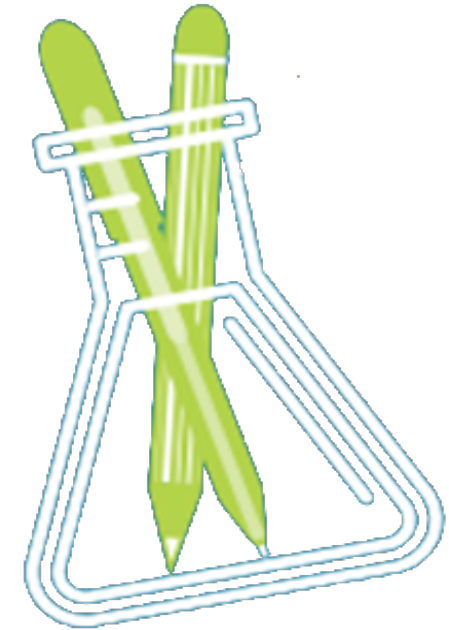


Measuring and Evaluating Determinants of Public Administration Productivity

Bureaucracy Lab

Development Impact Evaluation | Global Governance Practice

October 22-25, 2019, Brussels, Belgium



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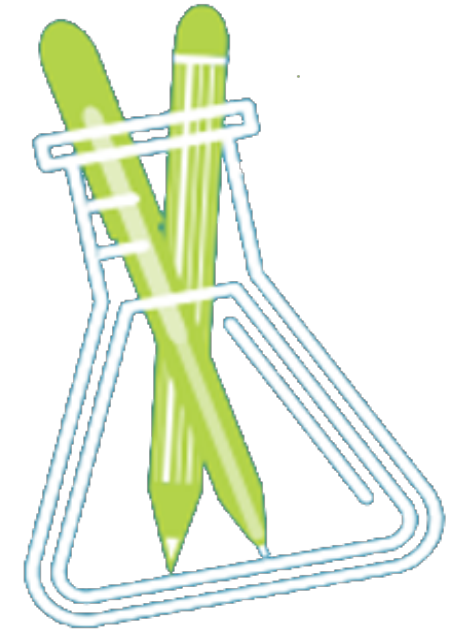
Mari Kalma, Kaie Küngas, Teele Annus,
Astrid-Helena Teär, Riina Maat

The Estonian Ministry of Finance

Bureaucracy Lab

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Measuring Local Government Services


Overview:

- Measure the level of services by using comparable criteria
- Assessed for 16 municipal main functions (kindergartens, basic education, youth work, mobility etc.) with more than 400 criterions.
- Target group: the public, municipalities and state
- Webpage under development (2020).



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The practice:
the idea
behind it

- **PEOPLE:** what can I expect? *Eg: public transport*
- **LG:** what should I provide? Am I doing well?
Comparison and strategic management
- **THE STATE:** what can I expect from LGs? How do I motivate LGs? Why should I decentralize?
Setting goals without new regulations



Example: social welfare for adults

Subgroups/service groups:

- **Management (8):** service provided in co-op with another LG
- **Employees and Infrastructure (4):** volunteers in nursery homes
- **Availability (8):** service information available on LG website
- **Effectiveness (2):**
 - 1) Ratio of people on home care VS in nursery homes
 - 2) No of people per 1000 inhabitants receiving social assistance benefit more than 6 mo

