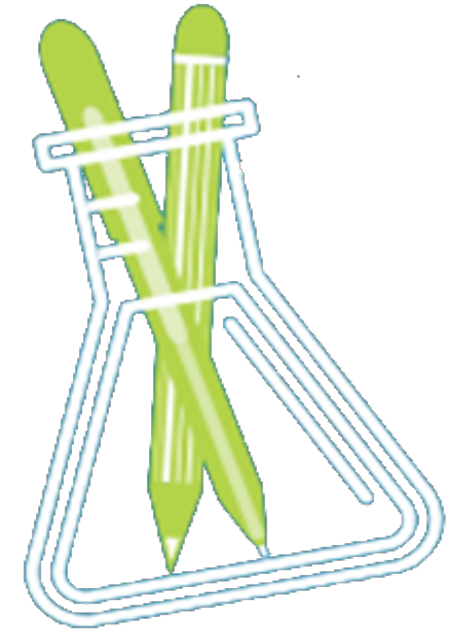


Measuring and Evaluating Determinants of Public Administration Productivity

Bureaucracy Lab

Development Impact Evaluation | Global Governance Practice

October 22-25, 2019, Brussels, Belgium



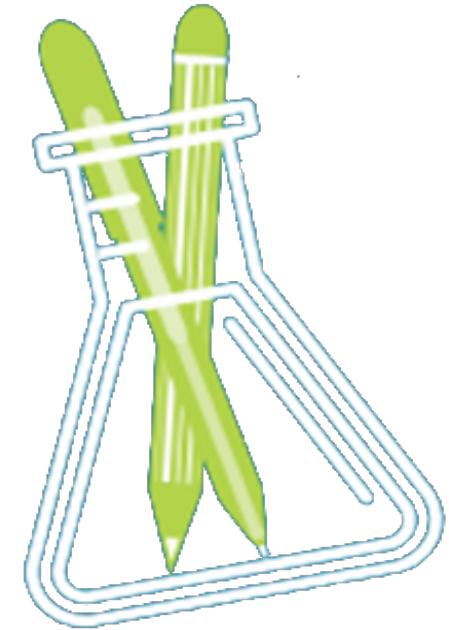
WORLD BANK GROUP
Equitable Growth, Finance & Institutions

Improving performance of One-stop-shops - eDelivery Slovakia

Bureaucracy Lab

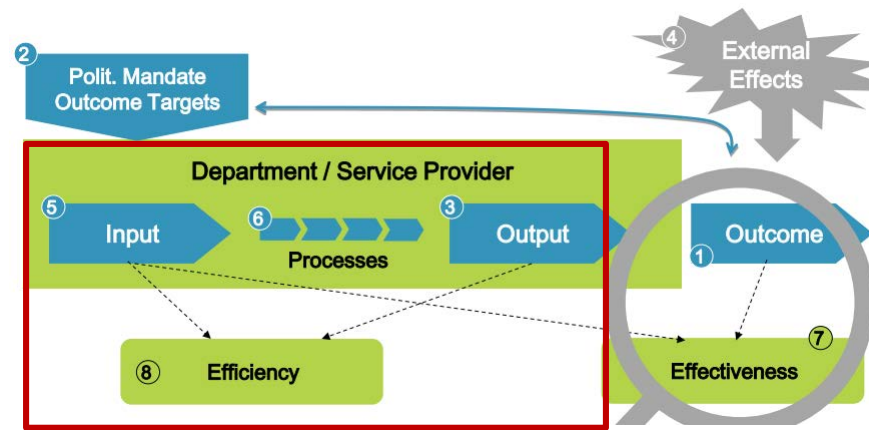
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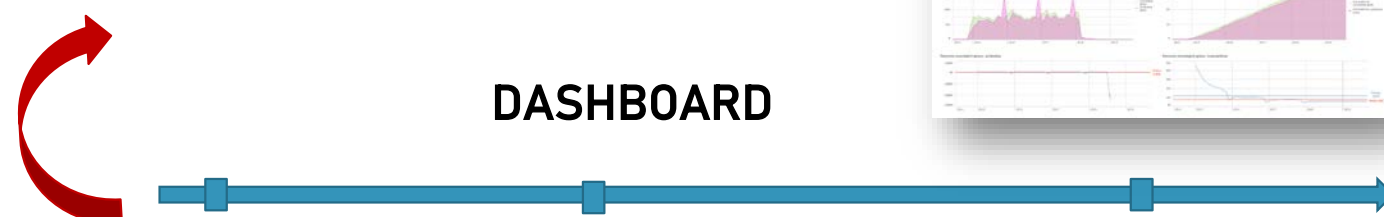


