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eGovernment Monitor Network

Project no.: 224998

**European eGovernment Measurements -
Final eGovMoNet conference**

eGovMoNet
eGovernment Monitor Network

Date: 08 – 09 April 2010

Venue: Committee of the Regions, Brussels

Coordinator Mikael Snaprud, UiA

Rapporteurs: Lasse Berntzen
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This document consists of 31 pages including this cover

Summary

The European eGovernment Measurements Conference was the final event in a series of workshops conducted by the EU-funded thematic network eGovMoNet (eGovernment Monitor Network). Over two years experts across Europe have reviewed and discussed national and regional eGovernment measurement frameworks addressing user satisfaction and impact. In April 2010 eGovMoNet had 43 project partners and well over 300 ePractice community members from all over Europe, including practitioners from SMEs, NGOs, consultancies, universities, and government.

The eGovMoNet Final Conference took place in the premises of the Committee of the Regions in Brussels from 08 – 09 April 2010.

The event showcases the network results, including

- an overview of eGovernment user satisfaction measurements,
- examples of impact measurements,
- a session on innovative eGovernment and measurement approaches,
- a panel on use and misuse of eGov measurements, and the future directions of eGovernment measurements.,
- a session on levels of eGovernment measurement (regional, national, European, and beyond),
- a Knowledge Café session about openness in eGovernment measurements,
- discussions about recommendations from the network for good practices in eGovernment measurements and methodology design.

More than 50 practitioners attended the conference. In the following a brief summary of the discussions around the presentations and interactive sessions is presented. All presentations from the eGovMoNet meeting are available online at: <http://www.epractice.eu/en/workshops/egovmonet2010> .





The conference was kindly supported by the European Commission Competitiveness and Innovation Program, the Committee of the Regions and ePractice.

EUROPEAN UNION



Committee of the Regions



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Welcome and overview of this meeting

Notes by: Liu Xiufeng

Mikael Snaprud (eGovMoNet project coordinator, University of Agder) welcomed all participants to the final conference on European eGovernment measurements.

Mikael welcomed the input from everyone and presented a brief review of the eGovMon project and eGovMoNet:

- he introduced both project in general;
- he introduced the associate partners;
- he presented a timeline of the main past events, and an outlook to planned events for a phase 2 of the network;

Furthermore he proposed deliverables of eGovMoNet phase 2:

- Tools available online to check the services of eGovernment;
- Exchange the experiences of the network, e.g., practical experience, every regional benchmark going-on;



Mikael Snaprud (UiA), eGovMoNet coordinator

Agenda

Thursday 2010-04-08

time	Topic	presenters
0930	Welcome coffee and registration	
1000	Introduction Welcome and overview of the meeting	Mikael Snaprud, University of Agder, Project co-ordinator
1015	Committee of the Regions and eGovernment	Bob Bright Committee of the Regions, (UK/PSE)
1030	Network address from the European Commission	Kjell Hansteen, European Commission, DG Information Society and Media
1050	Break	
1110	Impact measurements - State of the art and beyond.	Gino Verleye, University of Ghent.
1145	Keynote: From measuring user satisfaction to measuring user engagement	Jeremy Millard, Danish Technology Institute.
1230	Lunch	
1330	Quality of (Digital) Services in e-Government	Barbara Re, University of Camerino
1400	Keynote on eGov and Web 2.0	David Osimo, Tech4i2
1445	Break	
1500	Innovative eGovernment measurements session	Lead by Mikael Snaprud, UiA.
	Security and privacy issues for Web 2.0 use in eGovernment.	Christophe Strobbe, KU Leuven.
	Online games in eGovernment.	Eric Velleman, Accessibility
	Policy consultation	Annika Nietzio, FTB
1630	Break	
1650	Panel introduction	Christine Mahieu, Fedict
	Panel on use and misuse of eGov measurements, and the future directions of eGovernment measurements.	Kim N Andersen, CBS Raph de Rooij, ICTU Patrick Wauters, Deloitte Consulting, Matt Poelmans, burgerlink
1800	Break	
1830	Buffet at COR	

Friday 2010-04-09

time	Topic	presenters
0930	Levels of eGovernment measurement	
	Regional eGovernment measurements	Bob Bright, Committee of the Regions, (UK/PSE)
	UK measurement practices	Stephen Jenner, Proving Services
1030	Break	
1100	European eGovernment Measurements. The member states roadmap.	Barbara Lörincz-Gentile, Capgemini Consulting
	eGovernment and measurements beyond Europe.	Peter Röhlig, Wibe
1200	Lunch	
1240	Introduction of the knowledge café	Mikael Snaprud and Juliane Jarke, UiA
1250	Knowledge café - Elaborate on network recommendations – to be based on outcomes of the measure papers, lessons learned in the network, best practices among the partners.	All
1350	Break	All
1410	Knowledge café session wrap up. Lessons learned and Preliminary Network recommendations.	Juliane Jarke, UiA
1440	The roadmap ahead, and beyond Europe – future network activities.	Mikael Snaprud, UiA
1500	End of the final eGovMoNet conference	

Presentations

1 Committee of the Regions and eGovernment

Bob Bright Committee of the Regions, UK/PSE, Councillor, Leader of Newport City Council

