.26 interview Guide for the analysis on electronic systems

1. Description of the electronic system (ES):
   a. Main data collections – scope (e.g. which programmes are covered)
   b. Users – institutions that use ES
   c. Other general information about ES:
      i. Hosting,
      ii. Maintenance,
      iii. Location,
      iv. Software.
   d. Main data collections – structure:
      i. Elements/phases of the projects' lifecycle covered by ES:
         1. Application,
         2. Selection,
         3. Contacts,
         4. Payments,
         5. Monitoring and evaluation,
         6. Audit.
      ii. Details for the data structures that are transferred between systems.
   e. Usage of ES and integration into the current activity: procedures, legal framework, etc.

2. Related to the check-list for question no. 3:
   a) Ease of use – general opinion, time needed to get a new user prepared
   b) Administrative burden – reducing the administrative burden through the use of ES
   c) General usefulness – general opinion, data relevance, usefulness of reports
   d) Data querying – search of data, listing filtered sets of data
   e) Data aggregation – aggregate functions, predefined reports and customised reports
   f) Data quality – sources of information, data validation, error checking, timely availability of data
   g) Data security – users authentication, access rights, protection of communication channels
   h) System stability – average downtime, frequency of failures
   i) Technology – hardware, software, no single point of failure, virtualisation

Appendix 1.27 Update of analysis on electronic systems (interview Guide)

The following questionnaire was sent to the ***Authorities managing Electronic Systems:***

1. *MEF – DCS, for **SMIS** and **MySMIS***
2. *Ministry of Labour, Family, Social Protection and Elder Persons (MLFSPEP) – MA SOP HRD, for **ActionWeb***
3. *MARD – MA NPRD for MIS used in NPRD **(SPCDR)***
4. *MARD – MA OPF for MIS used in OPF **(SIMPOP)***

5. *Ministry for Regional Development and Public Administration – MA for the European Territorial Cooperation**,** for MIS used in CBC RO-BG, CBC RO-RS, CBC RO-UA-MD, and CBC Back Sea Basin* ***(MIS-ETC)***

* * *

Electronic Systems – Questionnaire for Updated Evaluation

Introduction

This set of questions is focused on updating the information gathered few months ago on electronic systems used [to be used] within implementation of various structural funds within the EU financial perspective 2014-2020.

There are two aspects of the electronic systems which are subject of the analysis:

- *Comprehensiveness of existing electronic systems &*
- *Compliance of the electronic systems with the evaluation checklist.*

Structure for the questionnaire/questions to be answered:

Name of the Electronic System you were in charge with:

- SMIS,
- MySMIS,
- ActionWeb,
- SPCDR
- SIMPOP,
- MIS-ETC,

i. Are there any new major modules introduced into the system in 2014? If "Yes" – what are these new modules?
ii. Did the applicability of the system suffered a major change in 2014 (e.g. extending or reducing the list of OPs for which that system is used)? If "Yes" – what were these changes?
iii. Is there a new system in place in 2014? If "Yes" – what are these new modules?
iv. Was MySMIS launched for effective use?

If any of those four questions i.-iv. above was answered "Yes", the following questions should also be answered:

a) Ease of use:

1. How easy is it to use the current system?
2. How long [days, hours, minutes] does it take to train a new user?
3. How long does it take for an average user to:
   a. Get a real understanding of the current system [days, hours, minutes]?
   b. Master the system [days, hours, minutes]?

b) Administrative burden:

1. Which is the estimated impact of the system on the administrative burden?
   a. Increase or decrease of the administrative burden;
   b. Significantly or not.

c) General usefulness:

1. How useful is the current system, in general?
2. How relevant for the daily activity are the data comprised by the system?
3. How useful are the reports?

d) Data querying:

1. Are the users able to perform searches on the data in the system; are there such functions available in the system?
2. Are the users able to refine the results of their search (e.g. applying filters on the listed records in order to obtain subsets of the initial lists, accordingly to the user's needs)?
3. Which is the general impression on the easiness of finding the needed data in the system?

e) Data aggregation:

1. Does the system comprise aggregate functions (e.g. ability to compute sums, averages, etc., on the records listed by the system)?
2. Are the predefined reports in the system satisfactory enough (having in view both quality and quantity)?
3. Does the system allow building customised reports?

f) Data quality:

1. Is the data input based only on reliable data sources and performed accordingly to clear procedures for data input?
2. All input data are validated properly by the system?
3. Are there checks available in the system as to allow detection of errors or of inconsistent data?
4. Are required data available in due time for the final recipients?

g) Data security:

1. Can non-public data available in the system be accessed only by a authenticated users?
2. Does each user have limited access to the system accordingly to its own set of access rights?
3. Is the sensitive data (e.g. personal data, financial data) exchanged only through secure channels?

h) System stability:

1. What is the average downtime of the system?
2. What is the frequency of major failures of the system (requiring intervention of system administrator)?
3. What is the frequency of various malfunctions impeding the proper use of the system?

i) Technology:

1. Hardware technology used – what are the differences/changes compared to 2013
2. Software technology used – what are the differences/changes compared to 2013.
3. Other relevant technical characteristics - what are the differences/changes compared to 2013.

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