eGovMoNet
eGovernment Monitor Network
Project no.: 224998

4th meeting report
Innovative eGovernment measurement approaches

eGovMoNet
eGovernment Monitor Network

Date: 30th November – 1st December 2009
Venue: Het Pand, Ghent, Belgium
Coordinator Mikael Snaprud, UiA
Rapporteurs: Juliane Jarke
Hugo Kerschot
Miriam Braskova
Annika Nietzio
Emilio Lorenzo
Lasse Berntzen
Rony Medaglia
Branislav Bonk
Roberto Torena
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Uros Pivk
Gino Verleye
Liu Xiufeng

This document consists of 32 pages including this cover

Summary

The 4th meeting of the eGovMoNet project, dealing with innovative eGovernment measurement approaches, was held in beautiful Ghent, Belgium. The meeting was successfully organised as a joint event with the Benchlearning Study on “measuring online public service impacts”.

The presentations covered topics from eGovernment impact measurements, stakeholders related to eGovernment measurements, invited guest presentations, a Knowledge Café session, and some ideas on how to continue the network beyond the project. All presentations from the eGovMoNet meeting are available online at: http://www.epractice.eu/en/workshops/egovmonet4

The main discussion results where achieved in the Knowledge Café session covering areas in which innovation can take place, innovative cases, and how Web 2.0 approaches can contribute to enhance innovations. This report covers the results of these discussions and issues raised for the presentations.

Thanks to the inspirational participation of the over 35 delegates the workshop was a successful event and brought the network an important step forward. The meeting was held from 30. November to 1. December 2009 and was hosted by the University of Ghent.

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Welcome and overview of this meeting

Mikael Snaprud welcomes all the participants to the 4th eGovMoNet meeting and presents the following aims for this meeting:

Picture 1: Mikael Snaprud, project coordinator welcoming the participants

- Collect innovative measurement approaches
- Introduce eGovMoNet project objective – raise the awareness and stimulate uptake of eGovMoNet impact and user satisfaction measurement
- 5 measure papers for discussion: 1) a template to describe measurement methods 2) user satisfaction 3) impact 4) innovative approaches 5) a measure handbook- a revised compilation of the previous papers.
- Introduce the purpose of this meeting:
    - Update since the meeting in Veszprem, Hungary (March, 2008)
    - Present and collect comments to finalize the measurements paper 3, on eGovMoNet impact.
    - Initiate a discussion on how to continue the network beyond the project duration.

Picture 2: Workshop venue, Het Pand, Ghent, Belgium

Agenda

Monday, 30th November 2009

time	Topic	presenters
0930	**Welcome coffee and registration**	
1100	**Introduction** Welcome and overview of the meeting	Project co-ordinator
1115	**Opening -** who is who (1 minute each)	All
1150	**Measure paper 3 -** Impact measurements	Gino Verleye
1230	Lunch	
1330	The Semicolon project e.g. the role of Web 3.0 or ideas on how to measure interoperability etc.	Arthur Reinertsen Per Myrseth
1350	Stakeholders perspectives related to impact measurements including discussions	Jenny Rowley
1425	Break	
1445	Sum-up discussion	All
1515	Measure paper 4	Mikael Snaprud
1530	Innovative measurement approaches paper outline and plan update	Xavier Heymans
1550	Outline of eGov measurements that would be helpful for my work.	Eleni Vergi
1610	Break	
1630	Italian case on innovative measurements	Enrico Ferro
1650	Guest Presentation – Benchlearning Study on measuring online public service impacts. Introduction to the project: the objectives, the methodology and the master plan	Giancarlo Senatore
1710	Plan, status and EC review outcome Planning for the final project conference Beyond the network	Mikael Snaprud
1800	**Break**	
1900	**Joint Dinner**	

Tuesday, 1st December 2009

time	Topic	presenters
0900	Welcome to day two	Mikael Snaprud
0910	Case on innovative measurements from the Netherlands	Matt Poelmans
0930	**Knowledge cafe -** Elaborate on innovative measurement approaches	All
1050	Break	
1110	Knowledge cafe session continued	All
1230	Lunch	
1330	Measure paper 4 the way onwards. Who, deadlines, selected themes.	Xavier Heymans and the group leaders.
1400	End of the meeting and farewell	Mikael Snaprud
1415	End of eGovMoNet meeting	
1430	**Benchlearning Final Conference**	**RSO**

Presentations

1 Measure paper 3: Impact measurements (Gino Verleye, Ugent)

Notes by: Liu Xiufeng

Gino Verleye raised 10 questions on / from the impact measurement group to the workshop participants. The discussion and further input will be integrated into the 3rd measure paper on impact measurements.

1. Is it realistic to focus on the left eGEP side?

Question: Which framework is working?

2. Focus on methodology for ideal impact study or feet on the ground?

3. It is all about measurement, so include a chapter on measurement models?

Question: How to measure user satisfaction?

Question: Who is the user of this model?

Question: Has this model been applied? What is the apply strategies, and make certain it is reliable?

Question: It is suggested to write some general guideline for the readiness of applying this model

4. Statistical analysis and interpretation?

5. Benchmarking?

6. Who is the end user? What are the needs?

7. What about qualitative research?

Question: Give some practical examples for qualitative research? What do you use these measurements for?

Question: How to use the qualitative?

