Chapter II

Performance Measurement and Evaluation of E-Government and E-Governance Programmes and Initiatives

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ABSTRACT

This chapter explores the ways in which e-government and e-governance have been and can be evaluated and how performance measures can be developed in this field . It begins by examining the aims and objectives of e-government and e-governance, as highlighted by a number of different international bodies and governments of OECD member countries. The chapter then explores some key issues in the performance measurement of e-government and e-governance, and the options for performance indicators for e-government and e-governance. It goes on to consider the scope for evaluation of e-government programmes and initiatives, and possible frameworks by which such evaluation might be undertaken. Finally, it sets out some interim conclusions and recommendations for a range of different stakeholders.

INTRODUCTION

This chapter was commissioned by the Public Management Service [PUMA] of the OECD as part of its e-Government Task Force initiative. This initiative took as its starting

point that e-government has the potential to be a major enabler in the adoption of good governance practices, with a major focus on the longer-term vision (2005-2010).

The topic for this chapter is the need for performance measurement and evaluation in e-government and e-governance. It is intended to help in the design of an evaluative framework which will have a number of complementary purposes:

•   to clarify what works and what does not work
•   to provide evidence for strategic choices and investments
•   to highlight critical success factors in implementation
•   to highlight possible side-effects and unintended consequences

The chapter begins by setting out its aims, purpose and the methodology which has been used. It then examines the aims and objectives of e-government and e-governance as highlighted by a number of different international bodies and governments of OECD member countries. The chapter then explores some key issues in performance measurement of e-government and e-governance, and the options for performance indicators for e-government and e-governance. It goes on to consider the scope for evaluation of e-government programmes and initiatives, and possible frameworks by which such evaluation might be undertaken. Finally, it sets out some interim conclusions and recommendations.

AIMS OF THIS CHAPTER

In line with these intentions, the aims of this chapter are:

•   To develop a conceptual approach for the measurement and evaluation of e-government and e-governance, while taking account of the differing context in OECD Member Countries.
•   To identify key themes and issues in e-government and e-governance and to suggest how they might be tackled.
•   To analyze the issues, with a focus on identifying potential and existing solutions and approaches.
•   To identify a library of potential performance indicators for e-government and e-governance, which are likely to be interesting to different key stakeholders in the public domain.
•   To identify key information sources for performance information, current gaps and approaches which might rectify these gaps.
•   To identify appropriate approaches for the evaluation of e-government and e-governance programmes.
•   To make recommendations for priority areas in the measurement of the performance of e-government and e-governance and the evaluation of e-government and e-governance programmes.

The purpose of this chapter is to contribute to the overall debate on e-government and e-governance both within and between OECD Member Countries. The chapter has therefore been written with these multiple audiences in mind. The methodology used

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