

ROMANIA
MINISTRY OF PUBLIC FINANCE
Authority for Coordination of Structural Instruments



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***Developing evaluation capacity in
Romania: from theory to practice;
present and future.***

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Diagnosis of Evaluation needs

EC request to embed evaluation practice into the management of EC funded programmes

Review of the Romanian evaluation legal framework

- Romanian legislation related to evaluation needs to be upgraded In line with EU legislation
- The institutional capacity of public administration to manage programmes and projects should be improved;

Assessment of the Romanian evaluation culture

- Confusion about the concept of evaluation
- The institutions make very limited use of formal evaluation
- Concrete demand is still in its infancy
- The supply of experienced domestic evaluators is low.
- There is no professional organization of evaluators in Romania
- Evaluation” is perceived as the reporting And control function.

National Evaluation Strategy 2007-2013
contributing to the establishment of a functioning national evaluation system

National Evaluation Strategy 2007-2013

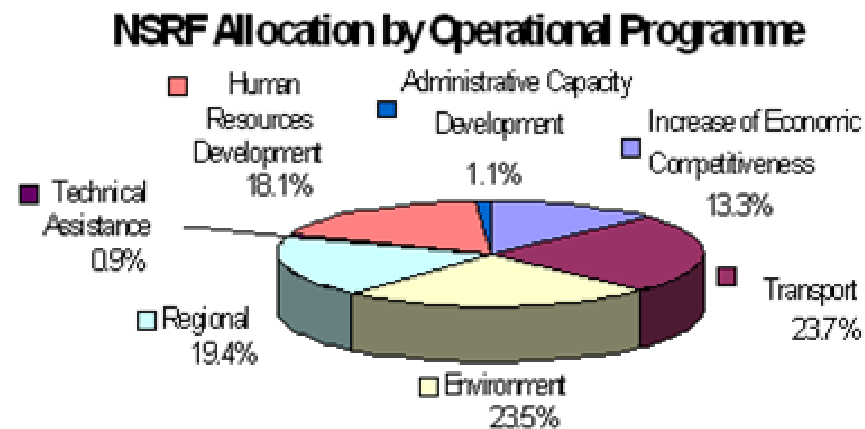
- National Evaluation Strategy 2007-2013 outlines a pathway leading to a common and integrated approach to evaluation
- It is a transformational document, its implementation could determine a change in both attitude and managerial practices
- Four main areas of further action were identified:
 - Further development of the general evaluation framework;
 - Preparing an adequate know-how base: methodologies, guidelines, publications.
 - Increasing the capacity of the public managers to manage the evaluation process
 - Continued support to develop the local external evaluation market

Developing evaluation capacity

- Developing evaluation capacity is a dual process:
 - for evaluation managers (demand side)
 - evaluators (supply side).
- Developing evaluation capacity from the demand side point of view requires competencies and skills, procedures and coordination.

Structural and Cohesion Funds allocation

- The overall allocation for Romania is 19.668 bn Euro : 12.661 bn Euro under the Convergence Objective, 6.552 bn Euro under the Cohesion Fund and 0.455 bn Euro under the European Territorial Cooperation Objective



Structural Instruments Management

Operational Programmes under Objective “Convergence”

- SOP Increase of Economic Competitiveness
- SOP Transport
- SOP Environment
- Regional OP
- SOP Human Resources Development
- OP Administrative Capacity Development
- OP Technical Assistance

Operational Programmes under Objective “European Territorial Cooperation”

- OP Cross-border Cooperation (CBC) Hungary–Romania
- OP CBC Romania–Bulgaria
- OP CBC Romania – Serbia
- OP CBC Romania – Ukraine - Moldova
- OP CBC Hungary - Slovakia – Romania - Ukraine
- OP CBC Black Sea Basin
- OP South-East European Space
- OPs Inter-regional Cooperation
 - INTERREG IV C
 - URBACT II
 - ESPON 2013
 - INTERRACT II

Coordination of implementation Structural Instruments in Romania

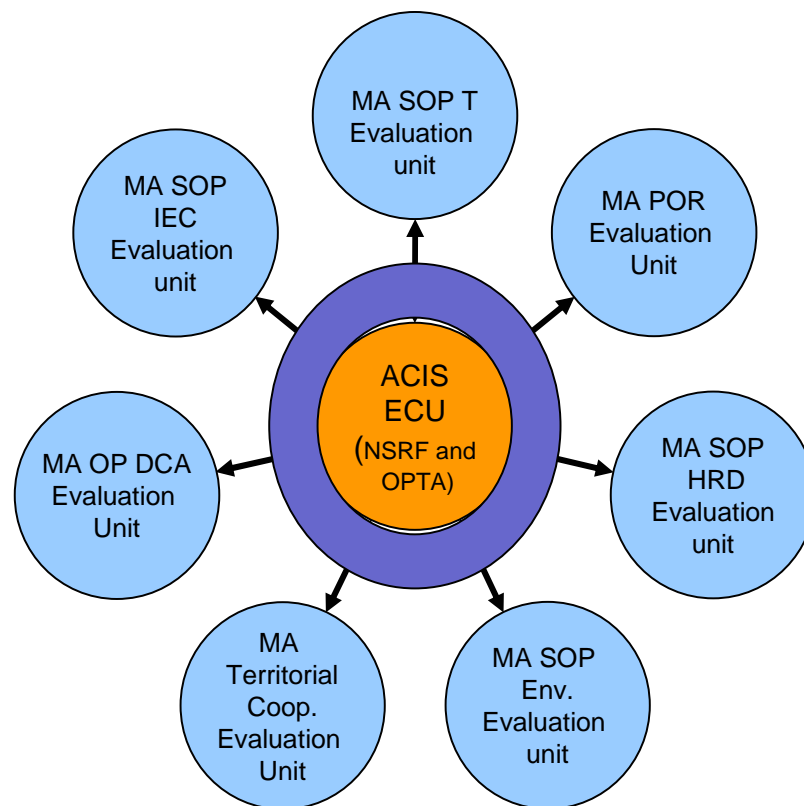
- **AUTHORITY FOR COORDINATION of STRUCTURAL INSTRUMENTS (ACIS) within MINISTRY OF PUBLIC FINANCE**, - coordinates structural instruments.
- It is responsible for preparation, development harmonization and functioning of the legislative, institutional and procedural framework for management of structural instruments.
- **EVALUATION CENTRAL UNIT** within ACIS - coordinates the evaluation process for IS and the activity for evaluation capacity development.

