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STEERING COMMITTEE FOR CULTURE, HERITAGE AND LANDSCAPE  
(CDCPP)

HEREIN NETWORK AND INFORMATION SYSTEM

DRAFT TERMS OF REFERENCE  
EVALUATION

For information and action

Secretariat Memorandum  
prepared by the  
Directorate of Democratic Governance  
Democratic Institutions and Governance Department

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## Introduction

The HEREIN system, established in 1992, is one of the Council of Europe's achievements in the cultural heritage field. Its purpose is to bring together, in a collaborative platform, the people in charge of heritage at national (and regional) level in the member states and to provide a wider audience with information on national heritage policies.

In 2016-17, an evaluation of HEREIN will be carried out by independent experts, commissioned by the Directorate of Internal Audit, in accordance with the latter's established methods.

The addendum to this document contains the draft terms of reference of this evaluation, setting out how it will be conducted and the anticipated results.

## Action required

The members of the CDCPP are invited to examine the draft terms of reference (see Addendum), and ask any questions they may have or make comments with a view to finalisation of the draft.

## ADDENDUM

## Draft terms of reference for the evaluation of HEREIN

## I. Introduction

The present document contains necessary information (terms of reference) for carrying out an evaluation of the HEREIN project. HEREIN is a database on European cultural heritage policies and strategies as well as a network of 44 national public administrations responsible for heritage management. This evaluation will focus on use of the database and the relevance of the project as a whole.

As it is geared to analysing the use and impact of both the HEREIN project and its IT system, the evaluation will involve two consultants, whose different tasks and missions will be detailed separately in this document. The two consultants will form a team in which one of them will be taken on in the capacity of an evaluator and fulfil the role of "team leader", while the second will be taken on in the capacity of a technical expert and will fulfil the role of "assistant". Initially, contact between the two evaluators will be handled by the Council of Europe Secretariat (DG II - Managing Diversity Division), which will assist them throughout the procedure.

## II. HEREIN

HEREIN was set up in 1992, at the request of the member States, to report on trends in legislation and practices in cultural heritage management in the different countries and foster the exchange of information. In addition, HEREIN is a tool for monitoring implementation of the Council of Europe's conventions in the cultural heritage field. The project is part of the Council of Europe's programme of activities for 2016-2017 and has a total budget of 154,000 € for the whole biennium.

The HEREIN project is aimed at compiling a database providing an overview of heritage policies and strategies in Europe for the member States, professionals in this sector and the more general public. By facilitating cooperation between public administrations through the exchange, development and dissemination of good practices, it should render the Council of Europe operational in terms of its obligations to monitor the Conventions and of cooperation with its member States in the heritage sphere. The project is therefore geared to reinforcing the coherency and coordination of strategies and the implementation of projects in the heritage field, in order to enhance the setting and quality of citizens' lives.

HEREIN is structured around several activities, namely; the collection of raw data for input in a national report-oriented database generating *country profiles* (datasheets of the different national heritage organisations), participatory surveys (focusing on specific heritage issues in the different member States), national and regional workshops, aimed at assisting the National coordinators and meeting countries' specific needs, and thematic workshops, intended to provide theme-based analyses of the database (launched in 2016). HEREIN is also intended to analyse and compare the data of the different countries with a view to publishing assessments. All these activities are coordinated by the Council of Europe Secretariat (DG II – Managing Diversity Division).

### III. Evaluation

This evaluation is requested by the Council of Europe Secretariat and funded from the project budget. In general terms, it is aimed at analysing the actual use of the HEREIN system by the member States, any problems encountered by users as well as user satisfaction levels and real needs, in order to provide a realistic response to them.

Where the methodology is concerned, the evaluation must provide both an overview and more detailed findings. Given that HEREIN is a base of raw data, the methodology used will have to be geared to both a quantitative analysis of data and a qualitative evaluation of the project in context. To do so, it will comprise two sections: a first section produced by an evaluator, working on a 20-day contract, will seek to provide a substantive analysis of the project and a second section, consisting of a technical evaluation of the IT system by a second, IT-specialist expert, working on a 10-day contract.

