


Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.




Welcome!



Module 7

– Evaluation management

Planning evaluations. Evaluation plan. Internal, external and mixed evaluations. Procurement of evaluation. Terms of reference. Budget estimation. Desirable qualifications for evaluators. Selection criteria. Award criteria. Schedule. Deliverables. Quality control in evaluation.



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What to evaluate?



How do you know what should be evaluated?





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Reasons for evaluation



- To recognize success from failure and therefore to enable appreciation and demonstration of success or, on the other hand, a remedy of the mistakes
- If you do not recognize success, you cannot reward it!
- If you do not recognize success, you maybe reward failures!
- If you can prove the results, you can gain support of public.





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D. Svoboda



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Reasons for evaluation



- Unexpected results appear, that need further investigation.
- Decisions about future projects, programmes or strategies has to be done
- Desicions about (dis)continuity of pilot projects has to be done.
- There is no improvement and we need to know causes.
- Similar projects has different results
- ... and many more

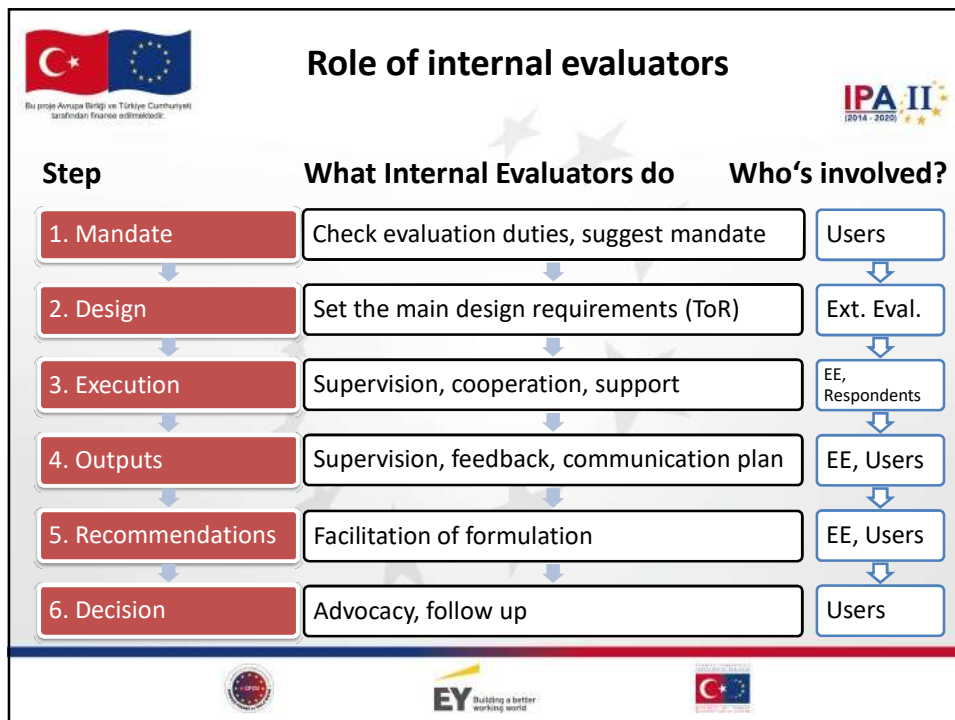
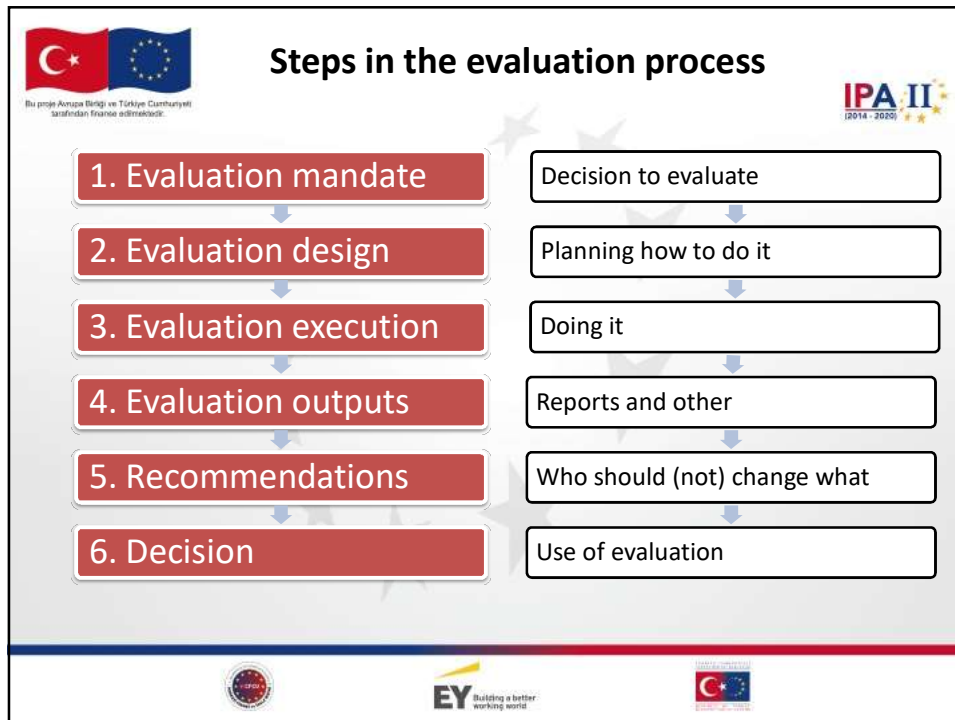




