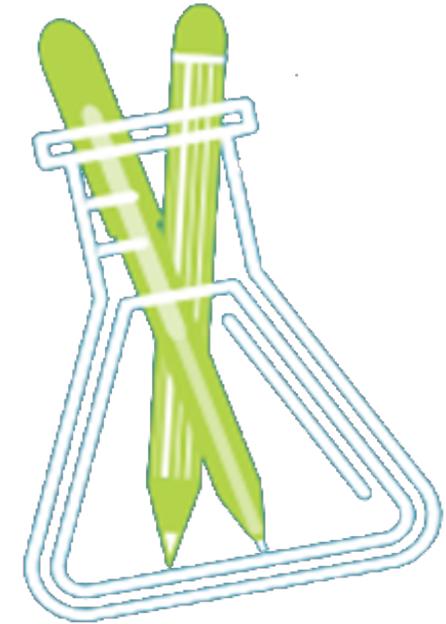


Measuring and Evaluating Determinants of Public Administration Productivity

Bureaucracy Lab

Development Impact Evaluation | Global Governance Practice

October 22-25, 2019, Brussels, Belgium



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Equitable Growth, Finance & Institutions

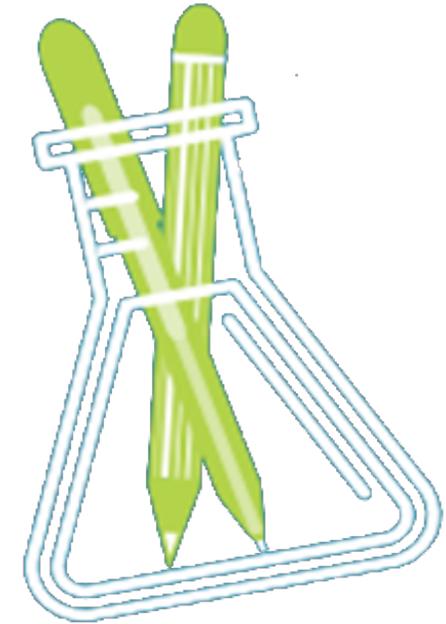
The Impact of Training on Public Procurement Officers in Romania

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 receiver different forms of marketing based on random assignment



Challenges

- 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



Thank you!