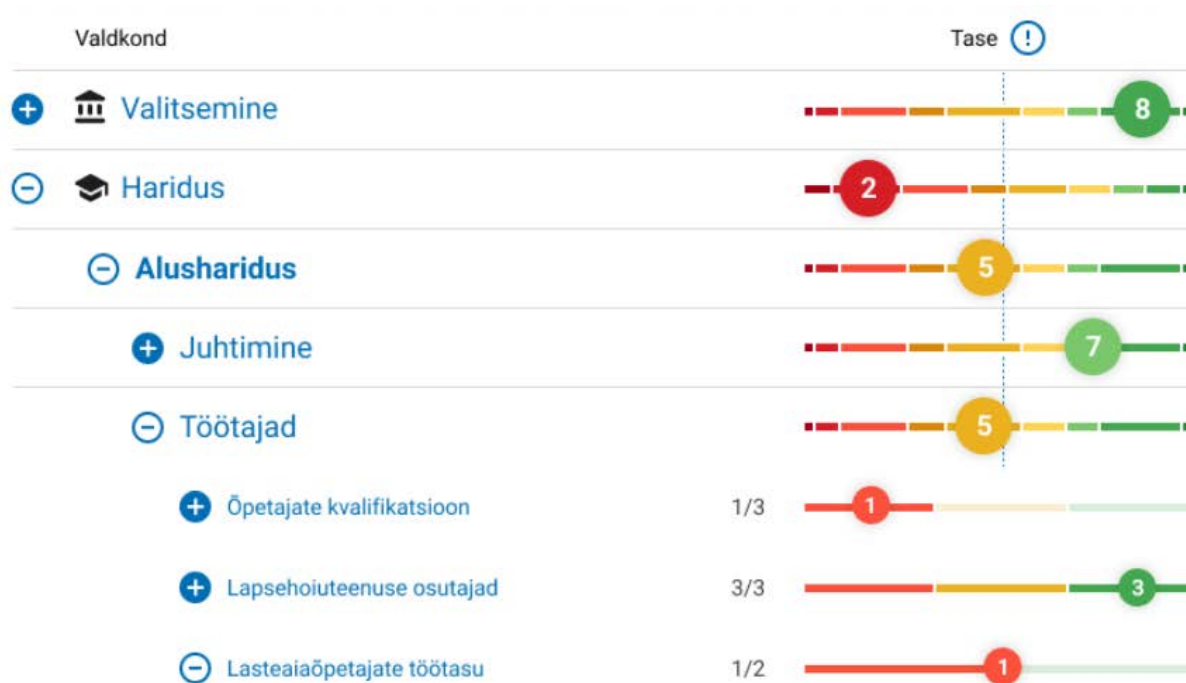
Base: <30

Advanced: <15

Excellent: <5



Website design



- ✓ **Vähemalt 75%** munitsipaallasteaedade laste lasteaedadel on ajakohastatud arengukava koos 3 aasta tegevuskavaga
- **Vähemalt 95%** munitsipaallasteaedade laste lasteaedadel on ajakohastatud arengukava koos 3 aasta tegevuskavaga (ei mõõdetata!)
- ✗ **Kvaliteediraamistiku arengukavade koostamise juhend**, millest lähtuvalt lasteaedasisid arendatakse

Lasteaiaõpetajate töötasu parameetri kirjeldus lorem ipsum dolor sit amet, consectetur adipiscing elit. Aenean euismod bibendum laoreet. Proin gravida dolor sit amet lacus accumsan et viverra justo commodo. *Allikas: Rahandusministeerium*