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Group work!






Task 7-B – Evaluation project schedule








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Evaluation project schedule



Backward process – from the date when report needed:

- Final version of final evaluation report – „Day 0“
- Presentation of findings, revision of the final report (- 7 days)
- Discussion of the comments of the Review group (- 7 days)
- Draft of final version (- 7 days)
- End of field work, writing the final report (- 30 days)
- Start of field work (- 60 days)
- Agreement on inception report (- 7 days)
- Discussion of the comments of the Review group(- 7 days)
- Draft of inception report(- 7 days)
- Start of the work, evaluation planning, inception report drafting (- 30 days)

Total: 162 days from the conclusion of the contract

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Evaluation project schedule



Let's continue backwards:

- Contract concluded
- Assessment of the bids, communication with the winning bidder. (- 10 days)
- Tender deadline, registrations (- 1 day)
- Tender published, time to prepare the bids (- 30 days)
- Edition, translations (- 3 days)
- ToR approval by management (-3 days)
- Discussion of the comments of the Review group (-8 days)
- Drafting ToR (- 7 days)
- Pre-study, resources collection, evaluation feasibility assessment (- 14 days)

Total 76 day to contract concluded






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Evaluation project schedule




Other considerations:

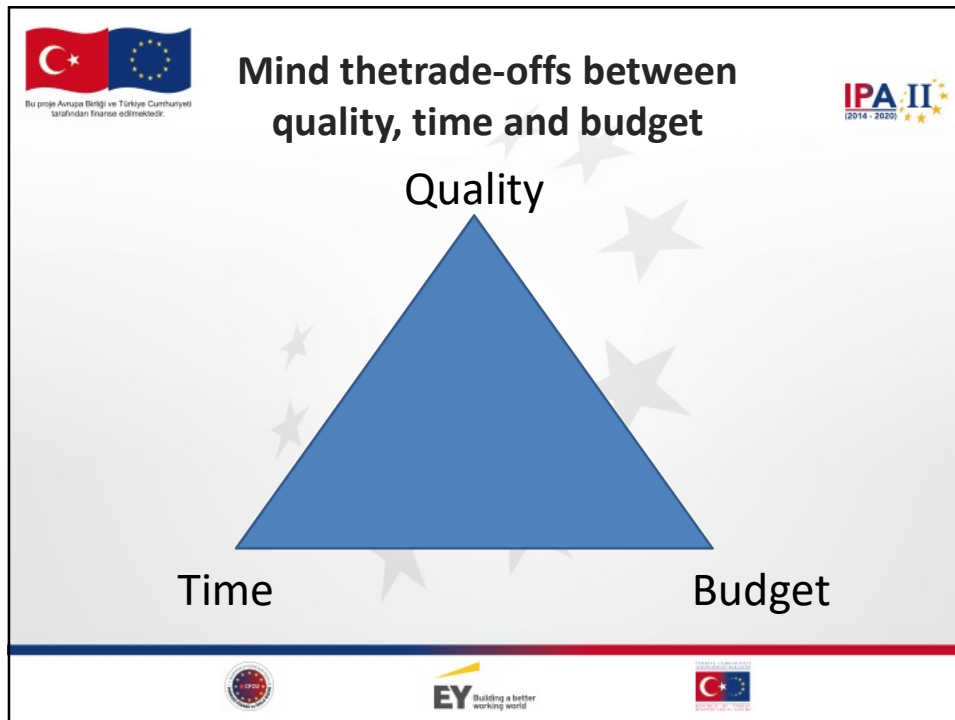
- Suitable time with regard to accessibility of informants (climatic limitations, holidays)
- Appropriate phase of the project
- How much time for field work?
- Coordination with other evaluations?






