Measuring and Evaluating Determinants of Public Administration Productivity

Bureaucracy Lab
Development Impact Evaluation | Global Governance Practice
October 22-25, 2019, Brussels, Belgium
Collaborative Networks
Portugal

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Reforms to Be Measured and Evaluated

- **Objective**: Improve the productivity of the public administration through creation/expansion of collaborative networks in three/four domains:
  1. Contracting (active w/ different format)
  2. Healthy Workplace practices (new)
  3. Strategic management tools (next year)
  4. Other government support services (procurement/HR/etc)

- **Scope**: Network components
  - Web platform
  - Wiki/chat for troubleshooting/discussion
  - Meeting place for focal points in each department

- **Target**:
  - Central Public Administration Secretariats general (10)
  - Departments of state (Direcções gerais/Institutos públicos, ~ 150)
Impact Evaluation?

- What is the impact of accessing the network on adoption of practices and public sector productivity?
  - Are contracts written more consistently? Following best practices? Does this improve procurement effectiveness?
  - Are healthy workplace practices followed? Does this improve worker wellness?
  - Do strategic management plans help offices focus on their core business activities, and achieve their short- and long-term goals?
Measurement Goals

**Focus:** The key variables/topics on which data will be collected are
- On-line exchanges (network, contributions to the wiki)
- Contract texts (text analysis, real time; time to write a contract)
- Procurement outcomes (centralized dataset, real time, + surveys)
- Compliance with occupational health & safety requirements (admin data, surveys)
- Optional healthy workplace practices (surveys, baseline/endline)
- Worker health/subjective well-being (surveys, baseline/endline)
- Worker absenteeism/retirement/transfers (HR data)
- Strategic plans. Balance between support and business areas. (expert evaluation, real time)
- Plan completion (expert evaluation, real time)

**What are the existing data systems:** are there any pre-existing mechanisms that collect proxies of the variables/topics of interest?
- Procurement databases
- Contract litigation database (if available)
- HR Database
Randomized Rollout of Trainings for Network Access

Total sample size
150 offices

Arm 1
75 offices
Network participation/access now

Arm 2
75 offices
Control. Network access in phase 2 (in 2 years?)
Challenges

● Spillovers
  ● Control group learns and accesses the network - mechanisms to prevent it?
  ● We will be able to see the frequency with which the control group access the online platform

● Network externalities: The value of the network is larger, the more people use it.

● Need to hire developers/facilitators to create platform, run trainings.

● Government is currently being restructured after recent election. Uncertainty regarding which ministry will be responsible for spearheading the project (will hopefully be resolved in next 1 month).
Timeline and Outputs

Planning and design
10-12/2019

• Presentations with relevant stakeholders
• Definition of final intervention and sample

Baseline data & Platform Development
01-08/2020

• Baseline data collection (administrative and surveys)
• Design client workshop/training
• Platform Development
• Piloting

Implementation of reform
09/2020

• Implementation of initial trainings
• Launch of the network platforms

Continued data collection
09/2020 - 12/2022

• Data collection

Final Results/Project Outcomes
1/2023

• Endline data collection
• Data analysis
• Working paper
• Dissemination events
Thank you!