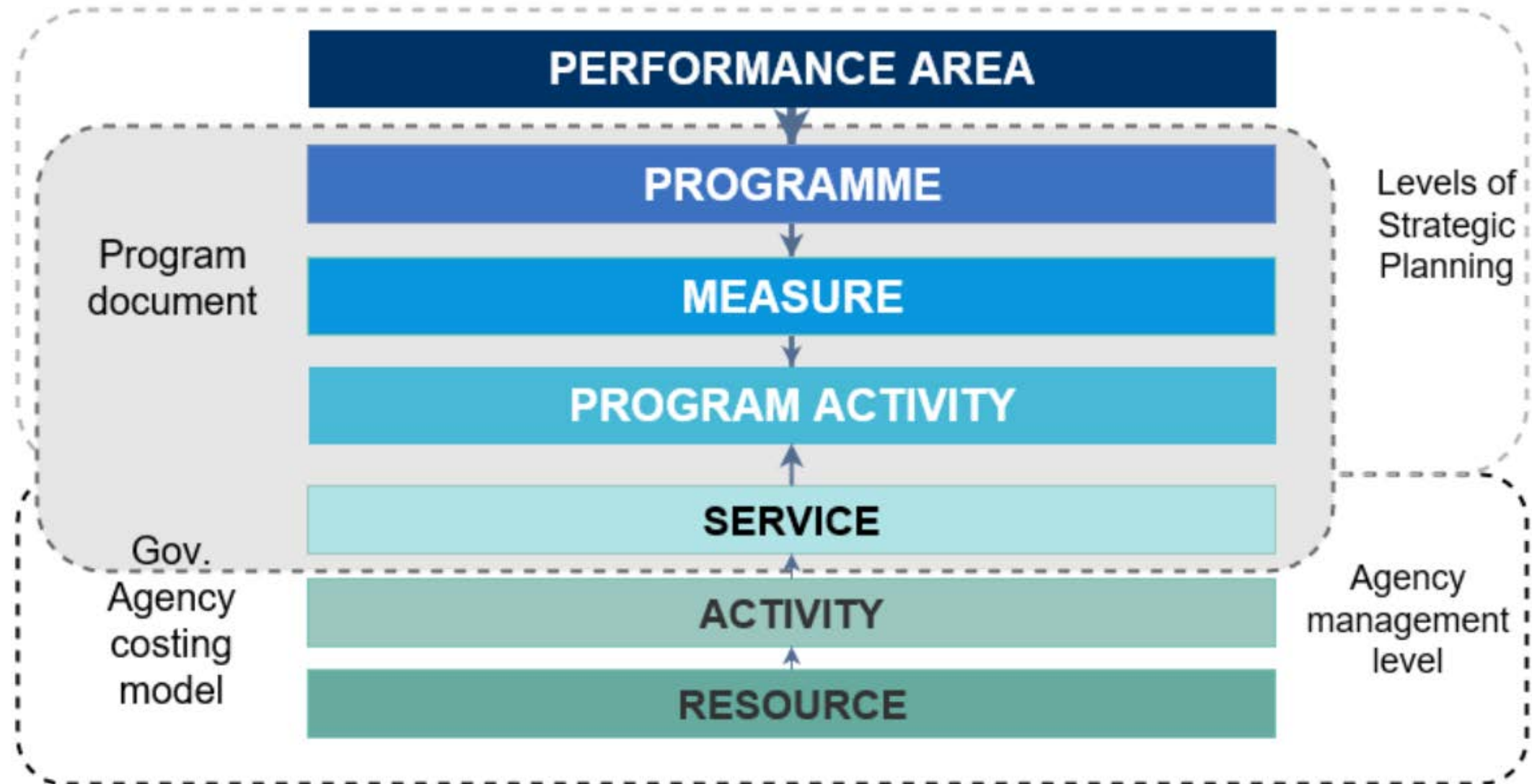


Pros & Challenges

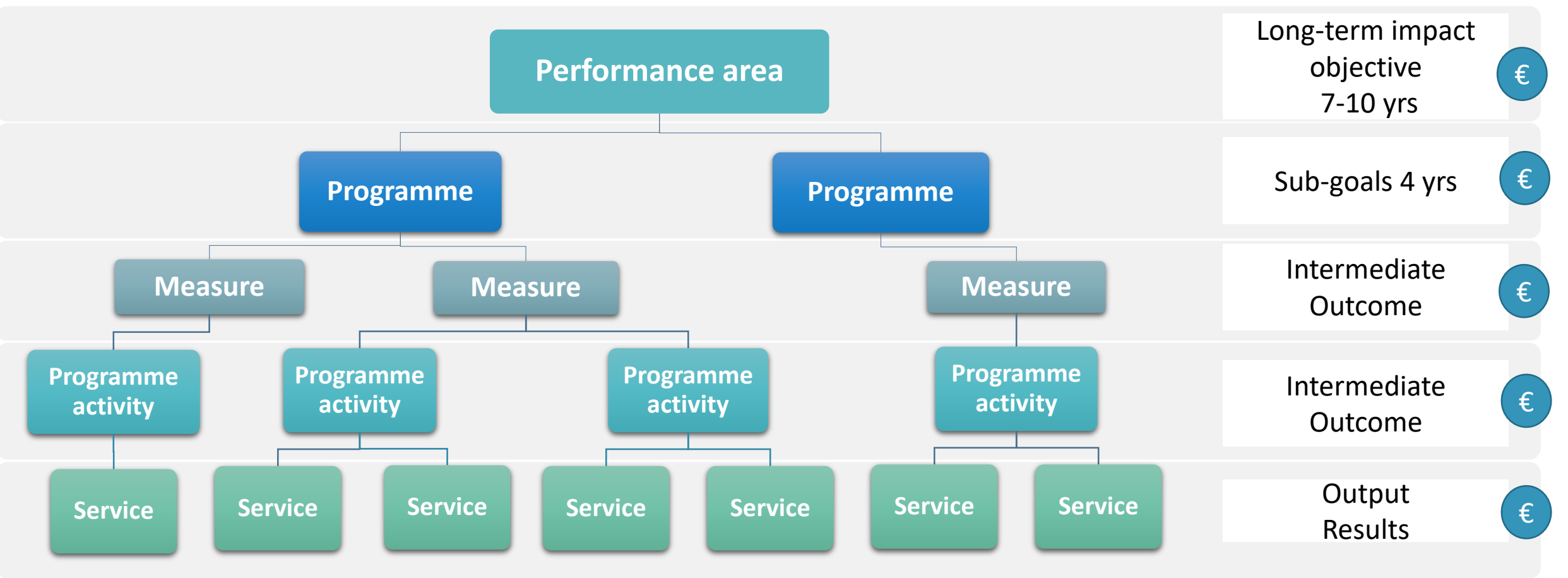
- **Pros:**
 - Objective
 - Strategic thinking: data is not just data
- **Challenges:**
 - Measuring activities, not results
 - Data availability problems
 - Difficult to measure effectiveness: complex problems (*how do I measure the need for a service?*)



