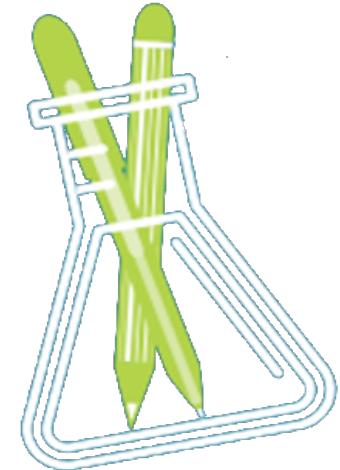


Measuring and Evaluating Determinants of Public Administration Productivity

Bureaucracy Lab

Development Impact Evaluation | Global Governance Practice

October 22-25, 2019, Brussels, Belgium



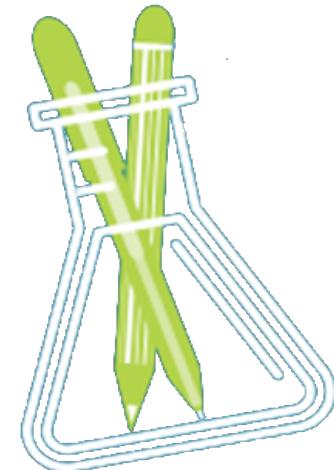
Collaborative Networks

Portugal

Bureaucracy Lab

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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 domain::
 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)



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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?



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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



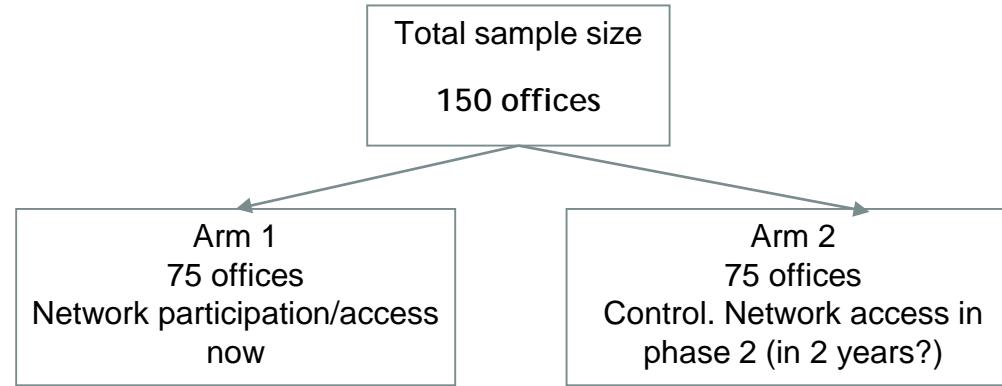
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Impact Evaluation Methodology

Randomized Rollout of Trainings for Network Access



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Challenges

- Spillovers

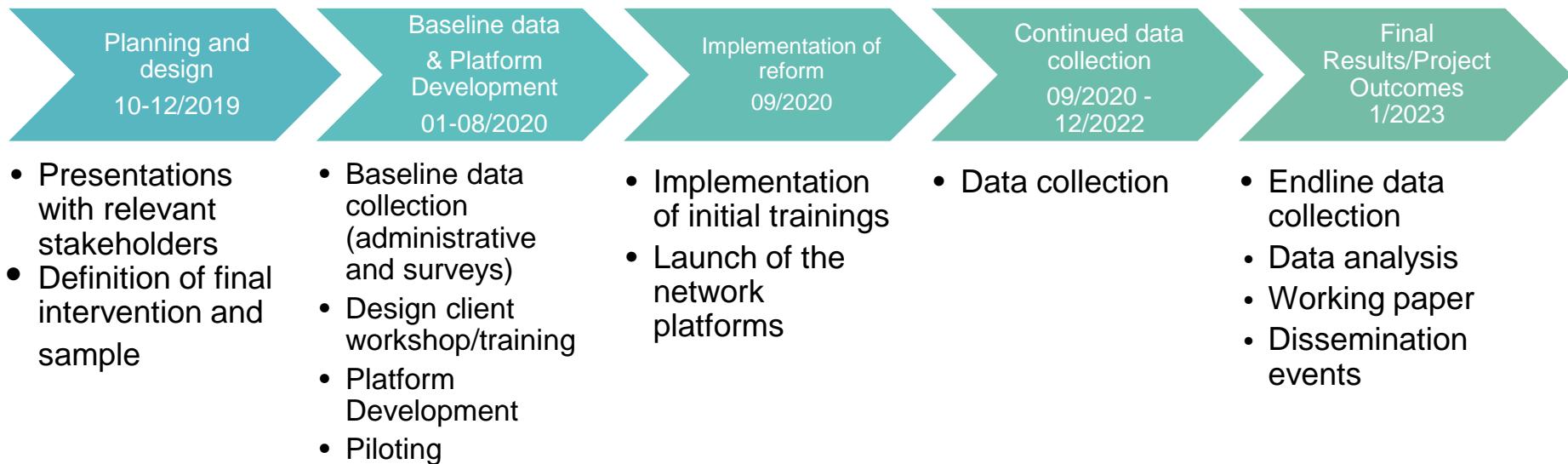
- Control group learns and accesses the network - mechanisms to prevent it?
- We will be able to see the frequency with which the control group access the online platform
- Network externalities: The value of the network is larger, the more people use it.
- Need to hire developers/facilitators to create 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).



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Timeline and Outputs



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Thank you!



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