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Evaluation plan

- **Different meanings**
 - I. Sometimes „inception report“ of particular evaluation (plan how the evaluation will be done – details on design, methods, schedule, deliverables...).
 - II. Programme level: Overview of evaluations planned, context of evaluation works, indicative timing, budgets and designs of individual evaluations
 - Example – Czech Partnership Agreement EP
https://www.strukturalni-fondy.cz/getmedia/891e22c9-6b87-415a-80bb-c62fea1b3342/The-Evaluation-Plan-of-the-Partnership-Agreement_v-2015-02_final.pdf?ext=.pdf







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Who can do the evaluations...




- **Possibilities**
 - Internal evaluation (done by internal evaluation team, by the organisation responsible for intervention)
 - External (hired expert – external evaluator)
 - Mixed (joint team of internal and external evaluators, or primarily internal, but some services outsourced – eg. data collection survey).






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Internal evaluations



- **Pros**
 - Detailed knowledge of the intervention and its context
 - Good change of mutual accommodation of evaluation and intervention design
 - Absence of procurement enables faster start
 - Better understanding of what is relevant recommendations
 - **Learning** (gaining necessary skills to manage external evaluation)
- **Cons**
 - Lack of distance, blind spots
 - Challenging the relations within the organisation
 - Need for skills
 - Disputed independence of evaluation




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External evaluations




- **Pros**
 - Distance, fresh view
 - Partial independence on the entity who implements the intervention (however, payment limits this independence)
 - Chance of hiring experienced evaluator
- **Cons**
 - Procurement-related risks
 - More time consuming
 - Lack of knowledge of details, context – the level of insight of an evaluator is limited
 - More entities involved – risk of „lost in translation“






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Independence of evaluators




- Frequently overestimated importance (mainly in relation to use of evaluation recommendations)
- Fundamental is whether the organisation being evaluated has TITLE: „**True Intent To Learn from Evaluation**“
- If TITLE, internal evaluation would be impartial and external will be used
- If no TITLE, internal evaluation would be biased and external ignored
- It is good to use both internal and external evaluations







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Drafting Terms of Reference for External Evaluations



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Terms of Reference Matters


Professor Patricia Rodger of the University of Melbourne, where she is Professor of Public Sector Evaluation, and project director of BetterEvaluation.org a platform for improving evaluation practice and evaluation methods, wrote about TOR:

- *“Many problems with evaluations can be traced back to the TOR”*
- *“Many TORs are too vague, too ambitious, inaccurate or not appropriate”*




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Beware of GIGOLO




- From my experience, the frequent evaluation business as usual in EU funds is the GIGOLO process:
- GARBAGE IN, GARBAGE OUT, but LOOKS OK
- => No serious effort producing useless evaluations, but formally fulfilling evaluation duties.
- Note, that no GIGOLO has any TITLE
=> (True Intent To Learn from Evaluation).






Terms of Reference Matters



The quality of an evaluation can hardly be higher than the quality of the Terms of Reference (TOR).

Thus, TOR matters, as do its authors.



 **Let's start with some real examples** 

Yellow TOR **Blue TOR**

- Which one is better?
- What are your favourite quotes that make the example good or bad (or ugly)?



 **WRITING A TOR IS BOTH** 

A STEP IN THE PROCUREMENT FOR EVALUATION SERVICES

AND OFTEN ALSO A STEP TOWARD THE DESIGN OF AN EVALUTION

Ideally, these steps should be separate and done by different people with very different expertise.

In practice the evaluation people have to persuade the procurement people to allow such a tor setup that will provide a chance for a decent evaluation.





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A step towards the design of an evaluation: Main message



- „If you don't know where you are going,
any road will get you there.“

Lewis Carroll, Alice's Adventures in Wonderland

- „If you don't know what evaluation you want,
any evaluator is good for you.“

**Remember
Module 5!**








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WRITING A TOR IS BOTH A STEP IN THE PROCUREMENT FOR EVALUATION SERVICES



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Legal framework




- Directive 2014/24/EU on public procurement (not fully implemented in Turkish legislation)
- National rules
- PRAG procurement rules








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Disclaimers



1. Following discussion is (hopefully) in line with the PP Directive. On the one hand, national specificities are likely mainly in ,below-the-threshold‘ contracts, on the other hand ,below-the-threshold‘ rules are usually quicker and lighter versions of EU-Directive rules. Note that, there is a possibility of some goldplating in your national public procurement legislation. Thus, use the following discussion for inspiration, not for copy-pasting.






