

Benchlearning methodology: measuring online public service impacts

7° Eastern European eGov Days

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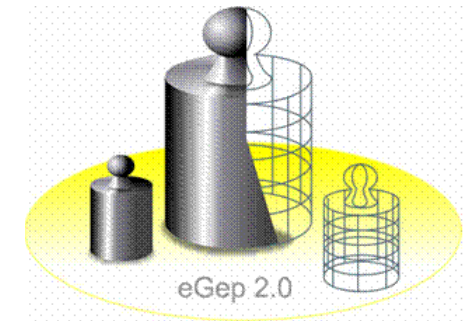
Session 5C Measurement & Evaluation

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- ❑ Rooted in eGEP's findings – eGovernment Economics Project, Benchlearning is a mean ...
 - to test the comparability of impact indicators,
 - to build measurement awareness and capacities,
 - to share good practices.

- ❑ 12 public agencies covering 10 European countries have freely committed themselves to join 3 Pilot eGovernment Benchlearning exercises on a 2-yearly time span:
 - Pilot 1 on efficiency gains
 - Pilot 2 on administrative burden
 - Pilot 3 on citizen centricity

- ❑ Through a systematic data gathering, the Agencies will prove whether eGovernment services and applications are finally delivering the expected outcomes.





A **bottom-up collaborative benchmarking** based on a peer-to-peer experimental exchange among fairly comparable public agencies from at least two different EU Member States, designed as a **symmetric learning process**, that (...) will implement and calculate more sophisticated indicators in a chosen area of impact the ICT enabled services the selected agencies provide and in the process will build **transformative capacities**.



❑ **Benchlearning is:**

- **Voluntary**, bottom up and learning oriented;
- **Flexible**, indicators can be adjusted to the context and are not rigidly imposed in a top-down manner

❑ **Reciprocal learning cycle among agencies:**

- An organisational and service delivery structure with a certain degree of **comparability**,
- A low degree of diversity in the **measurement systems** already in place.

❑ **Provides insights and learnings on the eGOV value chain:**

- Key **drivers** and success factors;
- Main **barriers**;
- Organisational **processes and input**.

About the Pilot:

- ❑ Pilot measurement of “efficiency gains” of cadastral e-services:
 - Development of a set of indicators that can be used to measure the efficiency gains and savings due to cadastral e-services delivery
 - In line to agencies’ requests, definition of indicators to assess the added value of online cadastral information supply, both in terms of internal and social impact
 - Data gathering and analysis
 - Shared experiences among agencies

Agencies involved:

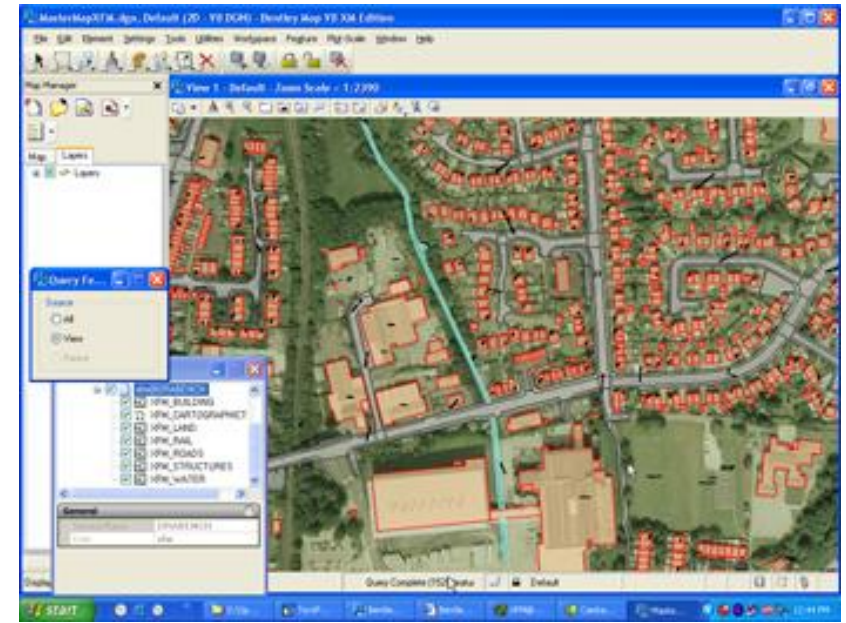
- ❑ Agenzia del Territorio (Italian National Cadastre)
- ❑ Oficina Virtual del Catastro (Cadaster Virtual Office of Spain)
- ❑ Lantmäteriet (National Land Survey of Sweden)

Observers:

- ❑ Regional agencies (Emilia-Romagna, Catalonia)

❑ As a common ground, cadastres are national real property registers that **collect** and **process** information on:

- Ownership;
- Tenure;
- Location;
- Dimensions;
- Use of land;
- Value of properties.



Example of ICT-based cadastral register

❑ **Financing** system(s):

- Transfers from other levels of government;
- Agency budget as a part of the Ministry budget;
- Service fees.

Involved agencies provide **cadastral services** in a different manner although they manage, under a qualitative perspective, the same amount of **information**.

In-depth analysis of the organisational and service delivery structures

Organising data collected by accurate research drivers

Defining a common ground to work on

Taking advantage of the expertise and involvement of the agencies

- ❑ Differences between services labelled in the same way
- ❑ Different provided services;
- ❑ Different system of data records and database;
- ❑ Different services aims and related measurement system;
- ❑ Different starting points.