Performance planning and budgeting



Financial and non-financial information planned and reported in the same hierarchy



Integrated reporting

Resources



Vehicles
Buildings
Costs associated to personnel
IT assets
Machinery and equipment
Grants
Material
Events
Other costs

Costs by economic Content



Labor costs
Payroll, taxes,
Representation costs
Operational costs
Transport, travel,
trainings, research

Other

Revenue
Capital costs
Depreciation



Personnel data



Gender of staff
Education
Grouping by posts of service
Age groups
Years of experience
Geographic location
Salary full-time equivalent
Reason for leave
Flow
Number of employees

Time



Work time used to services
or activities
Vacations
Travel for duty
Trainings

Clients



Public sector
Private sector
Individuals

Planning hierarchy

Performance area, Programme, Measure,
Program activity, Service, Service activity,
support service, support service activity



Outcome, output and Quality indicators



Public services

Clients

Examples

Direct services →



a person

- Social benefits
- Licences

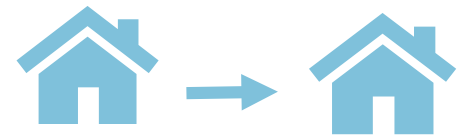
Indirect services →



society

- Policy planning
- Prevention
- Monitoring
- Law enforcement

Shared services →



other agency

- IT support
- Accounting



Support services

organisation
other services

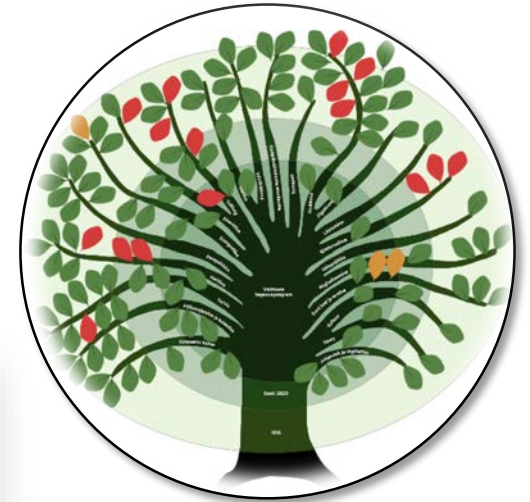
- Budgeting
- Legal aid
- Personnel management

Dashboards for every user

Simple high-level dashboard

Public dashboards

Government agencies and Ministries every management level dashboards



Integrated data reporting



Further developments ahead

Strategic co-operation

To enhance government cooperation for common goals. For example decreasing the number of performance areas and increase of co-operation programmes.

Efficiency indicators

Efficiency indicators - working out methodology and introducing in programmes and on agency level.

Standardisation

Analysing and unifying resource groups and support services for better state wide comparison of resources.

Spending Reviews

To foster the use of use SR as a tool for gaining efficiency and new knowledge for better decision making.



Local government services

Service standards for local governments. Dashboards publicly available for comparison.



Extend the scope of PBB users

Working out the concept for introducing PBB for state foundations and entities under public law.