8. Mention information sharing and distribution platforms?

9. Scoring system?

10. Feedback system for submission of projects?

- Ideally the paper should make people think about how the measure when they set up a project.
- Should eGovMoNet become an advisory group to people with new projects of is this too much out of scope?

Question:How could we measure the impact of impact measuring?

Picture 3: Workshop Day 1, break & time to catch-up

2 The Semicolon Project (Per Myrseth)

Notes by: Liu Xiufeng

- Introduce Semicolon project, its background and the goal
- Collaboration between public organizations and sectors

- The participants include:
  - Public organizations, e.g., Statistics Norway, Brønnøysund register center, the association of local and regional authorities+ municipalities, and more.
  - Research sectors

- Introduce the management models – from FOAS-report

- Introduce the activity overview and some facts of Semicolon

- Economic aspects of re-use of public information
  - The overall market size for the re-use public information in Norway

- Building the public sector information map
  - What kind of data set?
  - Subject categories
  - Search and navigation

- What can the scores be used for the measurement?
  - Look to other models and learn what they have used for (introduce different measurement models)
  - Why should we measure?

- What can be measured on public sector information?

- The processes resulting in semantic inter-operability
  - The product having the ability of semantic

- "The stairway" for public sector information – introduction of Linked open data design principles
  - data format
  - meaning of the data
  - Linking between ontologies and between data

Questions & Answers

Question: How to define the technology question?

Answer:

- measure on the different data sources from public sectors that are relevant to the impact
- some frameworks come up with for public data measurement

Question: How to define of public data openness?

Question: How to measure the impact?

3 Stakeholders perspectives related to impact measurements (Jenny Rowley)

Notes by: Rony Medaglia

- A continuation of the stakeholder meeting in Copenhagen
- Very selective presentation, there are other angles
- Summary of the discussion in Copenhagen: differing priorities for different stakeholder groups

Agenda:

1.Reviewing stakeholder analysis

2.Stakeholder analysis and e-gov impact measurement

3.Activity

Who are stakeholders?

Definition of stakeholder: they can be winners or losers -- wide range of different perspectives

Why focus on stakeholders?

They have a role in long-term success of eGovernment

Evaluation starts with objectives: it is necessary to understand the objectives of stakeholders

Definition of stakeholder analysis and management

–Stakeholder "engagement": more democratic perspective

–Identifying who the stakeholders are: already thoroughly discussed in Copenhagen, together with benefits

–Today we focus more on salience of stakeholders

–It is important that the stakeholder analysis does not stand alone

–Stakeholder salience: not all stakeholders are equal: how much power do they have and what influence? We focus on influence and importance

–Influence: it is about power to facilitate or impede policy

–Importance: the priority given to satisfying needs and interests of a specific stakeholder

List of some areas of impact measures

–Complexity of impact relationships: stakeholders on impact of e-government; e-government on stakeholder activities; stakeholder on impact measurement; impact measurement on stakeholders and their activities

Stakeholders are a function of the social networks they belong to.

For instance an individual can play different roles (e.g. as taxpayer, citizen, consumer, etc.)

–Alliances are continually modified

–Who selects the stakeholders? And on what basis?

Stakeholder analysis is complex, but…

–Stakeholders are involved from the beginning of projects

–Need to have a holistic approach

Picture 4: The attendants are asked by Jennifer to work in groups to perform an activity.

Groups define stakeholder salience and importance - low/ high in e-government delivery and impact measurement.

E-government delivery - a sample salience grid

		Influence	
		Low	*High*
Importance	*Low*		
	High		

E-government impact measurement - a sample salience grid

		Influence	
		Low	*High*
Importance	*Low*		
	High		

Illustration 1: Group work: define importance and influence of eGovernment delivery and impact measurement

The concept of salience acknowledges that not all stakeholders are equal, and there is discrimination in the extent to which the claims of different stakeholders are acknowledged.

Discussion follows:

- Kim Normann Andersen asks whether the two variables presented are comparable, as both have a “is/should be” dimension.

Also: Does the “business” stakeholder include software and hardware companies? They are very important. Their role of “hidden” stakeholders is highlighted.

- Xavier Heymans: role of e-government. The term e-government is too generic to do a stakeholder analysis.

- Per Myrseth: Business and public administrators are both users and producers of e-government.

- Giancarlo Senatore: what about the level of maturity of e-government in different European member states? E.g. citizens in some countries are stronger than in others, also depending on different government cultures.

- Luca Montobbio: e-government introduces the important stakeholder of intermediaries, which we have to take into account.

4 Measure paper 4: Innovative approaches (Mikael Snaprud, UiA)

Notes by: Uros Pivk

- Present an overview of practical lessons learned
- Progress before Ghent – preparation of a first draft note as input
- Prepare group work for tomorrow (01.12.2009)
- Finalise based on the group work session
- One comment iteration with all partners and ePractice community
- Final paper by 8 February 2010

5 Innovative measurement approaches paper outline and plan update (Xavier Heymans, Zea Partners)

Notes by: Uros Pivk

- Proposed schedule – 4th Paper – Knowledge Café about measurement innovations
- Discuss & feedback session also addressing target audience for the paper
- Proposed structure – Executive summary, introduction, individual country approaches, comparison with non-EU, main characteristics of EU approaches (using who, what, why, how, when, where structure, similarities, differences and major development trends...), conclusions and recommendations

Questions and comments by the audience:

•How to measure impact?

