Improving performance of One-stop-shops - eDelivery
Slovakia

Bureaucracy Lab
Development Impact Evaluation | Global Governance Practice
October 22-25, 2019, Brussels, Belgium
Reforms to Be Measured and Evaluated

DASHBOARD

0 phase Baseline improvement

another interventions (process level):

e-delivery modul

Source: Federal Ministry for the Civil Service and Sport

WORLD BANK GROUP
Equitable Growth, Finance & Institutions
Intervention:

- **E-delivery module** - is a new service in which paper copies of electronic official documents are produced and delivered to citizens.

- **Objective**: improving performance
  - Key overall goals: productivity, efficiency, satisfaction
  - Relevant components: 72 One-stop-shops
  - Agencies involved: business departments

- **Scope**:
  - Intervention aims to optimize processes, automatize and so minimize number of manually performed tasks, creates more capacity for decision making or rising number of issued licences / per employee.

- **Target**: one stop shops > business departments > civil servants > processes (issuing licenses)
Measurement Goals

• **Focus**: what are the key variables/topics on which data will be collected

• Time (waiting time, process time, completion time)

• Backlog (% open cases)

• Employee satisfaction index (scale)

• Cost (€)

  • At what level? (process/department/organization)
  • Over what period of time? (1 year)
  • With what frequency? (weekly)

• **What are the existing data systems**: 

  • Administrative data: Queuing system, Data management system, agenda systems, surveys
Impact Evaluation?

- What is the impact of [e-delivery] on [performance of one stop shops – business department]?

- Did introduction of e-Delivery rise the performance of One-stop shops – business department? (arm 1)
Impact Evaluation Methodology

Total sample size
72

Arm 1
[3 one stop shops]
(monthly 12,000 instances processes)
[e-Delivery]

Control Group
[3 similar one stop shops]
(monthly 12,000 instances processes)
[none]

In reality 3 one stop shops were chosen to test technical solution

Before - After

Or we compare remaining 69 One stop shops
We will cluster same types (I. II. and III.)

Before - After
Challenges

Potential challenges/risks and how to tackle/mitigate them

• Four common examples:
  • DATA
    • Base line (simple vs. complex cases, but must be transaction processes), Granularity and Quality of data (but we can crosscheck)
  • Low take up
    • It is obligatory, but 3 pilots is low number
  • Contamination of control group
    • Sample size difficulty:
      72 one stop shops, 3 types, different competences make it difficult to choose valid sample, so we have chosen only bussines departments provided across all types and decomposed statistical unit to processes. Grubb’s method to identify outliers
  • Implementation failures
    • IT system doesn’t have to work perfectly (need more iterations in time)
  • Measuring spillovers
    • Unexpected situations/behaviours, regional disparities
Timeline and Outputs

Planning and design
10/2019

Baseline data
01/2020

Implementation of reform
03/2020

Follow Up/Continued data collection
06/2020

Final Results/Project Outcomes
10/2020

- Methodology
  - Data analysis
  - Client workshop
  - Improving baseline
  - Building dashboard

- Weekly Monitoring reports
  - Lessons note

- Data analysis
  - Client workshop
  - Technical paper
  - Policy note

- Client workshop
  - Technical paper
  - Policy note
Thank you!