Notes by: Liu Xiufeng

- Introduce the eGovernment status of the European Committee of the regions:
 - The history;
 - Why eGovernment is important, e.g., fill the gap between EU regional government and the public citizen, increasing to work together between the regional and the global, etc.
 - Current status of eGovernment development status of the committee *Bob Bright, UK/PSE* of regions;
- Introduce the properties of effective eGovernment, e.g.,
 - Stable
 - Local and global government
 - Development goals
 - Online business services
- Give his opinions about the eGovernment in EU:
 - Increase the importance;
 - Become interactive;
 - Apply super-band fast network;
- Introduce various eGovernment projects and conferences;
- Introduce the project of eGovernment of committee and the benefit to the public



2 Network address from the European Commission

Kjell Hansteen, European Commission, DG INFSO

Notes by: Liu Xiufeng

- Give general EC perspectives of the network
- Introduce eGovMoNet Network history, the ePractice platform, and impact, e.g., monitoring the eGovernment progress in general;
- Introduce the timing of the eGovernment project.
- Observations on eGovMoNet in ePractice e.g.
 - One of the most active communities: every sharing experiences, etc. where the contractual obligations are not only fulfilled but in several cases with a good margin.
- Happy to see the highly interesting topics and speakers in the conference program.
- Would welcome initiatives to continue the network in to a phase 2 as indicated.

3 Impact measurements - State of the art and beyond

Gino Verleye, University of Ghent

Notes by: Liu Xiufeng

- Introduce the aim of this paper
 - Programmatic approach
 - Make people think
 - What to measure, and how to measure?
 - Methodologies
 - Academic and applied cases
 - a few cases about applying
- Introduce special features of this paper
 - Open to qualitative and quantitative
 - Do's and don'ts with statistics
 - Pitfall of benchmarking
 - End to end example
- Introduce the structure on p44
 - Authors and contributors
 - Contents of the paper
- Introduce the definition such as input, output outcomes and impact.
- Explain the meaning of impact used in the paper.
 - The measurable effect of service initiatives that make a difference to its users, providers or society
- Introduce the first part of the paper — requirements for a practical and useful, valid and scientific impact measurement assessment
 - Statistical techniques
 - Work on sampling,
- Introduce recent work on impact measurement and reporting: overview of selected measurement cases.
- Look on the project on a national level:
 - list of projects
 - focus on innovation on citizen satisfaction focusing on solving people's problems etc.
- Good practices in the academic and applied world
- Introduce UK cases in general, which will be presented further by Stephen on next day.
- Conclusion
 - Lack of coherent national mechanisms for evaluation in EU;
 - Difficult to identify non-overlapping targets for measurements and contributions made by different public agencies in their achievement;
 - Further complicated by legislative and organizational differences.

Questions:

Mikael: From your experience have you found evidence of impact of the impact measurements?

Gino: No, not really this seems hard to do.

How to automate the measurement?

How to find the satisfaction of the users?

< We should try to get in some answer. >

4 Keynote: From measuring user satisfaction to measuring user engagement

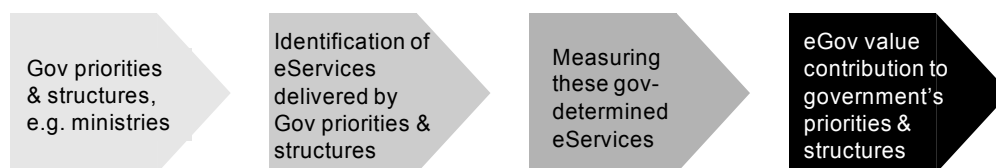
Jeremy Millard, Danish Technology Institute

Notes by: Miriam Braskova

This presentation was delivered remotely via skype.

4) Start from social and user priorities

Government-determined: how we measure today



Social/user determined: how we (should) measure in future

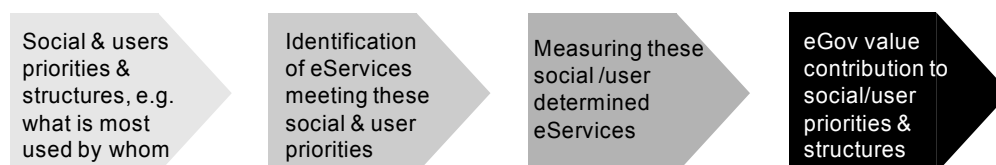


Illustration 1: From government-determined to user-determined measuring (Jeremy Millard, DTI)

Discussion:

Q: Mikael Snaprud– presented measurement – Have you seen any evidence, that people start measure servers providing services (what is happening in the back office)?

A:Jeremy – Interesting context, but no clear evidence. Important issue, but not enough knowledge and information.

A:Barbara Re– example in Italy, afternoon presentation.

Q:Mikael – UN measurement, methodology from UN can be used/involved in Europe?

A:Jeremy - UN does not have enough financial resources to take care about itself. Cooperation is in progress. There can be benchlearning done but also global perspective should be take into consideration, not only UN approach.