•Comparing different benchmarking concepts

•Discussion on eGovernment awards or the prices for the papers – which categories, why this categories, how to compete.

•Xavier showed Internet site on methodology for impact EU.

•Discussion on the methodology of the competition and awarding.

6 Outline of eGov measurements that would be helpful for my work (Eleni Vergi)

Notes by: Lasse Berntzen

Eleni Vergi presented a paper "Outline of eGov measurmets that would be helpful for my work" on behalf of herself and Christophe Strobbe.

She first went through a set of current approaches:

- Benchmarking: Online sophistication of 20 basic public services.
- Survey: Measurement of take up by citizens and businesses.
- Pilot testing of impact indicators (Greek tax benchlearning and evaluation project), using user evaluation: "Mystery user methodology".
- Survey (ad hoc): Greek national eGov portal.
- Complaints collection.
- Survey (ad hoc) on citizens' attitude to eGov.

When users were asked about benefits, highest ranking responses were 24/7 availability, time and money savings, and the benefit of not having to visit a public agency in person.

She then went on to describe new innovations:

- Web 2.0 / Government 2.0
- Citizens drive the innovation
- The following trends were identified:
    - Governments are becoming more transparent, e.g. through consultations and new executive recruitment procedures.
    - Possibilities for citizens to check government accountability, e.g. GOVMETER (government policy monitoring), VoteWatch.eu (EU Parliament member performance), De Standaard Obarometer (Flemish politician activity), and U.S. federal IT dashboard (agency performance).

She then introduced some critical questions which may call for more innovative measurements:

- Why measure?
- What to measure?
- How to measure (both quantitative and qualitative dimension)?
- How to deal with the conflict between privacy and e-participation?

Mikael Snaprud commented on the ongoing debate on the "digital shadow" (privacy).

7 Italian case on innovative measurements (Enrico Ferro, PICTO)

Notes by: Roberto Torena

Mr. Ferro presents the activity in the Piedmont ICT Observatory (PICTO), an Italian case.

Based on the results of two international projects, PICTO is now a permanent observatory supported by the regional government of Piedmont (Italy). Piedmont region has the singular characteristic of being composed of a large quantity of municipalities with few habitants.

PICTO's observatory measures the eGovernment offer (both in back and in front office of the services) and eGovernment demand of citizens and business, as well as the enabling technologies (e.g. broadband infrastructure).

The monitoring is based in a set of tools such as: face-to-face back office surveys, web surveys, citizen and business surveys and information of the ICT operators.

This approach is systemic (acknowledge of the interdependences of actors and diffusion phenomena), interdisciplinary (cross sectional nature of ICTs), systematic (yearly), and shared (publicly available).

The experience in the project indicates that:

- The excellence in a eGovernment service do not guaranties the impact.
- A limited take up of a service usually do not leads to a tangible gain.
- There is a necessity of: understanding the substitution effect, moving from monitoring to training, and moving from automation to innovation (Web 2.0, more closer to the users, may help).
- Strategies are devised at EU level but implemented at regional level. Regional governments may not have the competences or knowledge to implement it.

Questions & Answers

Question: Some statistics suggest that there has been a decrement in the participation of the citizens in the eGovernment services. What is your opinion?

Answer: People do not find any added value for using eGovernment services. Sometimes it is more time consuming to do it online than face-to-face. Involving people in the co-creation of services may improve the added value. In addition a better selection of initiatives to be funded is required.

Question: How would you measure the added value?

Answer: That is the topic of this meeting, e.g. by reducing in the bureaucracy burden.

8 Guest Presentation – Benchlearning Study on measuring online public service impacts (Giancarlo Senatore, RSO)

Notes by: Roberto Torena

Mr. Senatore introduced the attendees to the Benchlearning Study on the measurement of eGovernment impact for public services. This overview is to be complemented with the Benchlearning: Final Conference of the next day.

The Benchlearning study is build on the the eGovernment Economics Project (eGEP) findings.

Its objective is:

•To reach a consensus in a set of fully simpler and comparable indicators (a simplified version of the eGEP indicators)

•Boost the public sectors impact evaluation capabilities

•Provide tangible benefits (identify hindering factors, look at the process complexity, etc.)

The Benchlearning project is composed of three different pilots focused in efficiency, administrative burden reduction and citizen centricity respectively.

9 Plan, status and EC review outcome (Mikael Snaprud, UiA)

Picture 5: Workshop Day 2

10 Case on innovative measurements from the Netherlands (Matt Poelmans)

Notes by: Branislav Bonk

Citizenlinks – (Tasks):

- Promote Service Quality
- Measure Customer Satisfaction
- Stimulate Citizen Involvement

e-Citizen Charter – (Priority Matrix):

- 10 Quality Requirements (Area of Information, Transaction and Participation)
- Covering Contacts – Choice of Channels
- Citizen Satisfaction
- Evaluation by Customers – Provide Solutions
- Discover Delivery

eParticipation

- Involving Citizens by Improvement of Service Delivery

Citizen Satisfaction – (Survey Design):

- Known Problem – Screening of 10.000 Respondents
- To Ask People and Organizations to Solve Problem

Citizen Satisfaction – (Baseline):

- Assessment of Government As a Whole (General Impression)
- Assessment of Service Chain

Priority Matrix e-Citizen Charter Requirements

- Which Elements are Improve to Outcome
- If You Want to Improve You Must Pay Much Elements
- Very Important Thing – One Requirement is More Important Than Other

Next Step

- National Survey to be Repeated Annually
- 11 Life Events Further Analysed
- Local Aplication
-

Questions

Question: Why is this survey so important?