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Disclaimers



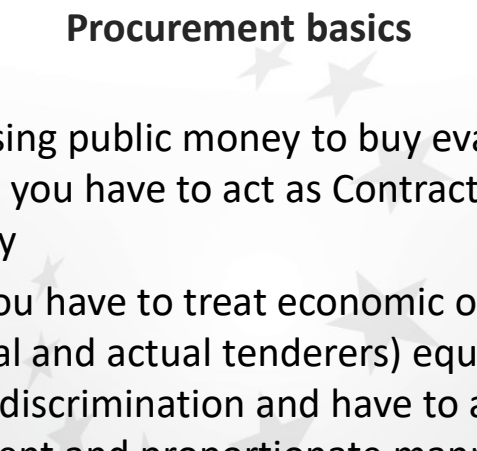
2. The problem is usually not in what is written in the legislation, but in how narrow-minded approach people have when reading it. The ‘It’s-always-been-like-this‘ or ‘There-is-no-alternative‘ approach is much worse enemy for procurement of good evaluation services than the laws itself. Thus, problems are at the level of organisation-specific procurement habits (sometimes reinforced by national control systems habits).




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Procurement basics



- When using public money to buy evaluation services, you have to act as Contracting Authority
- As CA, you have to treat economic operators (potential and actual tenderers) equally and without discrimination and have to act in a transparent and proportionate manner.



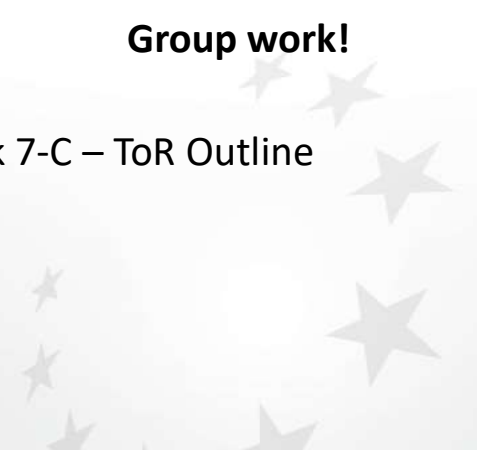
IPAC II
(2014 - 2020)






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Group work!





Task 7-C – ToR Outline



IPAC II
(2014 - 2020)



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Typical content of ToR

Section	What does this include?
Background and purpose of evaluation	Some introduction to the topic, setting the scene
Specific scope and objectives	Results you like to reach with this evaluation, evaluation questions that need to be answered
Task description	Summary of tasks
Methodology	Methodology considerations – preferably related to the tasks described above
Timetable, deliverables, quality management	Basic practical and important information
Selection and award criteria	Minimum requirements bids of tenderers have to meet and the criteria to choose the best bid
Bibliography	Links to relevant information – about methodology, intervention being investigated, related studies

Based on A. Berinyi, K. Stryczek, K. Kvača workshop at 2015 Summer School in Kraków, Poland. Evaluation tools for the development of a better working world.

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Suggestions 1:

Background and purpose of evaluation

DO!


- Explain the intervention – why does it exist, how does it work? Who are the main stakeholders?
- Explain what is the purpose, how will you use the evaluation and for what?
- Think about defining some key concepts / word you use – if this is important for you.
- Mention the background and data publicly available and that in your possession.
- Mention known limitations – data, political sensitivities.

DON'T!

- Don't make this part very long –give some room for evaluators to show their understanding of the situation.


Building a better working world

Based on A. Berinyi, K. Stryczek, K. Kvača workshop at 2015 Summer School in Kraków, Poland. Evaluation tools for the development of a better working world.



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Suggestions 2: Specific scope and objectives




DO!


- Be very accurate in wording and language, if not, then don't be surprised if they misunderstand.
- Limit the number of questions. 10 is too much! Often 3 are enough!
- Be specific. Answer the Impact OF WHAT ON WHAT for WHOM and WHY question.
- Make sure you ask questions that make sense on their own (without the information in your head).
- Think about how the expected answer could look like.

DON'T!


- Do not ask all those interesting „nice to know“ questions
- Do not ask unspecific questions about "effectiveness" or "impact"
- Do not copy Commission guidance notes
- Do not ask too many questions and don't combine several questions into one complicated
- Do not ask questions if you have no clue how they could be answered.