Q:Jeremy – *Government is giving huge amount of data publicly available in UK. Is something like this also happening in other EU countries?*

A:Matt Poelmans– In Netherlands it is starting now. Also Australia can be an interesting example

Q:Kjell Hansteen– *How about information on pensions? In Norway you can calculate your pension in 3 minutes, just entering data into system. I think some data can be public, some not (I would not really like to see my pension publicly available).*

A:Jeremy – Data and services should be split into groups to some extent to keep the privacy, data protection needs to be put in place

Comment:David Osimo– regional level, bottom-up and independent initiatives are here regarding open data, e.g. ourdata.eu, Open Knowledge Foundation; in Germany, Finland, Flanders, etc. Google, Microsoft are also having public data available.

5 Quality of (Digital) Services in e-Government

Barbara Re, University of Camerino

Notes by: Miriam Braskova

Q:Christine – *Back office measurement – is this tool already used by administration?*

A:Barbara – we worked on requirements with regional representatives, final study will be presented in 2010, but still only research activity.



Barbara Re, University of Camerino

6 Keynote: eGovernment and Web 2.0

David Osimo, Tech4i²

Notes by: Miriam Braskova

Q:Kim N Andersen – new technology will change power relations between citizens, government.

A:David – technology empowers more people to have power.

Q:Matt Poelmans - to find a common ground between civil servants, politics and citizens - not to put more power only into citizens.

A:David – I do not see government and citizens as two divided things, so they have to be considered as one system.



David Osimo, Tech4i²

Q:Representatives of CoRegions(Greece) – I see you as really progressive person and right but progressive opinion. How do you see open democracy?

A:David – I do not see EU coming to direct democracy - public engagements is needed and is in place, but not in a form of direct democracy (Peer2Patent project as example).

Q:Anton Lavrin– transparency needs to be put in place when public data are used (question of trust and new ethic principles).

A:David – I do agree, transparency needs a policy. UK government repository data also has guidelines of usage (not for racism, etc.).

7 Session: Innovative eGovernment measurements session

Security and privacy issues for Web 2.0 use in eGovernment

Christophe Strobbe, KU Leuven

Notes by: Anna Ascenzi

Items covered in the presentation

- Web 2.0 puts the user in the position of a web content author, and this often requires subscription to web-based services. These web-based services, for example the social networking site Facebook, own data of millions of users. Because of this, security and privacy issues need to be carefully investigated.
- Online safety does not mean just “safety for children” (the scope of the European Union’s Safer Internet Programme), but for all kind of users.
- A clear and appropriate legislation is the only way to support security and privacy.

Questions and answers

1.How can public authorities create an efficacious legislation in respect of the privacy rights and security of the users of e-Gov services? Self regulations and great legislation should be a solution? **YES!**

2.What is your opinion about German Minister speech on data protection and privacy?

3. Which kind of regulations should be promoted to improve the use of Web 2.0?

Remark from the audience: A good starting point should be the education on the use of Web 2.0, in the way of the education in the field of public safety work. People usually learn the use of Web 2.0 in an unofficial way, so they cannot make the most of the potentiality of the services and the Internet. Today only a small number of people uses the Web 2.0 in an acquainted way.

Online games in eGovernment

Eric Vellemann, The Bartimeus Accessibility Foundation

Notes by: Anna Ascenzi

Items covered in the presentation

- A game could be used by the governments as an e-Gov instrument.

- In the last few years the use of the Web is changing: PCs are not longer only work-tools placed in offices but also a kind of household, used by all the family and placed in everyday life rooms, like the living rooms.

- In most of the case games require a lot of data to be played that can be used by the administrations or companies. Users know about the goal of the game (in term of use) but they do not know about the goal of the game in term of administrations or companies revenue. The main issue to solve is make the users aware.

- Some examples of the e-Gov “typical” games.

- o Prevention and education for the use of alcohol: the user gain points if he go out without drinking.
- o How to take money from the tax service.
- o Nibud: learning to manage money.
- o Interactive way of work (see second life for meetings also for municipalities, social networks and other virtual worlds etc.)
- o Secure drive: the user gains points if he follows the correct actions of the secure drive (to observe speed limit, to fasten one's safety-belt...).
- o What can you do when you see an attack.

- The game allows to reach a large amount of people, in particular when the game is free or very cheap. The real opportunity for the e-Gov domain, so as for the private companies that use the games, is the data mining, when the data required in the games are useful for other reasons in the Administration.

Questions:

1. Which is your opinion about municipalities on second life?

2. Are there games in the e-health area?

There are some examples in this areas, such as the game that teach to the user how to intervene in case of a car accident.

3. Which are the educational purpose of these games?



Eric Vellemann, The Bartimeus Accessibility Foundation

It depends on the definition of the games: there are games usable for the e-Gov purpose but they are a lot (for example in the learning area) that are not still used for this aim.

