Measuring and Evaluating Determinants of Public Administration Productivity

Bureaucracy Lab
Development Impact Evaluation | Global Governance Practice
October 22-25, 2019, Brussels, Belgium
The Impact of Training on Public Procurement Officers in Romania

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Reforms to Be Measured and Evaluated

- **Problem**: Low capacity of public procurement officers to undertake their duties

- **Objective**: To measure the impact of procurement training on procurement outcomes
  - Does the procurement training lead to cost savings, conditional on quality?
  - Do HR managers respond to the marketing of the training based on cost savings?
    - Does this increase demand for training?

- **Target**: 3,360 local PA procurement officers and 130 central PA procurement officers in Romania
Measurement Goals

• **Focus**: Prices paid for products conditional quality on the type of procedure (tender procedure)
  - Time taken to complete the procedure
  - Number of procedures undertaken
  - Measures of product quality

• **What are the existing data systems**: SICAP (IT platform for recording all procurement transactions)
  - Offline data from national procurement agency can be coded up with technical support
Impact Evaluation Methodology

- **First stage:**
  - The training will be rolled out over two years
  - The rollout will be phased in over time
  - “Early” receivers can be randomly assigned and evaluated relative to “Late” receivers

- **Second stage:**
  - Introduce randomization in the “marketing” of the training program based on the results of the First Stage
    - Different HR managers receive different forms of marketing based on random assignment
• Discuss potential challenges/risks and how to tackle/mitigate them
  • Quality of the training
    • Developing the training materials and identifying good trainers
    • Respecting the quality standards of the training
  • Ownership of the project
  • Poor communication of project objectives
  • Limited involvement of organizations
    • Involving all stakeholders early on in project
    • Communicate as clearly as possible how/when/what/why the project will achieve
  • Limited variance in performance appraisal scores

• Contamination of control group (spillovers on to those not trained within the same organization)
  • Often 0-1 officers in organizations
  • Identify methods to measure spillover effects

• Low take-up of training
  • Cooperation with national agency for procurement and central and local authorities to ensure high participation in training
Timeline and Outputs

- **Methodology**
  - Planning and design
  - 10/2019

- **Baseline data**
  - Collection and coding of offline data
  - 03/2020

- **Implementation of reform**
  - 07/2020-07/2022

- **Evaluation of first phases of training**
  - 10/2020

- **Final Results/Project Outcomes**
  - 09/2022
  - and Begin Second Stage (Marketing)

- **Training**

- **Data analysis**

- **Mid-Line Reports**

- **Technical paper**

- **Policy note**
Thank you!