ARCHITECTURE of the evaluation system

- **LOCATION** of the evaluation function:
 - EVALUATION UNITS within each Managing Authority, responsible for evaluation of each OP
 - EVALUATION CENTRAL UNIT within ACIS in charge with coordination of the evaluation process for IS and responsible with evaluation of OP Technical Assistance and evaluation of NSRF
- **COORDINATION** of the evaluation function:
 - An inter-institutional WORKING GROUP (EWG)
 - includes members of evaluation units of the MAs as well as ECU of the ACIS.
 - The Chair of the EWG is the General Director of the ACIS.
 - The Secretariat to the EWG is the Evaluation Central Unit within the ACIS.
 - EVALUATION STEERING COMMITTEE for each MA

COORDINATION OF THE EVALUATION

Working group for Evaluation



Main tasks of EWG

- **Coordinate** evaluations of the NSRF and Operational Programmes
- Ensure good **collaboration** between all MA evaluation units
- Sharing **good practice** in evaluation implementation;
- Provide broad **strategic guidance** to all MA evaluation units
- Working out **common standards** and approaches to evaluation
- Acting as a **follow-up body** for monitoring the implementation of the recommendations from the evaluation reports.
- Coordinate the elaboration and implementation of **Multiannual Evaluation Plans**
- Coordinate their **correlations** with National Multiannual Evaluation Plan.

How EWG works?

- Monthly meetings
- Trainings on evaluation
- Workshops
- Internet networking
- Informal relationships



Monthly meetings

The main results of these meetings:

- Proposed Model for Evaluation of the Romanian National Strategic Reference Framework 2007-2013 and Operational Programmes during their implementation
- Framework of Multiannual and Annual Evaluation Plans
- Elaboration of the Multi-annual Evaluation Plan for the National Strategic Reference Framework
- Elaboration of the guidelines for interim evaluation of the operational programmes for 2009

Training on Evaluations

- The general objective of the training courses is to **support the building of capacity in evaluation** in the ECU, line ministries, Managing Authorities and other institutions involved in the evaluation of public programmes funded from domestic, EU or other multilateral sources.
- Training courses for evaluation:
 - Introductory module—for the EWG members, other representatives from MAs and IBs and from the Units of Public Policy from each Ministry
 - Intermediate module
 - Advanced intermediate module –only for EWG members

Workshops

- **Preparation of draft Terms of Reference** the establishment of a clear project specification in terms of the services required and the conditions in which they are to be delivered.
- The **main evaluation questions**
- The **evaluation methodologies**
- The basic issues for drafting the **selection criteria** for commissioning an evaluation
- **Awarding Criteria**
- **Quality Control** of the evaluation report

Evaluation Steering Committees

- An **Evaluation Steering Committee** was set-up for each Operational Programme and for the NSRF, for supporting the implementation of each Multiannual Evaluation Plan.
- The Steering Committee **shall convene for each evaluation exercise**. The core membership of the Committee **will remain the same** for the duration of its exercise.
- **Additional members** could be invited and may also invite independent sectoral experts for evaluations of intervention of a technical nature
- The main tasks:
 - **facilitate** the evaluator's access to the information needed to perform his/her work;
 - **support the evaluation work**, particularly from the methodological standpoint;
 - take part in **assessing the quality** of the evaluation at the appropriate juncture.
 - **ensure** that the ToR are correctly respected and followed

Lessons learned

- **Working together and sharing experiences and know-how** is the better way for achieving the needed variety of skills for evaluation activity.
- **Good informal relationships** are a tool for ensuring coordination
- Even if someone left the group, this could be a **dissemination point** for evaluation within each MA or in the public system
- **Learning by doing** is the best way for developing evaluation capacity!

NEXT Steps

- A project for Developing Evaluation Capacity financed by Technical Assistance Operational Programmes with 5 components:
 - **Support for Consolidation of EWG** (improvement of guides, standards and procedures for evaluations, EWG meetings organizations)
 - **Support for the evaluation activities and for their coordination** (TORs elaboration, quality control of evaluation reports, projects implementation)
 - **Training programmes** (for evaluation units, for Evaluation Steering Committees members, internships)
 - **National Conference on Evaluation**
 - **Increasing awareness of the Monitoring Committees members** on the evaluation utility in the implementing process for operational programmes

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THANK YOU FOR YOUR ATTENTION!!

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