8 eGovernment measurements 2.0

Annika Nietzio, FTB

Notes by: Anna Ascenzi



Annika Nietzio, FTB

Items covered in the presentation

- The focus is in the intersection among e-Gov, Web 2.0 and measurement.
- Working on ePractice: some guide lines to use the e-Gov social network
 - Web 2.0 could be considered a means for the data collection, data mining and benchmarking, to understand what people consider important on the grounds of what they write
 - It's important to consider ideas from the independent initiatives.
 - Good examples are *Sunshine Review*, a non-profit organization dedicated to state and local government transparency and *Rate your politicians*, a new E-Democracy web platform for the citizens of the UK, helping create more accountability and transparency. The success of these initiatives is shown by the rates.
- It is important to consider the distinction between e-gov and e-gov 2.0; in the second case the transaction are the main aspects.
- The relation between e-gov and open source can be a driver in the transaction mode of e-government
- The impact and the use of e-government toward e-gov2.0 has to be considered.

The presenter suggested to the audience some discussion starting points that are open issues:

- Who could manage a collaboration among the stakeholders?
- How to manage the collaboration among the stakeholders?
- Why is it necessary the collaboration among the stakeholders?

9 Panel on use and misuse of eGov measurements, and the future directions of eGovernment measurements

Notes by: Juliane Jarke and Evika Karamagioli

Moderator:

Christine Mahieu, Fedict

Participants:

Kim N Andersen, CBS

Raph de Rooij, ICTU

Patrick Wauters, Deloitte Consulting,

Matt Poelmans, Burgerlink



Panel

Introductory statements

Patrick Wauters, Deloitte Consulting

Patrick started the panel by raising the question: Why do we measure and what? He suggested in the following that it is an issue that will be influenced by the new eGovernment strategy which is being prepared by the European Commission based on the Malmo results as well as interoperability standards. Accordingly the future of the measurement model depends on what the objectives of these measurements are and how we should do it.

Main objectives:

- eGovernment services designed for user needs
- Delivery of services in collaboration with third parties
- Transparency
- Mobility in a single market
- Reducing administrative burden
- Putting in enablers place (technical and organisational)

How and what?

- Measurement of the readiness of governments, citizens and businesses
- To what extent these services exist
- Measurement of user satisfaction /user centric measurement
- Social and economic impact measurement

Subsequently the future of measurement is to integrate the discussed approaches, and depends on what the accuracy of the produced data is. Issues to consider are to what extend we want accuracy of data? The need for proxy indicators was also mentioned. According to Deloitte experience there is a need to measure policy objectives.

Raph de Rooij, ICTU

Raph introduced the audience to the Government.nl monitor which is a benchmarking tool by the central Dutch government to benchmark other government organisations since 2001. In the Netherlands there is a quality system in place; investigations are conducted by independent organisations. Raph's team notices a lot of self-declarations of conformity that say Web sites are accessible or compliant with quality guidelines, but self-declarations are never found to be true so far. New version of guidelines based on new accessibility standards are needed and in preparation

Matt Poelmans, burgerlink

Matt pointed to the relevance of benchmarking which needs to be explained to tax payers. Hence it needs to be declared why measurements are conducted: so benchmarking is not about what is measured but why the measurement is conducted in the first place. Citizens are the missing link. Matt argued that there is a need to include the citizens' perspective for the improvement of Governments services.

Burgerlink looks at improvement of government from the citizen's point of view:

1. Define what the goals are and measure them. Agree on a set of principles (in the Netherlands we agreed upon on 10 principles). Specify what citizens, business and other stakeholders should expect from government.

2. Burgerlink measures yearly on the basis of the 10 principles. Their survey produces a disastrous view upon public administration. So it shows where and why governmental services can be improved.

3. Look at what companies do and redesign governmental services. Involve "customers" in our case citizens in the process.

Kim N Andersen, CBS

Kim started his statement by asking the audience: Do you remember the winners of the eGovernment Awards last time or national awards? He had asked this question practitioners in Malmo at the eGovernment Awards 2009, and nobody remembered! Kim argued that a lot of time and money is spent to find the best but there is a need to think about why we decide who wins, on what basis and then promote this. The practitioners may need to define the success criteria themselves instead of the outside.

Kim raised questions in the following directions:

- How can people in the organisations be integrated instead of just bringing somebody to Brussels, Malmo or Manchester?
- How do we balance very good performance, innovative ideas and up-take? If we know nobody uses a service how can it become best practice?
- What impact brings it to win an award? The ceremony and the attention it brings are very important. Most people feel isolated and feel like nerds. But if they get to these communities of practice they find a stimulating environment.

Discussion

Christine: So the eGovernment awards are incentives rather than a measurement tool?

Matt answered that awards are a way to reward. It's good for the ones in the back office, but it's too much concerned with the supply side instead of looking at the users. So one should look at the citizens' satisfaction side and identify the gaps. There is a need to redefine the process and introduce the digital aspect of it.

Christine @Matt: What is being done in the Netherlands due to the results?

Matt stated that improvements in eGovernment should actually help. So one should always ask the citizen after introducing a new service whether it really helps or just creates new hurdles. In the end the process may need to be re-designed.

Kim suggested that it needs to be thought about the business case; otherwise organisations shouldn't be getting money for developing a service.

Christine pointed to the German WiBe framework with respect to Kim's point of business cases.

Christine @Raph: Do you have any example of misuse of the results ?"