The evaluation's conclusions should provide pointers for refocusing the project if necessary. Furthermore, the evaluation will contribute to the cost/benefit analysis of the Council of Europe's management in relation to the services provided to the countries. The procedure will be configured to fit with the evaluation guidelines and other relevant instruments.

#### 1) Substantive analysis

##### a. Aim of the evaluation

The substantive analysis will be carried out by an evaluator (leader) and will consider the project's relevance and effectiveness in relation to its objectives. It must focus on the current users of HEREIN, in the light of the project's medium- and long-term objectives.

The HEREIN national coordinators, the members of the Steering Committee for Culture, Heritage and Landscape (CDCPP), the Council of Europe Secretariat and other users are all stakeholders in this substantive analysis.

##### b. Objectives

The specific objectives of the substantive analysis are to:

1. Evaluate the relevance of the database in relation to the objectives set, by analysing the value and quantity of the data collected;
2. Evaluate use of the database and user satisfaction levels;
3. Evaluate the results of the project and the improvements made;
4. Identify current and future expectations of the members of the CDCPP and other users with a view to providing input for an updating of the project's objectives and its adaptation, on the basis of major optimisation of the resources deployed.

### c. Evaluation criteria

The project evaluation must be based on the criteria of relevance, effectiveness and efficiency and must answer the following questions:

1. What are the data contained in the database? Are they exploitable? Does the project cater for the real needs (current and future) and identified problems of the member States and the Council of Europe with regard to heritage management? Has the project fulfilled the different objectives set during the design phase? Is the project fit for purpose at the stage of the evaluation phase? (relevance);
2. How have the different stakeholders used the system? What is their level of satisfaction in relation to the functions of the system? What results have been achieved? Were the objectives assigned to the management team (including the webmaster) clear from the outset? What are the shortfalls between the objectives set and results achieved? (effectiveness);
3. Has optimum use been made of the resources provided for the development and running of the project? (efficiency).

### d. Methodology

The evaluation must be carried out by an evaluator in English and in French, given that the national coordinators may be English-speaking or French-speaking. The person tasked with the evaluation must analyse the existing documents and interview the Secretariat, the HEREIN national coordinators (geographical spread), the members of the CDCPP and other users by e-mail and/or telephone. More specifically, they will be required to interview a sample of CDCPP members and national coordinators by telephone and carry out a survey of all the national coordinators via an electronic multiple-choice questionnaire, with a view to supplying statistics on satisfaction levels. All the relevant documentation, information and contact details will be provided to them by the Secretariat for this purpose beforehand.

In an initial phase, the evaluator will submit their evaluation plan to the Secretariat for approval.

They will then carry out a qualitative analysis using satisfaction surveys (on written forms or by telephone in English and French) among the database's main users. The evaluator will handle the design, translation (into English and French) and implementation (sending of forms or telephoning) of these surveys. The written forms may be produced using Word, Survey Monkey or another Directorate of Information Technology programme, although alternatives may be suggested and discussed in the initial phase. All written survey material must be incorporated in the appendix to the final evaluation report coordinated by the leader, taking account of the different contexts in which the project is conducted.

e. Qualifications of the evaluator

The consultant must have the following competencies and qualifications:

- Higher education diploma in evaluation, social sciences or other relevant fields;
- Solid experience of evaluating (management and coordination) projects/programmes in an international context;
- Sound knowledge of methods and principles of evaluation (quantitative/qualitative);
- Good knowledge of English and French; ability to draft short, concise, high-quality evaluation reports in English or French;
- Experience of managing evaluation teams;
- Independence, with no conflict of interest.