Answer: To coordinate and cooperate relevant indications.

Knowledge Café

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

Question 1:

Refine and extend a list of innovation areas related to innovative measurements.

Find innovative examples for the respective areas.

Possible areas to discuss (derived from the template):

- Who carries out the measurement?
- How is the measurement carried out?
- Measurement coverage: subset or exhaustive sampling
- Where to measure?
- What to test - Measurement subject?
- How to test?
- When to test?
- Score calculation and statistics used
- Reporting of the evaluation results
- How to interpret the results

Question 2:

Discuss what makes an approach innovative for at least 3 of the identified areas.

Find and discuss one or multiple examples for one area.

Question 3:

Identify and discuss Web 2.0 opportunities to enhance the discussed innovations.

Find and discuss examples.

Question 4:

What would enable/prevent you to implement the discussed innovations in your next measurement?

(Please cover at least 3 areas)

The questions were addressed with the colours blue, red, green and black in that order on the table cloths. In the following the results from the discussions are summarised by the table .

1 Table Host: Emilio Lorenzo

Question 1: refine and extent the list of innovation areas related to innovative measures. Find examples

Who carries out the measurements?

Two different agents are suggested: Independent agencies and citizens/customers themselves

How is the measurement carried out?

The general opinion is that more automation and continuous monitoring is needed, not only in the data collection process but also in the analysis an reporting of measurement results.[1]

What to test?

The newer paradigms in services provision, new technologies will impose changes in the way these new elements will be measured. Also the new demands and perceptions of agents (citizens, third parties, politicians) will provide ample room for innovation in the area of innovative measuring.[2]

Picture 6: Table 1 working group

Question 2: What makes an approach innovative, for at least three of the identified areas.

Who carries out the measurements?

from the two lines aforementioned, the following aspects are underlined:

•Independent agencies, user associations as well

•Citizens/customers--> There is an urgent need to find new approaches on this, seeking new channels of citizen´s involvement

1 for example, in line with some of the automatic calculations and tools showed by Christine Mathieu & Gino Verleye in the previous meeting

2 Burgerlink, and its inclusions of new ways of approaching quality aspects, is mentioned as an example

How is the measurement carried out?

The main comment: Find cheaper ways where cheaper means:

- reduced cost per unit;
- better use of resources, and, as a consequence,
- enlarge the scope of measurements and refine the measurement being done (b.e. large number of people interviewed...)

other comments on this topic:

- reduce measurement errors,
- reduce the time lag between service use and data analysis ready,
- improve the usability of results,
- find automatic ways of doing measurements
- transferring tasks to another agents, b.e data collection....
- elaborate the results in automatic way
- use of toolkits[3]

What to test?

The newer paradigms in services provision, new technologies will impose changes in the way these new elements will be measured. Also the new demands and perceptions of agents (citizens, third parties, politicians) will provide ample room for innovation in the area of innovative measuring.

Some of this aspects, explicitly mentioned:

mobility, compatibility, keep the pace of tech. evolution...

Question 3: Use of web2.0 on the identified areas

- Agreement on the balance between Opportunities and Risks
- Lack of convince about the use of generalist social networks, but some trust with specialized networks,
- "the target is to convert sporadic users into regular users"
- Use of social media to attract attention about measurements issues
- Increase the potential of measures including semantics information
- To provide measurement raw data available to general public (similar to some OpenData initiatives), to allow others to analyse them some participants were sceptical about this.

Question 4: What would enable-prevent you to implement the discussed innovations in the next measurement

The baseline is to recognize that we haven´t completed yet, at the organizational level, a mature approach about service provision. That´s a major inconvenience to include innovative approach to measurements

The group argued about the following aspects (not sure about reaching any conclusions)

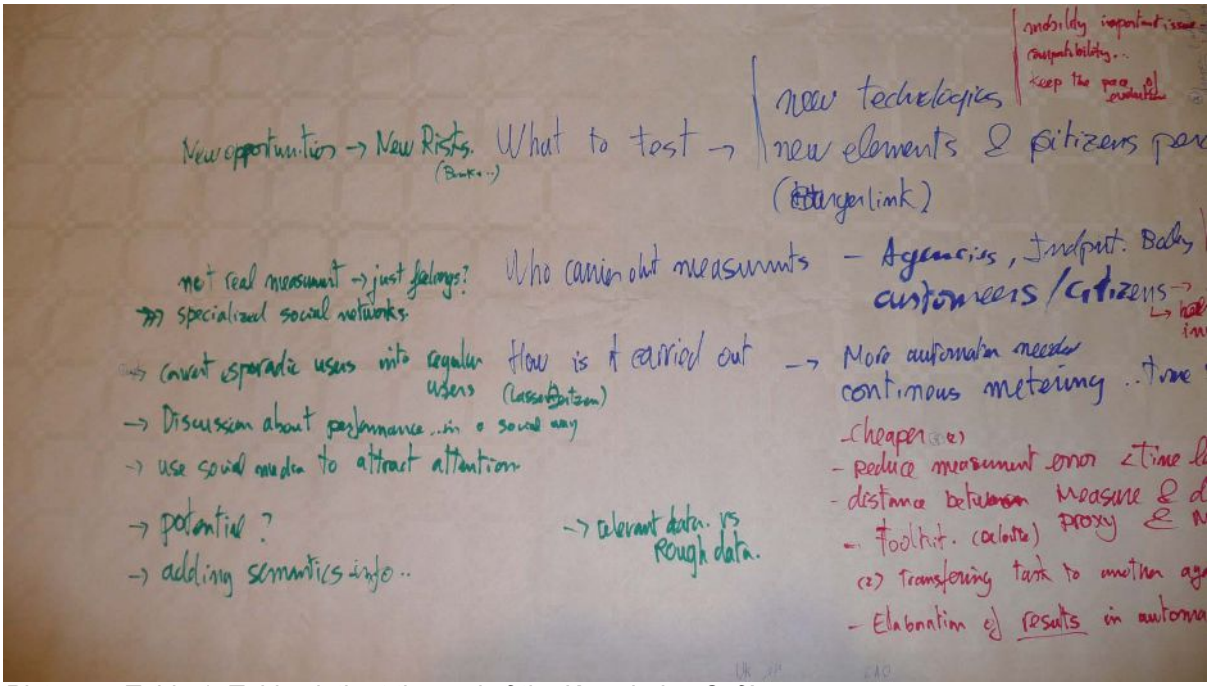
- How to incorporate the measurement framework to general projects evaluation, the role of auditors...