Raph gave an example of information that is provided by his organisation which was deleted by the informed authorities. He made a case of how information is misused when taken out of context. Raph furthermore argued the case when governmental organisations inspect Web sites manually. According to Raph the question is whether the organisation is

trustworthy. If not there is a need to see whether the process was transparent. Most self-declarations could not be confirmed. So misuse arises when information is not used in the context anticipated. There is also a risk of oversimplification of the subject when inspecting Websites manually.

Patrick stated that the aim of the platform is to exchange ideas and learn from each other. Deloitte is starting a study to life-events approach. In this study they are using methods that could be usable for measurements. The study starts off by putting users in a lab environment and confronting them with real-life events that are concerned with cross-border issues (e.g. travelling and losing stuff). One group will need to use only eGovernment portals, the other group can search the Internet freely. According to Patrick Deloitte wants to identify what users will expect- what type of stakeholders should be involved. Furthermore a European user survey is anticipated. So Deloitte is looking to what extent the users can identify business cases.

Kim disagreed and argued that putting citizens into laboratories is one of the “fights” that one can have about user testing. Putting a person into faked situations was similar to bad practices such as the pop-up windows which are – supposedly – only filled out by people who have too much time. Kim stated that this kind of feedback is not needed. What is needed instead is to go out and research, instead of making up personas.

Matt intervened by stating that a number of methods might be a good mixture. He also noticed that one life event is different from another. Hence Matt suggested to give different opportunities and leave people the opportunity to personalise the processes and services as much as possible. These differences should be taken into account.

Christine: You’ve talked about the citizens a lot, but not businesses. Would user testing for them be a good idea?

Matt answered that burgerlink has that for businesses and other stakeholders like NGOs – in terms of life events (e.g. you start your own business).

Mikael Snaprud commented on the case of the Netherlands. **@Raph:** Do you think you could have done the process any differently to circumvent the disappearance of information?

Raph answered that they had tried several ways. He outlined an investigation they had and finished by stating that the more transparent you are the better it is.

Kim stated that the presentation of Jeremy Millard showed that it’s easier to google a service instead of going to the government’s portal. Kim talked about the importance of intermediaries that use data provided by government and that create certain dynamics. He suggested to see the uptake of these intermediaries in the future. Hence one shouldn’t just measure the information put on public Web sites.

Raph pointed out that it’s government’s responsibility to make information accessible and this cannot be left to third parties.

Matt argued that if we want to regulate information provision and think of government Websites as only contact point then this is a dead end. According to Matt people are their own intermediaries. One cannot only measure the Websites as the only information provider. People are using Google to get information which creates a problem in terms of what and how measurements are going to be conducted in the future.

Hugo Kerschot stated that the discussion is coming a bit to the point of eGovernment benchmarking. If citizens use Google to get government information – maybe government Websites shouldn’t compare themselves amongst each other but with other Websites. Also private businesses spend an enormous amount of money to investigate usability. Whereas the public sector Websites are all different hence people always have to accustom themselves to a new design and structure. Hence Hugo argued that eGovernment has to benchmark itself with other businesses.

Raph answered that within the discussion the talk about benchmarking is concerned with putting pressure on the system. Hence benchmarking with other systems may be useful in

terms of usability but otherwise it misses the point, because they offer completely different services.

Patrick acknowledged that government is still organised in a traditional way. The problem was that the whole paradigm of public services is about how the public sector can best solve the citizens' problem. Hence the discussion needs to be about how measurement can develop towards this paradigm (solving problems, acknowledge life events).

Kim gave insights to a study in Denmark about government response time. 1/3 of the emails never got responded. This was a relevant policy outcome. Benchmarking needs to be done at an individual level in terms of how responsible the individual civil servants are. Practices from Australia and New Zealand should be taken into consideration.

Christine pointed out that it is talked about measurement and not just benchmarking. So the topic is much broader.

Matt stated that if measurement is necessary then it should measure more sophisticated.

Christine thanked the panel participants for their input and interactions.

10 Levels of eGovernment measurement

Regional eGovernment measurements

Bob Bright, Committee of the Regions, UK/PSE

Notes by: Liu Xiufeng

- Introduce his professional background;
- Introduce the restrictions on the innovation of eGovernment, e.g., budget problem etc.
- The impact of economic crisis on the eGovernment service;
- Introduce good practices of eGovernment, e.g., impact measurement, promotion of good examples such Italy and UK.
- Present two projects, Sire and Visika, as examples to illustrate the innovations of eGovernment services.
- Introduce different channels providing various services, including local and regional authorities, government and non-government organization, and the different services formats such as forum, portal, social network, and so on.
- Introduce the budget problem on the eGovernment services, and collaboration strategies;
- Finally, present new prospects of eGovernment services in the next 5 years, e.g., low-carbon services, etc.



Bob Bright, UK/PSE

Questions:

Q: Are there some pioneering work for the benchmark of eGovernment services on regional level?

A: We would be interested in exploring that.