The following competencies will be an asset:

- Knowledge of the Council of Europe's role and aims through history;
- Knowledge of Council of Europe conventions in the heritage sphere;
- Familiarity with cultural heritage policies/strategies and their specific characteristics, at European level;
- Expertise in evaluating international projects/programmes linked to cultural heritage

f. Approximate timetable

The estimated duration of the work contract is 4 months, on the basis of 20 days of work in total (from XXXXXX to XXXXXX). The approximate durations of the different phases are as follows:

Initial Phase: 2 weeks [month I]

Collection Phase: 6 weeks [months I and II]

Analysis and preliminary report phase: 4 weeks [month III]

Final report: 4 weeks [month IV]

2) Technical evaluation of the IT system (www.herein-system.eu)

a. Aim of the evaluation

The technical evaluation will be carried out by an expert specialising in the area of IT, with a view to analysing the HEREIN system, the context of the technology used and the question of whether it is in step with current technological trends, its technical and structural potential for analysing the data collected, the strengths and weaknesses of an open source system, the potential risk and the solutions proposed to overcome those risks, as well as ease of use. The system's long-term viability must also be assessed, as well as the technical and human resources required.

The expert must produce an analysis of the functions of the IT system in general, studying the facilities made available to the public and public access in general. This analysis must cover the users of the HEREIN database ([www.herein-system.eu](http://www.herein-system.eu)), namely the 46 national coordinators, professionals and other users (universities, research centres, public institutions), the Council of Europe Secretariat. More specifically, the interviews carried out by the leader of the evaluation exercise among the national coordinators (listed below) will include technical questions suggested beforehand by the technical expert.

#### b. Objectives and limits

The specific objectives of the technical evaluation are to:

1. Evaluate the system in terms of relevance for the general public;
2. Evaluate the relevance of the database in relation to the objectives set, by analysing the value and quantity of data collected;
3. Assess the standard of the functions and the cost of adapting them, in line with the objectives and programmes of the institution and the member States;
4. Analyse to what extent the system can be considered to be unique and identify similar databases operating on a European scale;
5. Make recommendations for bringing the system into line with current technologies.

#### c. Evaluation criteria and questions

The project evaluation must be based on the criteria of relevance, use, effectiveness, efficiency and cost analysis and must answer the following questions:

1. What are the data contained in the database? Are they exploitable? Does the project cater for the real needs (current and future) and identified problems of the member States and the Council of Europe with regard to heritage management? (relevance);
2. How is the system used? In what context? Who are the users of the system? Is the system accessible to the general public? Is it easily accessible for non-registered users? What is needed in technical and financial terms to achieve these levels? (use);
3. Does the project fulfil the different objectives set (eg data searches, ability to filter specific data and compare them etc)? What results have been achieved? Were the objectives clear from the outset? What are the shortfalls between the objectives set and results achieved? What is the frequency of visits to the HEREIN site and its use? (effectiveness);
4. Has optimum use been made of the functions provided for the development and exploitation of the database? How should they be adapted? Is the technology used in step with current trends? (efficiency);
5. What is the cost/benefit ratio? What is needed in technical and financial terms to achieve the technical levels desired? (cost analysis)

#### d. Methodology

The evaluation shall be carried out by an IT expert, in English or French. In a preliminary phase, the expert must first familiarise him- or herself with the HEREIN system and its different functions, with a view to submitting an evaluation plan to the Secretariat for approval. All the relevant documentation, information and contact details will be provided to them by the Secretariat for this purpose beforehand.

The expert will then perform a quantitative analysis of the data, geared to the study of the different work documents and data collected in different forms, taking into consideration the criteria applied for collection. In addition, the consultant should carry out a qualitative and quantitative analysis of the HEREIN IT system in the light of technological trends and needs for improvement. More specifically, this analysis must provide information on the use of the HEREIN system in quantitative and qualitative terms (number of clicks, active users, technology requirements, compatibility with new technologies, ease of use, technical specifications). Finally, they must supply a critical assessment, taking account of the different contexts in which the project has evolved and identifying any other similar projects operating on a European level, where these exist, and this assessment will then be incorporated in the evaluation report coordinated by the leader.

