

Evaluating eGovernment

Evaluation as a Tool to Increase Efficiency, Effectiveness and Quality of eGovernment

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Content

- **Why?**
 - Information society challenges
 - eGovernment expectations
- **What?**
 - Infrastructure, policies, strategies, human capital, quality, management and performance
- **How?**
 - Typology, tools, and quality standards
- **Consequences?**
 - Managerial and political decisions, PCM

Purposes for Evaluation

- **Information Society challenges:**
 - ICT infrastructure, eSafety, eAccessibility and eReadiness
- **Raise of expectations:**
 - Flexible cooperation between state bodies, businesses and citizens
 - Transparency, efficiency, effectiveness
- **Governance**
 - Quality of democracy
 - Strategic management, PCM
 - (Evaluation provides support to decision making)

PCM and Evaluation

1. Strategic management

Mission, vision,
objectives, aims



2. Planning

Indicators, processes,
methods, management

Description



3. Implementation

Target groups, outputs,
outcomes, impacts

Evaluation



4. Assessment

Long-term impacts, quality
assessment, re-planning

External Environment

Internal Environment

Why do we evaluate?

- Support the **(re)design of a (new) programme or duplication** of a programme elsewhere
- Verification if the programme is really **running as originally planned**
- Understand, verify or increase the **outcomes, results and impact** of programme and its activities
- **Improve implementation** mechanisms to be more efficient and less costly
- Enforce relationships among **partners** (may include beneficiaries as well) improve their capacity for programme successful implementation
- Produce sources for **dissemination** of best cases, experience and lessons
- Produce valid **comparisons** among programmes to decide which should be retained, for example when the financial resources are cut

What can be evaluated? (1)

- **Management and performance**

- **Savings** (time, resources, human capacity) expected – not always the case, some applications increase the costs, some are neutral, only few are actually cost-effective
- **Traditional processes** need to be rebuilt, rethought, and optimized before being switched to their digital form
- This area is crucial for achieving the expected **objectives**
- **Evaluation** of control mechanisms, the layout of roles and responsibilities, appropriate management practices, the involvement of feedback mechanisms, the maintenance of the strategic lines, the growth of human capital, the monitoring system, and information flows.

What can be evaluated? (2)

- eGov Infrastructure
 - Issues of security (eSafety)
 - Availability (eAccessibility and eReadiness),
 - Efficiency and effectiveness of investments
- Policies and strategies
 - Compliance and consistency
 - Revisions in terms of socioeconomic development, global trends, external influences (international benchmarking)
 - Real outputs, outcomes and results, long-term impacts, target groups and their needs

What can be evaluated? (3)

- HRD and human capital
 - Stakeholders' involvement
 - Citizens
 - Politicians and decision makers
 - Entrepreneurs
 - eGov management and clerks
 - administrators of grants
 - subcontractors etc.
 - Territorial impacts, sectoral impacts, service users
 - HRD: computer literacy, conformity, values

What can be evaluated? (4)

- Quality and relevance of eGov supply
 - the question of the availability of services, monitoring of their use, needs and expectations of the public, public readiness for this offer, availability of barrier free service, quality of service, etc.
 - sub-evaluations: the evaluation of the quality of services includes both methods of benchmarking (comparison with pre-selected sample and time period) and classical methods of investigation of the target groups, evaluation of users, information audits, audits of availability, etc.

Typology, tools, and quality standards (how)

- Typology
 - Time: ex ante, mid-term, ex post, and ongoing
 - Phase: objectives, processes, outcomes, impacts
 - Type: formative or summative
 - Relationship: internal or external
 - Methods: comparative, contextual, interpretative
 - Alternative Typology:
 - Strategic Evaluation
 - Operational Evaluation
 - Complex Evaluation
 - Thematic Evaluation
 - Self-assessment
 - Participative model

Problem identification	Planning / policy formulation	Policy implementation and monitoring	Policy evaluation and feedback
	objectives-based evaluation	process evaluation	outcomes evaluation
		outcomes evaluation	impact evaluation
	formative evaluation	formative evaluation	summative evaluation
	ex-ante evaluation	on-going evaluation	ex-post evaluation
strategic evaluation	strategic evaluation	operational evaluation	strategic evaluation
needs assessment		self-evaluation	complex evaluation
thematic evaluation	thematic evaluation	thematic evaluation	thematic evaluation
client-based evaluation			side-effects evaluation
internal evaluation	internal evaluation	external evaluation	external evaluation
external evaluation	external evaluation	internal evaluation	internal evaluation

Tools

- Overall purpose, description, advantages, limits, risks, relevance, efficiency, effectiveness, target group/s, outputs
- SWOT, data analysis, desk research, survey, structured interview, questionnaire, focus groups, observation, benchmarking, expert panel, case studies

Sources

- EVALSED – *the online and interactive resource for the evaluation of socio-economic development* (<http://www.evaled.info>)
- UN, UNICEF, WB, EC – own standards
- OECD – DAC Evaluation Quality Standards (<http://www.oecd.org/dac/evaluationnetwork>)
- European Evaluation Society (<http://www.europeanevaluation.org/>)
- IDEAS (<http://www.ideas-int.org/>) and other associations

What do we receive from evaluation

- Core Reports: inception, interim, final
- By-reports: SWOT, studies, thematic reports
- Case studies
- Focus groups, expert panels
- Workshop, conference, presentations
- Web site, online discussion list
- Visualization, film, simulation, game

What do we expect from evaluation

- From its beginning it has to be clear: **what** we are going to do with the evaluation conclusions and recommendations, what happens next and **when**, who will do it, and **who** is responsible for what
- We expect changes
 - In priorities
 - In methods/tools
 - In objectives and aims

Thank you for your attention!

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