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...
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