11 UK measurement practices: Tell us once example

Stephen Jenner, Proving Services

Notes by: Liu Xiufeng

- How to Improve the services
 - Introduce the key programs;
 - Share information from central government and local government.
 - Introduce the background
 - Four areas impacts, time, finance, customer experiences.
 - Service transformation.
- Introduce the IT system to the citizens such as publicity and marketing, register birth/death;
- Introduce the benefits to:
 - Citizens
 - Staff
 - local government
 - central government
- What is to avoid for the eGovernment services?
- What is the approach designed to achieve?
 - Robust and realistic forecasts in the business case;
 - All forms of value created are recognised;
 - The optimal amount of benefits are realised;
 - Adequate feedback
- The approach is built on these stakes in the ground?
 - Encompasses benefits to citizen, staff, and government/taxpayer;
 - Encompass both planned and unplanned benefits;
 - It goes beyond passive tracking to active engagement
 - Everyone on the program is a benefit manager
 - All feedback is good feedback. - seek negative feedback, not just positive feedback
 - Decide how to realise savings -
 - it should be fun.
- Key elements of the approach, e.g.,
 - Benefit materials
 - A menu-based approach flexed to meet local requirements
 - Utilising the regional account managers and implementation teams.
 - Using national and regional programme events
- The benefits management Toolkit
 - Business case template



Stephen Jenner, Proving Services

- High level benefits maps
- Key benefits evidence log
- Give the benefits of realisation evidence report
 - benefits to citizens, staff, government efficiency, government effectiveness.

Questions:

The introduction is about the measurement methodologies on the nation-level eGovernment services. How about for the local-level government services?

What is comparison value of local and central eGovernments services?

Measures for controlling the quality of data?

European eGovernment Measurements. The member states roadmap

Barbara Lőrincz-Gentile, Capgemini Consulting

Notes by: Morten Goodwin Olsen

Barbara has been working in benchmarking since 2007.



Barbara Lőrincz-Gentile, Capgemini

Why is benchmarking at EU level important?

1. eGovernment is on of the policy areas where there is little power to enforce. Making sure there are quality eGovernment in EU has to be done differently, e.g.through benchmarking.
2. High eGovernment goals have been set.
3. eGovernment is part of the 2010-2015 action plan.
4. There is a need to know if Europe is moving in the right direction.
5. eGovernment is a mean to see if there is progress.
6. We learn about eGovernment (and good practices) by measuring eGovernment:
7. Benchlearning.
8. Naming and faming best practices.

Past (Back on 9 years of benchmarking)

- The Capgemini survey has been running sin 2001 across 31 countries.
- Today Capgemini has about 14 000 URLs.
- The tool is evolving and living.

Future (forward on 2009-2010)

- In 2009 we realized that there was a problem: Everyone we measures reached 100%.
- How can we continue?
- Simply leaving the methodology as it is means that it will loose its importance.
- Because of this, we are now reviewing how to benchmark.
- The suggestions of what to benchmark includes:
- user experience,
 - front office,

- mid office,
- back office,
- measurement process,
- reporting and
- impact.

The aim is to measure what is more important rather only than what is present online.

Present (2010 at glance)

The survey is a work in progress. Capgemini now has a new process which is more thorough. Member state themselves prioritise what is important and when they want to be measured. There is a lot of new topics which has been suggested to benchmark (see slide titled survey November 2009).

Capgemini has reduced topics by looking at the policy value, measurement feasibility and adequateness for international benchmarking.

Upcoming surveys may include:

- 20 services,
- life events,
- back office enablers,
- procurement process,
- eProcurement availability,
- user focus and
- can I use my eID card.

Other priority areas that probably will not be measured (but are still important) include:

- eInclusion,
- eDemocracy and
- Transparency.

The upcoming approach may include:

- Automatic web crawler.
- Use web surveys.
- Web master survey.
- Expert panel (experts evaluation web sites).

Questions:

Raph de Rooij: By using automatic evaluation (web crawler) you can only detect that a site is inaccessible (not opposite). This is a risk.

Barabara Lorincz: Accessibility evaluation was previously test looking only at if the WAI-logo WAS present. Clearly using automatic evaluation is better than this. The automatic evaluation has now been dropped because of its limitation. Web crawlers should be integrated to include also:

- eInclusion,
- inclusion of elderly people and
- gender etc.

Raph de Rooij: Maybe it is a possibility to look at what member states do? Many measure web accessibility already.

Barabara Lorincz: Some countries submitted this kind of information. We found out 5-6 countries responded and provided us with qualitative information.

Mikael Snaprud: It is not possible to get a conformance claim by automatic testing. It is that possible to prove that web sites are inaccessible. We can for example find that countries do not comply to their national law.

Raph de Rooij: It should be clear that it a falsification purposes.

Barabara Lorincz: We are aware of these limitation. The data is presented with this in mind.

Lasse Berntzen: How do you measure back office, with interviews?

Barabara Lorincz: We did not use interviews, but surveys. Initially we do a mapping between what is on the web site and what is in the backoffice. Countries can fill out online surveys with binary questions, e.g. do you have an eID.

Mikael Snaprud: Is there synergies between Capgemini and a possible eGovMoNet phase 2?