Based on A. Berényi, K. Styczynska, Kvalita workshop at 2015 Summer



Building a better working world



Commission of the European Communities



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Suggestions 3: Task description



DO!

- Short summary of what needs to be performed – breaking down the work into specific tasks.
- Say what you want to say. Don't pretend being "technical" when you are not 100% sure about it.
- Link tasks to deadlines and deliverables, and also to each other
- Consider providing indicative numbers if makes sense (sample size, number of interviews, etc.)
- Leave room for innovativeness

DON'T!

- Don't detail tasks too much, just say what is important for you – this way you leave room for some methodological development in offer to check knowledge of tenderers (if you are able to assess the quality of the bid)
- Don't believe there is an expert on everything out there. Sometimes it is your team who knows the intervention best.




Based on A. Berényi, K. Styczynska, Kvalita workshop at 2015 Summer



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Commission of the European Communities



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Suggestions 4:

Methods to be used – for data gathering and analysis




DO!


- Be sure a method can answer the questions and are in line with the tasks.
- Specify a method or a family of methods.
- Explain what you like to see in the proposal (e.g. Choosing an approach for matching)
- Invest time to check availability of data for a certain method – cancel your planned evaluation if not feasible.

DON'T!


- Do not expect consultants to know data better than you. However, be positively surprised by the offer.
- Don't just think about availability of data – but aspects that can influence the evaluation: access to available data and what it costs, time considerations, quality of data, etc.




Based on A. Berényi, K. Styczynska, Kvačička workshop at 2015 Summer School in Bratislava, Slovakia, 10-11 September 2015



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Avrupa Birliği



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Suggestions 5:

Timetable, deliverables, quality management




DO!

- Request interim deliverables – set deadlines, calculate with some buffer time if possible
- Involve independent external experts for assessment of deliverables
- Estimate work volume needed (even perform your own calculations, considering practical details)
- Don't forget about potential review loops when planning dates
- Provide a reasonable budget
- Indicate your own involvement as CA

DON'T!


- Don't set unrealistic deadlines
- Don't request too many interim deliverables
- Don't continue with underperforming consultants - terminate the contracts.
- Don't ask for a very detailed budget calculation if this doesn't make sense



Based on A. Berényi, K. Styczynska, Kvačička workshop at 2015 Summer School in Bratislava, Slovakia, 10-11 September 2015



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Avrupa Birliği

This slide features a light blue background with a faint circular pattern of white stars. In the top left corner, there is a logo with the Turkish flag and the European Union flag, accompanied by the text "Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir." In the top right corner, the "IPA II (2014 - 2020)" logo is displayed. The main title "Evaluation Budget" is centered in a large, bold, black font, with "Estimated value" centered below it in a slightly smaller, bold, black font. At the bottom, there is a horizontal bar with three logos: the Turkish flag, the EY logo with the tagline "Building a better working world", and the European Union flag.


Evaluation Budget

Estimated value

This slide has a similar design to the first one, with a light blue background and faint white stars. The top left logo and text are identical. The top right logo is "IPA II (2014 - 2020)". The main title "Group work!" is centered in a large, bold, black font. Below it, on the left, is a blue folder icon with a white label. To the right of the folder icon, the text "Task 7-D – Evaluation Budget" is centered in a bold, black font. The bottom horizontal bar contains the same three logos as the first slide: the Turkish flag, the EY logo, and the European Union flag.


Group work!

Task 7-D – Evaluation Budget







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Estimated value



- CA has to estimate the value of the evaluation contract.
- This is good for budget planning, but from the procurement point of view this is key to decide which regime to apply for the tender.




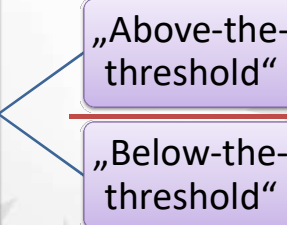


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Estimated value



Threshold amounts (net of VAT):
 EUR 134,000 for central government authorities;
 EUR 207,000 for sub-central contracting authorities







„Above-the-threshold“

„Below-the-threshold“

EC Directive


National regimes







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Estimated value




- „Above-the-threshold“
 - Time consuming, regulated in detail procedures
- „Below-the-threshold“
 - One or more regimes set by national procurement law and/or in the rules of the organisation
 - Lighter, quicker, softer versions of „Above-the-threshold“







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Estimated value - issues




- (1) How to set estimated value?
- (2) How to deal with this requirement: *„The choice of the method used to calculate the estimated value of a procurement shall not be made with the intention of excluding it from the scope of this Directive. A **procurement shall not be subdivided** with the effect of preventing it from falling within the scope of this Directive, unless justified by objective reasons.“* (Art. 4)






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How to set estimated value?



