Chapter II

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

Tony Bovaird, Bristol Business School, UK

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
Related Content

**XBRL: The Direction of E-Governance in the Capital Markets**
Mary M. Oxner, Ken MacAulay and Gerald Trites (2012). *E-Government Service Maturity and Development: Cultural, Organizational and Technological Perspectives* (pp. 138-149).
[www.irma-international.org/chapter/xbrl-direction-governance-capital-markets/55784/](www.irma-international.org/chapter/xbrl-direction-governance-capital-markets/55784/)

**Improving E-Government Project Management: Best Practices and Critical Success Factors**
[www.irma-international.org/chapter/improving-government-project-management/62351/](www.irma-international.org/chapter/improving-government-project-management/62351/)

**What is the Source of Smart City Value?: A Business Model Analysis**
[www.irma-international.org/article/what-is-the-source-of-smart-city-value/162738/](www.irma-international.org/article/what-is-the-source-of-smart-city-value/162738/)

**E-Census 2006 in New Zealand**
[www.irma-international.org/chapter/census-2006-new-zealand/21246/](www.irma-international.org/chapter/census-2006-new-zealand/21246/)

**The Promise of Open Source Systems/Software in Developing Requisite E-Government Solutions for the Developing Countries: A Review of Literature**