Barbara Lorincz: User satisfaction is an overlapping. From a European perspective it makes sense to collaborate.

eGovernment and measurements beyond Europe

Peter Röthig, WiBe Team PR

Notes by: Morten Goodwin Olsen

- eGovernment definition: applying ICT tools to transform the way in which public services are delivered to citizens and enterprises.
- eGovernment is not the means in itself but a tool.
- eGovernment is complex and costly.
- Deviant capacities and knowledge within the government make projects high risk and prone to poor implementation.
- Poorly implemented or failed eGovernment initiatives make future financing difficult to justify.
- These risks need to be turned around and minimized.
- For this we need quality assurance mechanisms.



Peter Röthig, WiBe

The quality assurance framework (QAF)

The QAF covers input->output->outcomes->impact. Furthermore, we should differentiate between various user groups: :

- customers,
- policy makers,
- other administrations and
- employees.

It is important to:

1. Specify requirements (concerning the intended eGovernance service).
2. Stick to rules (conformance during project work).
3. Ensure user satisfaction (which is most important as it is the impact originally intended).

User satisfaction manual:

- Clarify the expectations.
- Have a feedback mechanism for improvement.

•Include: iso/eic 9126, wibe4.1 (see slide 32).

The Wibe framework includes:

- What can be assessed in monetary terms.
- Additional qualitative decision facts.

There should be separate measurements for separate user groups:

- customers,
- policy makers,
- co-administration and employees.

All in all: The User Satisfaction Model based on WiBe framework uses four indicators: PMD, CUSI, EmSI and COsi.

PMD: policy maker dashboard (for eGovernance projects, the service is not yet in operation).

CuSI: customer satisfaction index:

EmSI: employee satisfaction index.

COsi: co-administration satisfactory index.

Note: QAF Quality Assurance Framework and USM User Satisfaction Model (based on WiBe and ISO 9126) will become India national standard in May 2010.

Questions:

Raph de Rooij: I have been dealing with administration in Bangladesh 8 years ago and still have nightmares. Can the QAF deal with corruption in bureaucracy? are there any figures?

Peter Röthig: There are no official figures yes, as a matter of fact this a highly sensitive area where transparency is not directly welcomed by all participants.

Mikael Snaprud: The QAF is based on WiBe-experience. Can it be applied in another country?

Peter Röthig: The project partners are interested in an exchange of experiences so there might be a way to cooperate.

Knowledge Café

The workshop participants split into four groups, each group appointed a table host. In the following three questions were discussed for 20 minutes and the discussion was documented on a flip chart. After each question all group members except the host left the flip chart and joined another group to discuss the next question based on the results of the previous group discussions on the respective flip chart.

Question 1:

Please reflect on your experiences with measurement methodologies based on the discussions and outcomes of the eGovMoNet activities (workshops, measure papers): What are challenges and benefits of measurement methodology openness across Europe?

Discuss at least three different areas or add further areas. Possible areas to discuss challenges and benefits of openness efforts:

- Methodology development process
- Measurement methodology
- Effectiveness or efficiency of the measurement?
- Measurement deployment
- Measurement results
- Good practices and examples

Keywords to openness (to be extended)

- Participation
- Licensing
- Accessibility
- Transparency
- Accountability

Question 2:

Based on the challenges and benefits discussed in question 1:

What may be recommendations towards European measurements openness and benchlearning?

Give for at least three recommendations a detailed account.

Question 3:

Based on the recommendations of question 2:

- **What are the next steps in order to accomplish and target these recommendations?**
- **What role could eGovMoNet play?**

Give some concrete examples.

In the following the results from the discussions are summarised by the table host, collecting them on a flip chart in this case.

1 Table Host: Morten Goodwin Olsen

Positive aspects of open measurements:

- It is possible to see what is being measured.
- It is possible to reuse methodologies (there is no need to reinvent the wheel).
- It is easier to see why other frameworks fail.

Negative aspects of open measurements:

- Measurements need to consider context. Most of the time, it is not possible to take a methodology from one country and apply in another. Because of this, open methodologies should include some guidelines. This makes it easier to adapt a methodology to an other context.
- Transparency is a risk. It will be easier for people to attack the methodology (also a positive since it means that people will be able to provide feedback).



Knowledge Café discussion at Morten's flip chart.

How to promote open measurements:

- Make openness a buzzword in EU.
- Promote politicians / administration who are interested in / have practice in openness.
- Publish lessons learned open (both positive and negative).
 - Most people publish positive lessons learned. However, it is easier to learn from the negative lessons.
 - Today it is hard to find an overview of the measurement frameworks. We could create a Wikipedia page on measurement framework. Alternatively, we could use social media for this (Twitter, Facebook, etc.).
 - Could be published on ePractice and then have some possibility to filter on the ratings.
- Keep in mind that different areas of openness applies. For example, the end users are probably not interested in all details of a methodology. On the other hand, stakeholders may be.
- Promote an openness award.
- EU should foster openness on local levels.
 - We should explain to stakeholders and policy makers what is openness and why it is important.
 - Many frameworks exists today, but there is no harmonized output. eGovMoNet should foster quantitative and qualitative harmonized results from the members. This could in the first round be a spread sheet the members have to fill out.
- If EU funds development of a methodology, it should require an open IPR.
- Statistics should be simple so that people understand them, but not oversimplified.

2 Table Host: Raph de Rooij

<Summary not yet received>



Raph presenting a summary of the discussions at his flip chart.