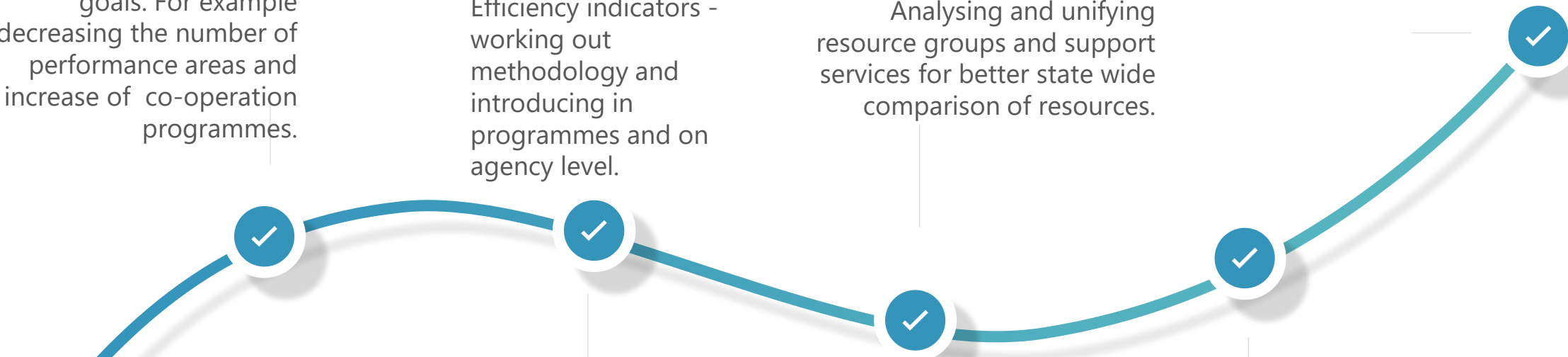


Optimize the use of IT systems in budget process

To enhance data flow and automation as well as renewal of the budget processes.



2020



Performance
area:

Governance

- State Finances Programme
- **Public governance policy programme**
- Regional Policy Programme
- Financial Policy Programme
- Civil Society Programme
- Programme for Supporting Governance and Prime Minister
- Archive Programm



Programme:

Public Governance Policy Programme

Objective:

Improvement of state administrative capacity through quality improvement of public administration and increase of effective resource management

Indicator	Actual	2020	2021	2022	2023
Central government share of expenditure of GDP	33,5%	Keeping the same level	Keeping the same level	Keeping the same level	Keeping the same level
Central government share of working-age population (20-64)/central government share of employment (20-64)	6,8%/8,7%	7%/9%	7%/9%	7%/9%	7%/9%
Central government compensation to employees (share of GDP)	6,5%	Keeping the same level	Keeping the same level	Keeping the same level	Keeping the same level



Measure:

Public
Governance
Policy
Programme

Measure 2.1 Arrangement of public sector organisation and resources

Object: Effective public administration and resource management

Indicator	Actual	2020	2021	2022	2023
Voluntary turnover of public servants in state authorities	7,2%	5-8%	5-8%	5-8%	5-8%
Number of organisations in central government	272	≤272	≤272	≤272	≤272
Average number of employees in central government authorities	200	≥200	≥200	≥200	≥200
Evaluation of the European Commission Scoreboard on public procurement management	satisfactory	satisfactory	satisfactory	satisfactory	satisfactory



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Programme activity and services:

Coordination and formation of state personnel policy and public administration policy

Programme activity 2.1.1. Developing a transparent and efficient public administration and personnel policy

Objective: Well-functioning administrative organization and competent staff of optimum size

Indicator	Actual	2020	2021	2022	2023
Share of central government employees in the capital	43,9%	Below 44%	Below 44%	Below 44%	Below 44%
Commitment of public servants in state authorities	3,35	<i>Not being measured</i>	3,43	<i>Not being measured</i>	3,5
General pay gap of public servants in state authorities	5,1%	Below 5,1%	Below 5,1%	Below 5,1%	Below 5,1%
Average wages of central government in comparison to average wages in Estonia	1,21	1,19-1,23	1,19-1,23	1,19-1,23	1,19-1,23
Share of training costs of state authorities salary costs	1,31%	Keeping the same level	Keeping the same level	Keeping the same level	Keeping the same level



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Thank you!



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