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Reforms to Be Measured and Evaluated



Source: Federal Ministry for the Civil Service and Sport

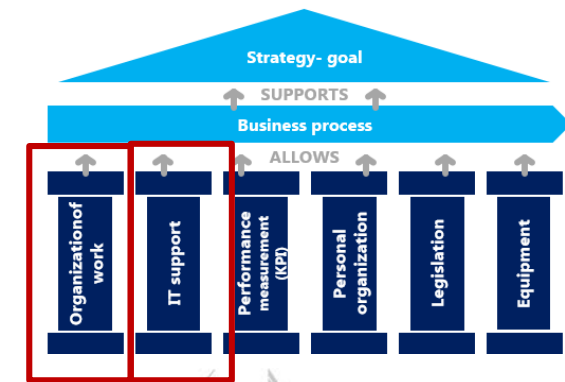


0 phase
Baseline improvement

another interventions
(process level):

PERFORMANCE

e-delivery modul



Intervention:

- **E-delivery modul** - 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:** ones 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





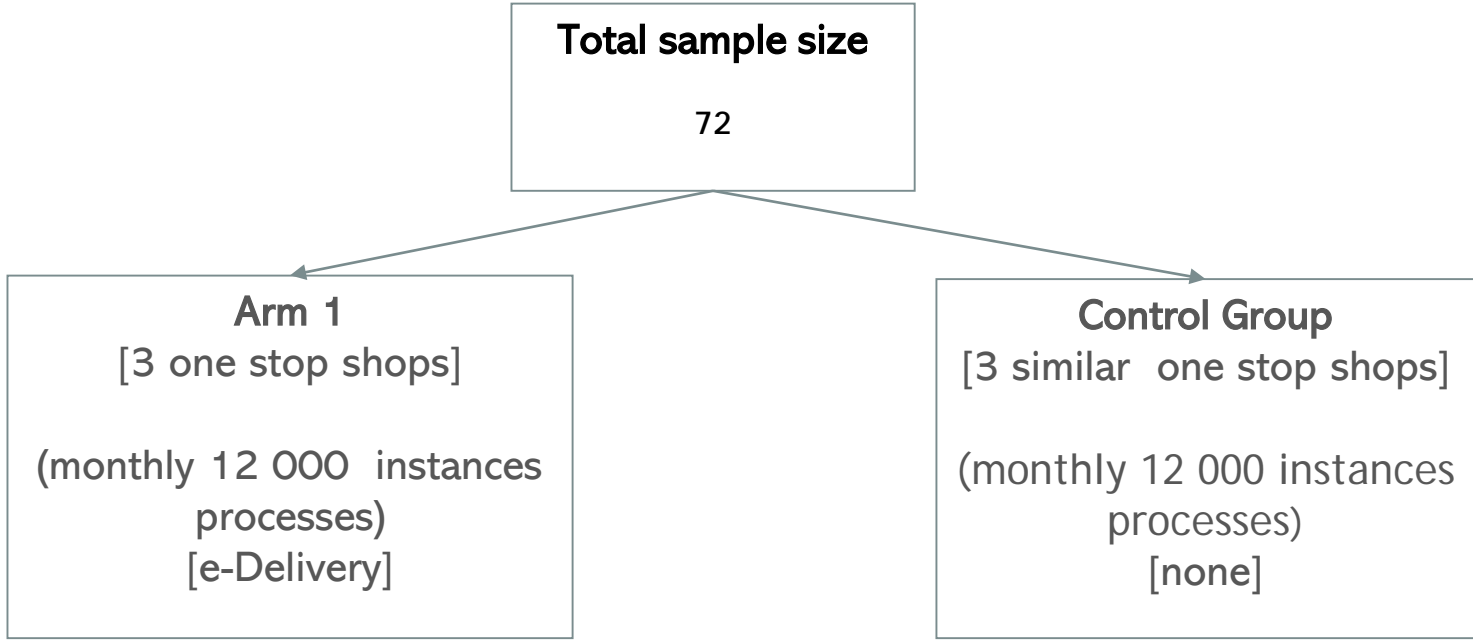
Impact Evaluation?

- 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



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

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

Before - After

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 bussiness departments provided across all types and decomposed statistical unit to processes. Grubb's method to identify outliers
 - Implementation failures
 - IT system doesnt have to work perfectly (need more iterations in time)
 - Measuring spillovers
 - Unexpected situations/behaviours, regional disparities

Timeline and Outputs



▪ 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!