#### e. Qualifications

The consultant must have the following competencies and qualifications:

- Higher education diploma in information technology;
- Solid experience of producing technical evaluations of on-line systems and knowledge of technology trends and new technologies in database development;
- Ability to draft short, concise, high-quality evaluation reports in English and/or French;
- Experience of analysing databases;
- Independence, with no conflict of interest.

#### f. Approximate timetable

The estimated duration of the work contract is 2 months on the basis of 10 days of work in total (from XXXXXX to XXXXXX). The approximate durations of the different phases are as follows:

Initial phase: 2 weeks [month I]

Collection phase: 2 weeks [month I]

Analyses and preliminary report phase: 2 weeks [month II]

Final report: 2 weeks [month II]



#### IV. Work plan

The Secretariat will organise a meeting at the Council of Europe in Strasbourg with the lead evaluator and the IT specialist expert to supply them with the reference documents for the HEREIN project and discuss project methodology, coordination and the approximate timetable.

The evaluation will include an initial phase involving the preparation of an initial joint report under the supervision of the leader (1st deliverable). The leader will have the task of combining their own report and the report on the project's technical aspects produced by the technical expert.

The initial joint report, which must set out a methodology proposal and an approximate timetable, will be submitted to the Secretariat for approval.

The second phase will entail the gathering of relevant information by the respective evaluators for the analysis phase after which each evaluator will produce contributions to a draft joint evaluation report of 25 pages maximum, to be produced by the leader (2nd deliverable). This draft report shall comprise:

1. An executive summary of the evaluation (2 pages maximum)
2. Introduction:
  - Description of the evaluation;
  - Objective of the evaluation;
  - Methodology;
  - Difficulties encountered during the evaluation;
3. Findings:
  - Findings on the different questions linked to the evaluation;
  - Other findings;
4. Conclusions
5. Recommendations
6. Lessons learnt
7. Appendices (list of interviewees, documents reviewed, questionnaires, formats of interviews etc)

The Secretariat will then have two weeks to assess the accuracy of the facts reported, the linkage between those facts, the conclusions and recommendations, as well as the relevance, usefulness and workability of the recommendations. The evaluators will then have two weeks to submit a single final joint evaluation report (3rd deliverable), to be produced by the leader, covering the evaluation in its entirety. The comments of the management team could be incorporated in the final evaluation report or shown in the report as a differing opinion.

The report will subsequently be forwarded to the Directorate and all the relevant entities of the Council of Europe (CDCPP). The findings are to be drafted in English or in French.

## V. Management of the evaluation

The evaluation will be managed by the Council of Europe Secretariat (DGII- Managing Diversity Division). The Secretariat will provide the evaluators with all the information needed to evaluate the project together with a list of users to contact. In addition, the Secretariat will handle the translations of the reports produced and assist the evaluators with translations where necessary.

The evaluators will be responsible for the logistical aspects of the evaluation: administrative support and secretariat, telecommunications, dissemination of material (surveys and questionnaires etc).

## VI. Submitting of bids

Candidates are asked to submit their bid (including technical and financial proposals) via e-mail to the following address: XXXXXXXXX. The closing date for bids is XXXXX.

Cost estimates shall be in euros with the amount of VAT indicated separately. They must set out a detailed estimated budget of all the different costs, including the costs of translation, printing etc.

The technical proposals must include a proposed methodology and work plan for the evaluation.

The evaluators are asked to enclose a Declaration stating there is no conflict of interest in their proposals.

They are also asked to submit a few examples of recently produced evaluation reports and, if possible, one or more of these reports should be related (or bear similarities) to the subject of this evaluation. Candidates are required to provide contact details for two or three professional references.

## VII. Appendices:

1. Declaration of Honour with respect to the Exclusion Criteria and Absence of Conflict of Interest;
2. Model evaluation matrix;
3. Code of conduct for Council of Europe experts;
4. Quality assurance checklist for the report;
5. Form expressing consent to the assessment and storage of a review of the services provided by the consultant.