- Own experience with previous evaluation contracts
- Looking into evaluation libraries for similar scope evaluations
- Rule of thumb calculation on the basis of estimated man-days needed + other significant costs
- Using **Preliminary market consultations**: *„Before launching a procurement procedure, contracting authorities may conduct market consultations with a view to preparing the procurement and informing economic operators of their procurement plans and requirements.“ (Art. 40)*



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„A procurement shall not be subdivided...“




- Any evaluation = one service?
- There is a frequent pressure from procurement people to merge estimated values of different evaluation in order to prevent violation of non-subdivision principle. This leads to „above-the-threshold“ regime when not necessary.











„A procurement shall not be subdivided...“



- Possible counterarguments:
 - **Different service argument:** Use of different methods and/or investigation of different intervention is a different service. How does the perfect team for different evaluations look like? Is the same or different?
 - **Utility argument:** If the output of evaluation is useful standalone, then different service. (Distinct evaluation in evaluation plan = distinct procurements).
 - **Discrimination argument:** Artificial merging of estimated values violates antidiscrimination principle as it limits the ability of smaller economic operators to bid.



Suggestions 6: Selection and award criteria






DO!

- Be able to assess the quality.
- Set criteria that really do differentiate – think about expected variance of offers in each criteria.
- Try Competitive procedure with negotiation or Competitive dialogue (or its derivatives in below-the-threshold).

DON'T!

- Don't go for cheapest evaluations.
- Don't take bribes!









The slide features the Turkish and European Union flags in the top left corner, with the text "Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir." (This project is financed by the European Union and the Republic of Turkey). In the top right corner is the IPA II (2014-2020) logo. The title "Selection Criteria" is centered at the top. Below the title, there are two bullet points:

- Minimum requirements bids of tenderers have to meet
- Failing on selection criteria means contract cannot be awarded to the tenderer

The background of the slide is white with a faint, large-scale pattern of the European Union stars. At the bottom of the slide, there is a blue and red horizontal bar. Below this bar, there are three logos: the Turkish Ministry of Economy and Finance logo on the left, the EY logo with the tagline "Building a better working world" in the center, and the IPA II (2014-2020) logo on the right.



Selection Criteria







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Selection criteria (art. 58) may relate to:


- „(a) *suitability to pursue the professional activity;*
- (b) *economic and financial standing;*
- (c) *technical and professional ability.*“

- With regard to technical and professional ability, CAs may impose requirements on necessary human and technical resources and experience to perform the contract to an appropriate quality standard.
- CAs may require a sufficient level of experience demonstrated by suitable references from contracts performed in the past.
- Conflicting interests = not possessing the required professional abilities.






Selection Criteria



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Typical selection criteria in evaluation ToRs (apart from general ones):

- References – experience from previous evaluation contracts
- Minimum size and profile of the evaluation team
 - University degree
 - Field of education
 - Years of experience

Selection Criteria - Example

Qualifications of the Team Leader:

General experience:

- Relevant, higher academic degree.
- A profile with major emphasis on development issues, with 10 years or more of relevant professional experience from development cooperation, including from work in relation to public health.
- Experience as team leader for multi-disciplinary teams (at least three references).

Specific experience:

- Extensive knowledge on and experience from establishing evaluation approaches and application of evaluation methods, including theory based evaluations, contribution analysis, and mixed methods evaluation.
- Substantial experience with collecting, systematizing, analysing and reporting large amounts of different types of data. Experience with synthesis studies an advantage.

Country experience and language:


- Relevant working experience, including working experience from East Africa.
- Fluent in English

Selection Criteria - Example

Tenders will initially be evaluated by reference to the following qualification criteria:


- a. Completeness of tender documentation as specified at Section 6 above.
- b. Stated ability of the Consultant(s) to meet all the requirements specified in the terms of reference, including adherence to the evaluation timetable as set out at Section 5 above.
- c. Statement that none of the excluding circumstances as per Annex 3 apply to him/her.
- d. Tenders exceeding €83,000 net of VAT will not be considered.

To be eligible for inclusion in the award process, a tender must meet these qualification criteria.



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Selection Criteria



Should be based on the knowledge of the evaluation market.

Two approaches:

- Formal and easy to pass criteria => danger of too many bids to assess
- Request of high minimum standards => danger of no one applying



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Award criteria











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Group work!