3 example: the toolkit develop by the CE (Deloitte project) on measuring user satistaction. User satisfaction survey...

- the need to define a clear project road-map, including the measurement phase
- the need to take into account the outside pressure, the different interests..
- the increased focus on using resources on delivery, instead of measurement (i.e. money constraints), the need to be more cost-effective, there is much scope for improvement..

The emphasis or key aspects in each phase would be:

- Measuring, evaluation: Build on consensus scheme, provide logical links between measurements and benefits, work on factors simplification....
- Accountability: who is accountable, include the measurement in the budgeting reviews, build on rewards
- Responsibility for change: provide feedback mechanism, etc.



Picture 7: Table 1: Table cloth at the end of the Knowledge Café

2 Table Host: Miriam Braskova

Question 1: List of innovation areas related to innovative measurements & Innovative examples for respective areas

Who carry out measurement?

•User - star approach (like staring the movies on web) done by service provider
•Somebody who is not actual user of service
•User generating measurement content
•User propose service
•Investor actual service is applied

Score calculation and stats used

Balance score card usage

Where to measure?

No time for discussion

Picture 8: Table 2 working group

Question 2: What make approach innovative for 3 areas & Discuss examples

•Customer to rate - authority to provide the tool, but measurement done by customer (rating, evaluation), example – Nederland (web page where students rated their teachers)

•How to measure citizens who are not on-line? just traditional way – letter, call

•Staznosti.sme.sk – portal solution in Slovakia where citizens can publish their claims who (business oriented, administration, public bodies) or can point out corruption. Sme.sk is one of he important print and online newspapers which have created this web page and is acting as connector between citizen who has a claim and organisation towards the claim is related. After contacting the organisation the reaction on claim is published on web and people can comment, react on blog principle.

•Use of data – not restriction on usage of data, access of raw data and possibility to use them in new ways

•External consultant used for evolution of web and satisfaction measurement. Example – focus group is lead by external but organisation is observing

•Online, real time automatic measurement, immediate feedback.

Where to measure?

•On the spots where the service is deliver not afterwards.

•BSC used – as good example.

•BSC card in Torino, Italy is used – cost is very high but justified. Dependence with maturity of municipality and involvement of management

Question 3: Identify and discuss Web 2.0 opportunities to enhance innovation

Web 2.0 main principles – active usage, changing of roles, creating of interface, creating own content – Wikipedia, Twitter as examples, cooperation, two way interaction, no rules establish on the beginning.

•How is answer coherent with my profile? Answer from systems can be relevant not only based on the questions itself but also based on information form profile of the user.

•Behaviour patent analysis can be used as approach

•Extreme customisation

•Relevancy of the answer need to be measured

•Social networks – Facebook (www.facebook.com) etc., administration is going to Facebook as administration, to recruit persons

•Second Life – administration creating profile very close to real one, can enable profile dependent responses.

•Privacy issues needs to be dealt with

Question 4: What would enable/prevent you to implement the discussed innovation in your measurement?

Privacy

•Control – discussion forum – political, PR risk, social networks, blog. Positive thing on losing control is people more open

•points are linked in positive/negative part

Prevent

•privacy issues (measuring in any way based on the tax declaration data in Belgium is forbidden, whereas the Norwegian authorities publish the declared income online every year.)

