Measuring and Evaluating Determinants of Public Administration Productivity

Bureaucracy Lab
Development Impact Evaluation | Global Governance Practice
October 22-25, 2019, Brussels, Belgium
Improved performance of local governments
Estonia

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Theory of Change

COMPONENTS / INPUTS
- Guidelines, support for the mentors
- Financing
- Funding for the website
- Gathering data what citizens would like to know

ACTIVITIES
- Training programme
- Local governments website/dashboard
- Information to citizens

OUTPUTS
- Number of people involved with the training programme (mentors and trainees)
- Number of users, number of improvements, click through rate
- No of people using the website

INTERMEDIATE OUTCOMES
- More motivated and competent workers
- Accountability
- Transparency
- Engagement

LONG-TERM OUTCOMES
- Improved services offered by local governments
- Better local government and central government cooperation
- Improved performance of local government performance indicators
- More engaged citizens and increased trust towards local authorities

Improved services offered by local governments

Better local government and central government co-operation

Improved performance of local government performance indicators

More engaged citizens and increased trust towards local authorities

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Reforms to Be Measured and Evaluated

- **Objective**: local government service levels
  - Overall goals: (service) performance increases (by using the LG personalized dashboard)
  - Components/inputs: data, funding for the website, development of databases
  - Agencies involved: LGs

- **Scope**: personalized dashboard, training how to use the dashboard

- **Target**: all LGs
**Measurement Goals**

- **Focus**: website usage information (no of users, time spent), change of service performance
  - At what level: LG
  - Over what period of time: most likely over two years
  - With what frequency: monthly/yearly

- **What are the existing data systems**: national registers and manually collected data, website usage data (AI)
Impact Evaluation?

- What is the impact of personalized websites on LG service performance?
  - Have the LGs with a dashboard progressed more quickly (measured by service levels)?
Impact Evaluation Methodology

Total sample size
79 LGs

Arm 1
3
1/3 of LGs
Interactive indicators & specific recommendations

Control Group
1/3 of LGs
No personalized view

Arm 1/3 of LGs + Nudges
Challenges

• Discuss potential challenges/risks and how to tackle/mitigate them
• Four common examples:
  • LGs not interested
    • Useless indicators, lack of communication (unable to attract LGs), burdened by data (parallel systems?) etc
  • Unable to evaluate impact
    • Other factors/interventions impacting (new laws, support schemes etc)
  • Lack of or manipulation of data
    • Not motivated to provide data, malevolence etc
Timeline and Outputs

Planning and design 12/2020
- Methodology

Baseline data 12/2020
- Data analysis (incl verification) with LGs
- Monitoring reports (monthly)
- Lessons note

Implementation of reform 06/2021
- Data analysis (incl verification) with LGs
- Client workshop (?)
- Technical paper (?)
- Policy note (?)

Follow Up/Continued data collection continuous

Final Results/Project Outcomes 06/2023
- Client workshop (feedback)
- Technical paper
- Policy note

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Thank you!