Task 7-E – Award criteria







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Award Criteria



- To choose the best bid
- „Contracting authorities shall base the award of public contracts on the **most economically advantageous tender**.“
- Best price-quality ratio
- „The cost element may also take the form of a fixed price or cost on the basis of which economic operators will compete on quality criteria only.“ (Art. 67)







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Award Criteria




„Criteria may comprise, for instance:

- *(a) **quality, including technical merit**, aesthetic and functional characteristics, accessibility, design for all users, social, environmental and innovative characteristics and trading and its conditions;*
- *(b) **organisation, qualification and experience of staff assigned to performing the contract**, where the quality of the staff assigned can have a significant impact on the level of performance of the contract; or*
- *(c) after-sales service and technical assistance, delivery conditions such as **delivery date, delivery process** and delivery period or period of completion.” (Art. 67)*











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Award Criteria



In evaluation procurements typically mix of (some of) these elements:

- Quality of the evaluation team
- Quality of methodology proposed
- Quality of management of the evaluation
- Price



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Award Criteria – Example 1



Proposals will be evaluated on the basis of the following criteria:

- Proposed approach
- Relevant experience of the researcher(s)
- Cost



Award Criteria – Example 1

Proposals will be evaluated on the basis of the following criteria:

- Proposed approach
- Relevant experience of the researcher(s)
- Cost

A real life extreme in simplicity (below – the – threshold).
If you are allowed to use this approach, be happy, you are able to choose anyone:
The best bidder (recommended) or your best friend (think twice).

Award Criteria – Example 2

The contract will be awarded on the basis of the most economically advantageous tender, applying the following 4 criteria (the relative weighting assigned to each criterion is also shown):

Award Criteria	Maximum marks available
Understanding, analysis and coverage of project's requirements	10
Quality and feasibility of the methodological approach proposed	20
Expertise and experience of the tenderer and members of the project team	30
Cost of tender	40
Total marks available	100

A number of the most economically advantageous tenderers may be invited to make presentations on their proposals at the Department's offices in XY for the purpose of elaboration, clarification and/or aiding mutual understanding. Invited tenderers must be in a position to make such a presentation immediately after the closing date for receipt of tenders.

Quite typical setup for the below-the-threshold. Weight of cost maybe too high. Interesting is the possibility of presentation during awarding (light version of competitive dialogue approach).

The contract will be awarded on the basis of the most economically advantageous tender, applying the following 4 criteria (the relative weighting assigned to each criterion is also shown):

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A number of the most economically advantageous tenderers may be invited to make presentations on their proposals at the Department's offices in XY for the purpose of elaboration, clarification and/or aiding mutual understanding. Invited tenderers must be in a position to make such a presentation immediately after the closing date for receipt of tenders.

Award Criteria – Example 3

The contract will be awarded on the basis of the most economically advantageous tender, applying following criteria and weights:

Technical quality	25 %
Cost of tender	75 %

Technical quality assessment is based on following subcriteria

Coverage of tasks, complexity of solution	30 points
Proposed methods, approaches and analytical procedures	55 points
Form and scope of interpretation of results	15 points

Members of the steering committee will rank all offers within each subcriterion and award maximum points to the best offer and to all remaining offers a number of points reflecting their quality in the subcriterion compared to the best offer. Only offers awarded at least 80 points in Technical quality will proceed to assessment of Cost of tender.

Award Criteria – Example 4

On the first sight too high weight of cost, but...

The contract will be awarded on the basis of the most economically advantageous tender, applying following criteria and weights:

Technical quality	25 %
Cost of tender	75 %

Technical quality assessment is based on following subcriteria

Coverage of tasks, complexity of solution	
Proposed methods, approaches and analytical procedures	
Form and scope of interpretation of results	

But here is the problem, as it is not clear what the CA wants to see.

Members of the steering committee will rank all offers within each subcriterion and award maximum points to the best offer and to all remaining offers a number of points reflecting their quality in the subcriterion compared to the best offer. Only offers awarded at least 80 points in Technical quality will proceed to assessment of Cost of tender.

... this rule to the large extent eliminates the problem.