•control issues (potential risk of losing control of measurement)

•digital divide – part of population is not online

•Technology/ political decision

•budget /cost

Enable

•losing control (people may become more honest / more people may react)

•using existing platforms enable to reach larger groups (LinkedIn, Facebook, Twitter)

•budget

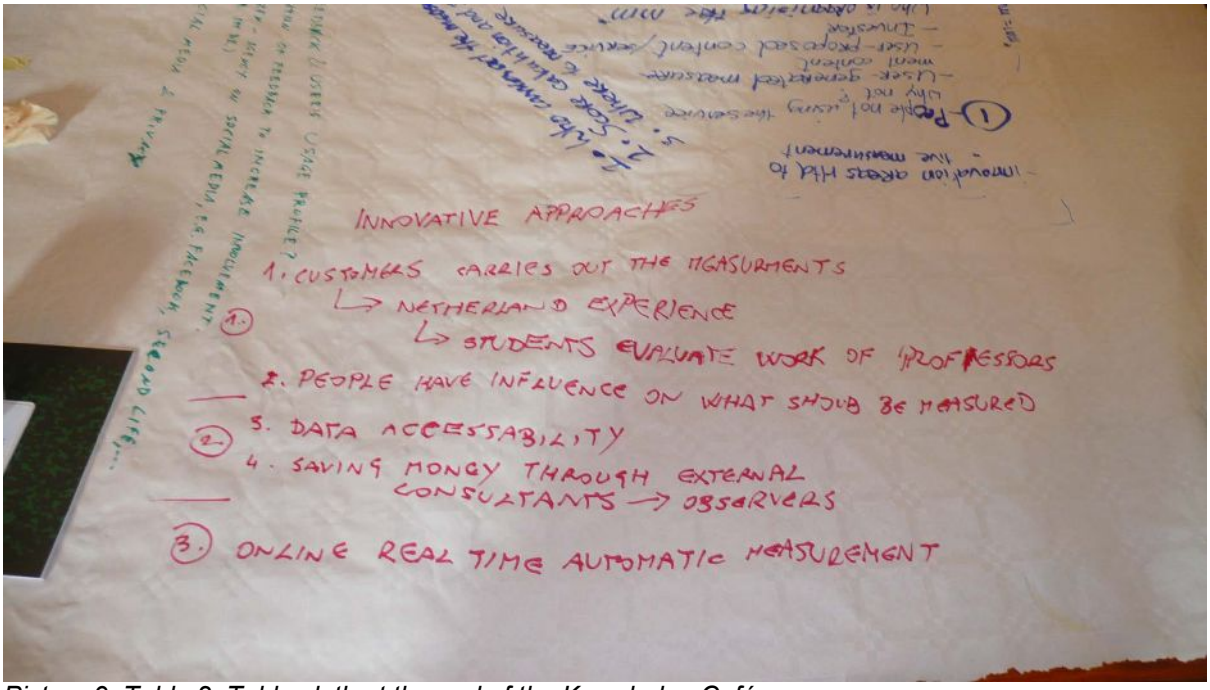
•user performances (taking into account the user interest for technology being used)

•political decisions

Innovation

•using online games to interact with population segment

•as gaming questionnaire to gather information in innovative playful way



Picture 9: Table 2: Table cloth at the end of the Knowledge Café

3 Table Host: Hugo Kerschot

Question 1:New measurement subject

Measuring the needs of the citizens

•In a government centric way measurement is a post-factum act: public services creates e-services and afterwards they will measure the use, impact and sometimes also the satisfaction of their clients (citizens).

•In a new context (citizen centric, empowered citizens…) as commercial services are doing for years, public services needs to measure the needs of the «clients» (citizens) and depending the outcome the build services for them.

•Consequences for measurement methodology: not only on-line users but all citizens needs to be surveyed.

Picture 10: Table 3 working group

Question 2: What's the effect on measurement methodology?

More attention for what citizens are «searching» on the web, visiting your websites…

Google analytics can tell a lot about that:

•What search words they are using

•Analysing the citizens «language»

•What are they (the citizens) looking for ?

Finally measuring the gap between offering of the public service and demand of the citizens. Apple surveys users for new needs as input for new prodcucts. Governments should also do this.

Active use of search results

Question 3 : influence of Web 2.0 ?

•The user became a part of the service, helps to define the service.

•Feedback and demands of the users (citizens) becomes part of the service in and eternal cycle of improvement.

Measuring is PART of the service

Question 4: opportunities and threads?

Threads:

•There is no budget/sponsor to measure something that doesn't exist yet

•The field work for this kind of measurements of more complex

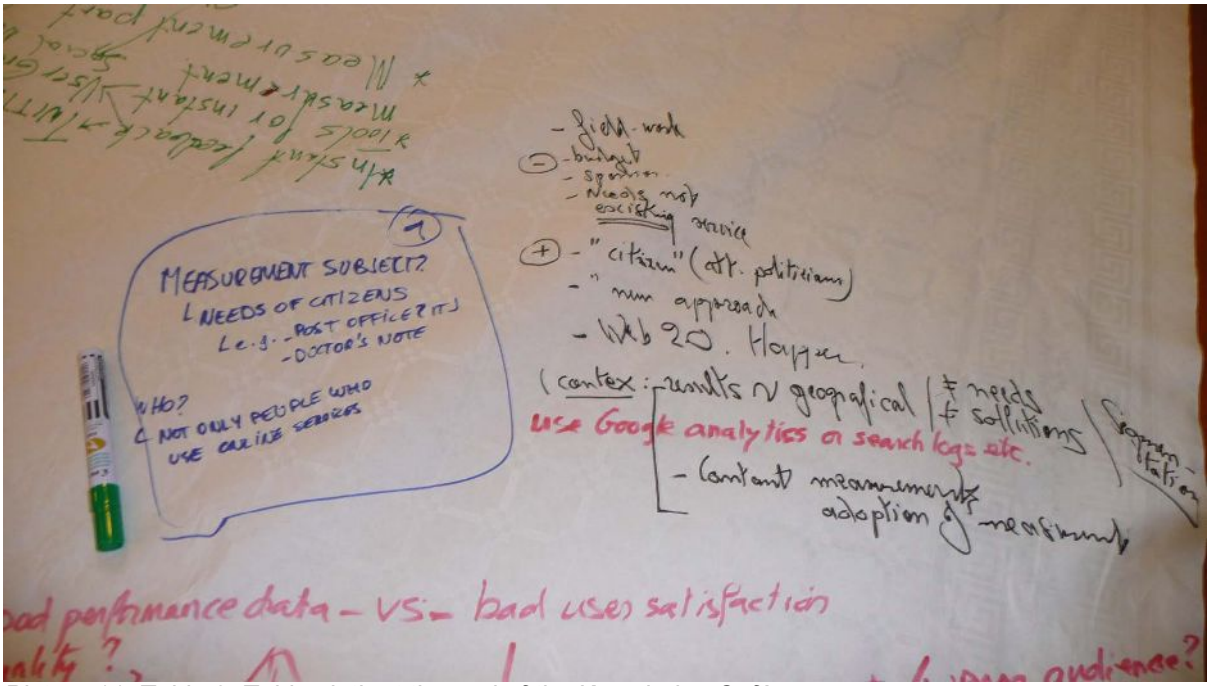
Opportunities:

•Involvement of politicians : it is citizens driven

•The advantage of something «new»

•Web 2.0 «happens» if you like it or not

•We are coming in a cycle of constant measurement and adoption of the measurement template



Picture 11: Table 3: Table cloth at the end of the Knowledge Café

4 Table Host: Gino Verleye

Q1.Innovations:

Focus on better data collection; more and better data.

Use shorter, more focused surveys

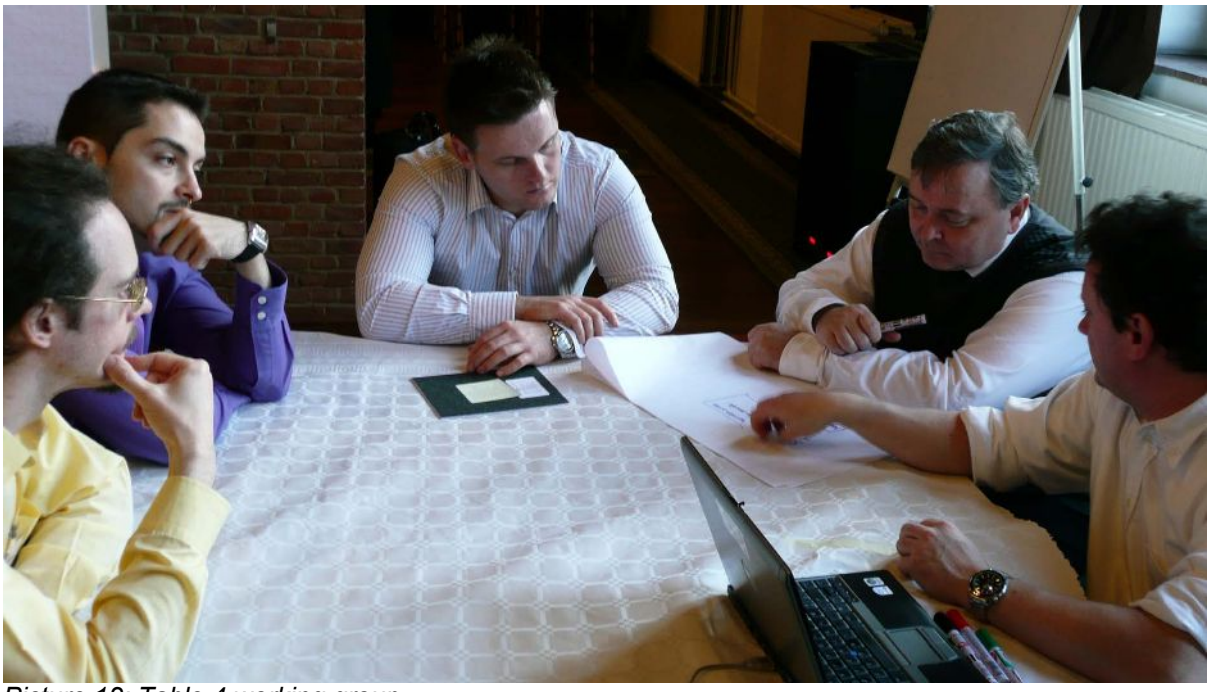
Deploy technical inventions to capture behavior data, use protocols & API's

Focus also on innovative reporting to better visualize the key results.

Q2. System:

Develop an architecture that measures

A) Soft data: experiences, attitudes survey like with closed and open questions
B) Using probes that measure the objective hard data (user behavior)
C) Store this in a large database for smart analysis and reporting
D) Focus on the not so obvious link between hard & soft data.
E) Deploy in multichannel environment with web2.0 features



Picture 12: Table 4 working group

Q3. Web 2.0 innovations

- Measure in a multimode way: meaning that respondents can comment on eGov websites in many more ways than a questionnaire: open text, blogs, add ideas, pictures, experiences,…
- Anytime open for spontaneous responses
- Examples: fixmystreet , teacher evaluation (Netherlands)
- Problem is that we still want to tune that into numbers and statistics while it is not suited at all, and not meant to be analyzed in this way…
- Problem is also censorship: who may, may not interfere in the process
- And who should moderate, independent party?