- 1) A preliminary presentation of a list of impact indicators stemming from eGEP
- 2) Data collection phase:
 - a. to match the proposed indicators and measurement areas with existing measurement system and agencies needs
 - b. to identify the most comparable service
- 3) Definition of a new set of indicators and calculation procedure taking into consideration both efficiency gains measurement and an indicator measuring added value of information online delivery

General efficiency indicator
$\Delta\%$ case handled per processing full time equivalent
$\Delta\%$ K€ full time equivalent gains
$\Delta\%$ economies of scale gains
$\Delta\%$ in revenue gains from improved coverage
$\Delta\%$ in improved inter-operability score
$\Delta\%$ in the number digital knowledge sharing platforms for public agencies
$\Delta\%$ in overall inter-institutional co-operation score
$\Delta\%$ in number of queries at front office <i>vis à vis</i> $\Delta\%$ in overall number of queries
$\Delta\%$ in the number of errors in provided information
$\Delta\%$ in the number of provided services

State of the art: choosing comparable services

SERVICE TYPOLOGY	Agenzia del Territorio (IT)	Oficina Virtual del Cadastro (ES)	Lantmäteriet (SW)
Information /data certification	<ul style="list-style-type: none"> ❑ Search in the public register of real estate ❑ Cadastral data query 	<ul style="list-style-type: none"> ❑ Cadastral data query maps and certificates ❑ Multiple query service ❑ Data certification ❑ Certificate of cadastral data ❑ Massive exchange of information 	<ul style="list-style-type: none"> ❑ My property ❑ Property search for all / professional
Updating procedures	<ul style="list-style-type: none"> ❑ Online submission of cadastral related documents ❑ Request for cadastral data rectification ❑ Online submission of real estate related documents 	<ul style="list-style-type: none"> ❑ Online communications of real estate related documents by notaries 	<ul style="list-style-type: none"> ❑ Cadastral procedures
Maps and other services	<ul style="list-style-type: none"> ❑ Real estate market observatory ❑ Portal of municipalities 	<ul style="list-style-type: none"> ❑ Cadastral maps and web services 	<ul style="list-style-type: none"> ❑ Credit market system ❑ Maps

- ❑ The PSI (Public Sector Information) indicator is aimed at:
 - Investigating the added value of online information supply, both in terms of internal and social impact.

- ❑ The Efficiency indicator is aimed at:
 - Determining monetary equivalent to Full Time Equivalent (FTEs) gains (internal efficiency)
 - Measuring the added value of the online delivery of information for the users by determining the monetary equivalent to time and cost savings by users (social efficiency).

	INTERNAL	SOCIAL
PSI	<p>Meeting unexpressed demand</p>	<p>Time saved by users</p>
EFFICIENCY	<p>FTE gains and savings</p>	<p>Time saved by users in terms of yearly wage and transportation cost</p>

- ❑ The **Internal PSI indicator** measures the growth rate of cadastral information service demand, which represents an indirect demonstration of the time saved within the organisations and in their back offices.
- ❑ The **Social PSI indicator** aims to measure the time saved by users after the introduction of online cadastral services.
- ❑ The **Internal Efficiency indicator** takes into account two factors:
 - the gain due to FTE reduction after the introduction of eServices
 - the potential savings by eliminating FTEs in front office activity for all additional data queries managed online.
- ❑ The **Social Efficiency Indicator** make use of the concept of time as a limited resource, and gives it a value in terms of wages and transportation costs saved by cadastral service users.

Indicators and calculation procedure

DEFINITION	INDICATOR	CALCULATION PROCEDURE	SOURCES
1. Internal PSI Indicator	Service demand growth (%)	(Number of cases handled yearly after the introduction of the eService/Number of cases handled yearly before the introduction of the eService)*100	Administrative Records Data
2. Social PSI Indicator	Time saved by users after eService introduction (per year)	(Number of visits saved yearly after the introduction of the eService*Average time spent per visit to reach the Cadastre office and spent at the front office) – (Average time spent using the eService per data query*yearly using on-line data queries)	Administrative Records Data, assumptions
3. Internal Efficiency Indicator (1)	Δ€ full time equivalent gains	Yearly cost of the FTEs employed to provide the service BEFORE the introduction of the eService - Yearly cost of the FTEs employed to provide the service AFTER the introduction of the eService	Administrative Records Data
3. Internal Efficiency Indicator (2)	Δ€ full time equivalent savings	Annual cost of the FTEs potentially necessary to manage on-line data queries*Annual on-line data queries	Administrative Records Data
3. TOTAL Internal Efficiency Indicator	TOTAL Δ€ full time equivalent gains	Internal Efficiency Indicator (1) + Internal Efficiency Indicator (2)	Administrative Records Data
4. Social Efficiency Indicator (1)	Δ€ saved by the service users in terms of wages	TOTAL time (hours) saved by users after the introduction of eService (Social PSI)* Average national hourly wage	Administrative Records Data, assumptions
4. Social Efficiency Indicator (2)	Δ€ saved by the service users in terms of transportation costs	Average national daily transportation cost per person*total number of visits saved annually by users after the introduction of eService	Administrative Records Data, assumptions
4. TOTAL Social Efficiency Indicator	TOTAL Δ€ costs saved by the service users	Social Efficiency Indicator (1) + Social Efficiency Indicator (2)	Administrative Records Data, assumptions

- ❑ Strong interaction among agencies is the key to achieving valuable project results
- ❑ Comparable public organisations should be selected
- ❑ The relevance of the adopted methodology is the capability of delivering meaningful results more than international rankings
- ❑ The involvement of a third part facilitator should not lead one to underestimate the effort voluntarily put forth by agencies themselves
- ❑ An outstanding analysis has to be carried out on the incurred costs for the management of the online service delivery

- Second measurement of chosen impact indicators
- Final input for elaboration of eGEP 2.0
- Measurement sustainability extended to epractice.eu
- Set of guidelines on the measurement framework
- Set up of the measurement model within the agencies