Award Criteria – Example 4

Quality of the evaluation team | [Selection criteria request a team of at least 6 members]

Following subcriteria of the same weight apply:

- a. CA prefers an evaluation team with higher average professional experience in the field of evaluation. Professional experience of more than 10 years of an individual member, counts as 10 years.
- b. CA prefers an evaluation team with higher average of members' education degree. Here 3 marks are awarded to a member with doctoral degree, 2 marks with master degree, 1 mark for bachelor degree and 0 marks if no tertiary education degree.
- c. CA prefers an evaluation team including professional specialists on individual specific objectives of Operational Programme XYZ. Here 1 mark is awarded for each specific objective of the OP with matching specialists from the team with education directly linked to the specific objective theme and additional 1, 2 or 3 marks for 1, 2 or 3 specialist's publications on the topic closely related to the specific objective.

Award Criteria

Quality of the evaluation team | [Selection criteria request a team of at least 6 members]

Following subcriteria of the same weight apply:

- a. CA prefers an evaluation team with higher average professional experience in the field of evaluation. Professional experience of more than 10 years of an individual member, counts as 10 years.
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An attempt to „objectively“ measure the quality of the evaluation team. It could work, but it is complicated. Similar approach is hardly feasible to assess the quality of methodology proposed.



Award Criteria



- Keep the importance of price low – you are not rich enough to afford a cheap service.
- Make clear what you prefer
- Make sure the criteria really differentiate (no variance = no weight)
- Do not make it too complex – you will have to make the assessment in the end
- There is no simple, mechanistic way to assess the quality of methodology, only the judgement of experts








Suggestions 7:

Some further general comments





DO!

- Take your time to prepare – 2 months are ok.
- Spend enough time on clarifying what you need exactly, and make this clear in the ToR.
- Discuss your ToR in your team + with external experts.
- Nominate a responsible person for the study.
- Make sure you build on existing knowledge! (and the evaluator too)

DON'T!

- Do not include all the questions you will receive from stakeholders.
- Do not promise answers without assuming how an answer can be given.
- Do not ask questions without a possible use and known user.
- The aim of the ToR shouldn't be to ask consultants to generate hundreds of pages (you will have to read it) but to check what you are really interested in!





Based on A. Berényi, K. Styczyńska, K. Kvača workshop at 2015 Summer School in Bratislava, Slovakia. Adapted by the author.



Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.



Life without procurement











Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.



Alternatives to procurement





DO-IT-YOURSELF
also known as
Internal evaluation

- **Advantages:**
 - Learning: Only if you are able eventually to run the evaluation fully by yourself, you are able to write a good ToR and manage the evaluation project through the procurement
 - No procurement...











Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Alternatives to procurement








RESEARCH

- Evaluation is applied social science
- There are grant titles for this

- Advantages:
 - Saving own budget
 - No procurement...
- Disadvantage:
 - Dealing with academics...
 - No direct contract between you and the evaluator




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Managing External Evaluations (and Evaluators)







Why?






Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.


Why is managing external evaluation important:

- quality control
- adjustment of the project as the problems appear


Often linked to deliverables:

- inception report
- interim report
- final report
- flash reports
- Too many reports create a reporting burden for the evaluator and diverge the capacities from the research.







Involvement



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- Make sure you ask for a report only from good reasons.
- To have general overview of what is going on, closed personal involvement is often better than writing and reading reports. This may be done by regular or ad-hoc meeting, or by using a mixed-team approach.
- Best evaluations are delivered when there is a feeling both at the side of internal evaluators and external evaluators that the evaluation project is indeed a common project.






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Before the procurement process



- Clarify, how you will manage the external evaluation (depends on your capacity).
- Indicate this in the ToR.

“In the course of the work, the Contractor shall consult the draft documents with the Contracting Party on a regular basis. The Contracting Party shall have at least five working days to propose comments to the draft studies and documents, and the Contractor shall consider these comments and submit the final version of the document within three working days. This procedure shall apply until the Contracting Party approves the final version of the document, which however shall not be later than by the date referred to in § 2 (5) of the Contract.

At each stage of the work, the Contracting Party shall have the right to monitor the progress of the work on a given document on a regular basis and to voice its comments, and the Contractor shall provide any information in that regard which may be requested by the Contracting Party.”




Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Other ways to keep an eye on quality

IPA II
(2014 - 2020)

- Instead of acting as censors or editors, you can require an article on the basis of the evaluation to be submitted to peer-reviewed professional journal (takes time).
- If you lack expertise to check the quality, hire an academic. They often have required expertise but rarely apply for evaluation tenders.





Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Exercise for reflection

IPA II
(2014 - 2020)



Exercise 7-1 – Reflection of Module 7






Module 7 – Take aways



- If you don't know what evaluation you want, any evaluator is good for you.
- The quality of an evaluation can hardly be higher than the quality of the Terms of Reference
- Do internal evaluations in order to learn how to procure external ones.