3 Table Host: Lasse Berntzen

Challenges:

- Some stakeholders are not promoting open processes, e.g. EU/CapGemini ??
- Complexity, e-government measurements are complex
- eService monitoring and interactive improvement (living labs) (may be a benefit)



Discussion at Lasse's flip chart

Benefits:

- Raising awareness about e-Government

Recommendations:

- Open processes, focus on learning, not ranking (benchlearning, not benchmarking)
- More input to assessment/measurements e.g. by citizens (ratings/recommendations by users)
- Consider diversity (no city/country is equal)
- Be transparent (learn from mistakes, don't hide them)

Next steps:

- Develop multidimensional ranking systems
- Open process also for user recommendations
- Organized awareness and diffusion e.g. best practice/guidelines and content
- Multilateral exchange between administrations
- OSS tools

4 Table Host: Annika Nietzio

Experiences from development of methodologies, from conducting measurements and from publishing the results

Lessons learned in eGovernment measurements

The participants of the discussion told about experiences from different activities they have been involved in. A lot of focus was put on the pitfalls and challenges. Maybe because people felt that these are the experiences from which other can learn most.

Here are some examples of challenges: Methodologies used on different settings differ a lot. Sometimes for a good reason, such a differences in the administration structure¹ in the assessed countries / regions, but in other situation the reasons are not so easy to identify.



Discussion at Annika's flip chart

When a large number of people is collaborating, communication problems and misunderstandings might occur. This could be caused by different languages spoken by the participants (often English is not their first language). Larger groups will naturally have more and longer discussions. There is the need to listen to each other and find compromises. Finally, the joint work on measurements and methodologies can only be successful if all participants are committed to a common goal and to the process necessary to achieve it.

The two sides of the coin

As so often there are two sides of the coin, and involving a large number of people in the discussions also leads to benefits, such as a diversity of inputs and ideas, being able to see the situation from different angles, e.g. from the practitioner's and the project manager's and the researcher's perspective.

When it comes to openness in the actual evaluation process, the benefits are increased transparency (Everyone can understand how the results have been obtained.) and thus higher credibility. The availability of raw data allows other parties to analyse the results and generate new presentations of the data.

Recommendations for eGovernment measurements

From the experiences presented above, three recommendations were derived:

1. Input data: ensure interoperability of the data, e.g. by using relevant (preferably open) standards.
2. Output data: publish all results and the raw data.
3. Process & collaboration: Commitment of all involved parties, definition of common goal, clear responsibilities (who carries out the measurements, who monitors the process, who will use the findings to implement improvements, etc.).

Next steps for eGovMoNet

The discussion of next steps for eGovMoNet started out with a collection of the strong points of the network as perceived by the member currently. These were mainly the involved people and their knowledge. In the future these assets should be strengthened and developed further.

Knowledge sharing

¹ Later on in the discussion, the comment was made that the problem of different administrative structure can be avoided if the measurements are based on life-events instead of services.

The ePractice.eu portal already supports sharing of experiences. This mainly concentrates on the presentation of good practice cases. However, it can also be very useful to learn from negative experiences. In addition to examples of implemented eGovernment services and projects, more specific knowledge about measurements could be made available, including information on tools and processes, filters (for the data, e.g. database queries) and rating systems.

On the theoretical level, the collective knowledge of the network could be used to develop a harmonisation (or at least a mapping) of terms and concepts. A common set of meta-data definitions for annotating result data from eGovernment measurements – even if it represents only the least common denominator – would be a further step towards harmonisation of measurements across Europe.

As an extension of the template for methodology comparison developed by eGovMoNet a database of evaluation methodologies (including mappings of test procedures) could be created.

Networking

The network has already gathered many key actors from the eGovernment monitoring field. In the future it should continue this activity and maybe even try to engage participants from outside Europe.

During the knowledge café session the direct contact and discussion with other people in the network was highlighted as the most important advantage of the network. Especially the possibility to ask specific questions was mentioned. Further enhancements could include setting up a peer review culture within the network (e.g. peer review of ideas, approaches, methods, and findings).

Although face-to-face meetings are perceived as the best way for discussions, an on-line forum would be a nice supplement to continue the discussion in the time between the physical meetings.

Farewell

Mikael Snaprud, UiA

Notes by: Morten Goodwin Olsen

Anton Lavrin (Technical University Kosice) gave some ideas on the road ahead. Spanish government has interest in developing open and effective collaboration research. This creates strategy when you open a work problem. (ESFRI, CERN, eInfrastructure).

Improving network collaboration. Europe still want to have supercomputers to compete with USA. Prepare some information in different research areas. The DG-region said that it will be support specially a new topic. The new word is eScience. In a short perspective the future is preparing for the 8th framework. The call will be in July or September.

Research infrastructure involves. There will be three objectives in the call.

1. Important open for government responsible.
2. Collaboration between so-called as-free. The community can invite the collaboration between topics
3. Preparing new ESFRI community with eService support.

Anton will prepare links and send them to Mikael Snaprud.

List of participants

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List of presentations

Under <http://www.epractice.eu/en/workshops/egovmonet2010> all presentations can be found for download.

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