- Try to bring in Social Network kind of process.
- Very obscure in legal framework all this…

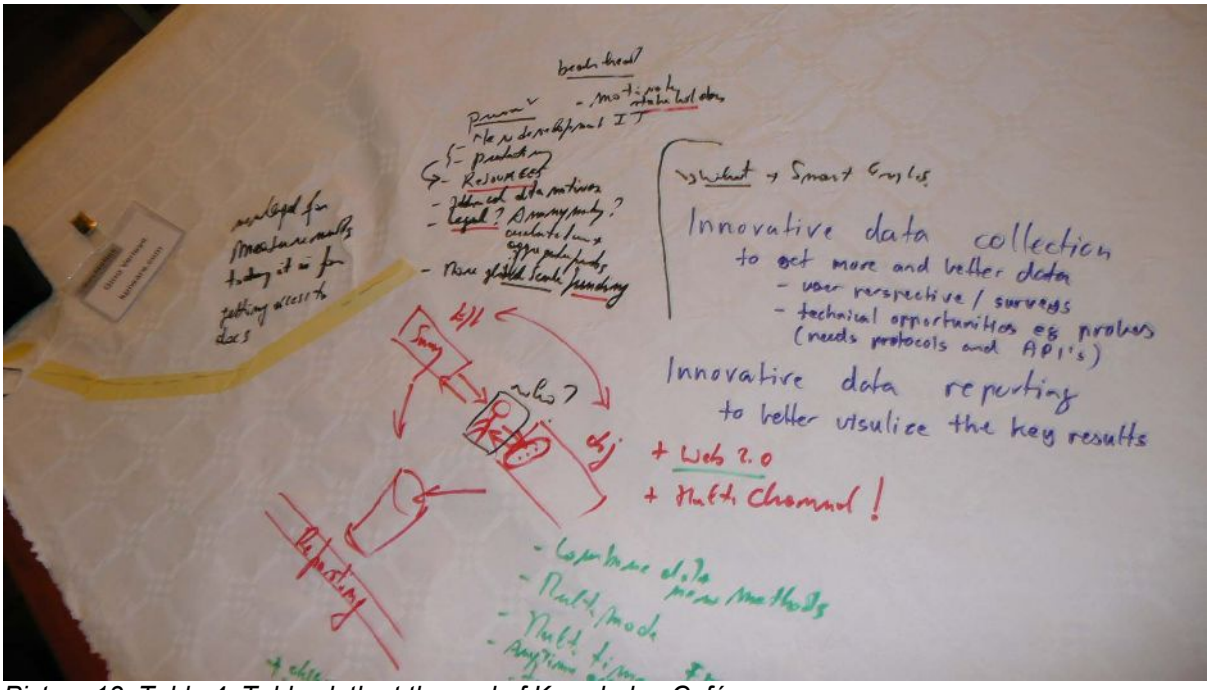
Q4. Make it happen/inhibition

Show stoppers:

- A lot of new expensive IT development needed
- Funding of resources
- Combination of existing and new systems, open source available?
- Dark legal systems, we are over the edge here: current law does not take this into account

Way forward:

- Create a beach head with a working demo
- Don't start until global funding plan
- Warm up and convince many stakeholders….



Picture 13: Table 4: Table cloth at the end of Knowledge Café

5 Table Host: Annika Nietzio

Question 1

Refine and extend a list of template areas related to innovative measurements. Find examples.

Question 2

Discuss what makes an approach innovative for at least 3 of the identified areas. Find examples.

Who is carrying out the measurement?
Case A: Government agency.

Example Italy: Centro Nazionale per l'Informatica nella Pubblica Amministrazione (see http://www.cnipa.gov.it or http://en.wikipedia.org/wiki/Centro_Nazionale_per_l%27Informatica_nella_Pubblica_Amministrazione)

Why innovative?

- The agency is independent of ministries, other agencies, politicians.
- Power to initiate change: The agency has the mandate and the power to take action based on the outcome of the measurements. The measurement does have consequences (which is often a problem with studies conducted by external experts / third parties.)

Case B: Participatory measurements / Web 2.0

Why innovative?

- Users / citizens are setting up and carrying out the measurement. (Example: Sunshine review http://sunshinereview.org)
- Users / citizens can define the measurement criteria and methodology.
- The measurement uses new web technologies (Web 2.0), such as wiki, blog, forum,

Picture 14: Table 5 working group

What to test?
Case C: User satisfaction survey / measurement, ask questions immediately after the citizen used the service.

Why innovative?

- Use of multiple channels is possible.
  - Internet channels with which people are familiar: social networks: facebook, twitter.
  - Non-internet channels: channels with which citizens have experience, e.g. SMS or interactive TV. This is especially important since many people don't use the internet because of missing digital literacy, missing equipment, missing broadband connection.
- Reducing the survey to a quick online-oll with max. 3-5 questions will increase the response rate. Often people are not willing to spend too much time.
- Case D: Performance measurement.
- Apply performance metrics used in service level agreements (SLA).

When to test?
Case C: User satisfaction survey / measurement, ask questions immediately after the citizen used the service.

Why innovative?

- This leads to direct feedback (which might be a bit more emotional – in case there was a problem with using the service.)
- Only people who actually used the service are asked. First question of many surveys ('Have you used service X in the last 3 months?') no longer necessary.
- Case E: Pilot testing of new service / user's expectations before the service is launched.
- Important to do testing under real conditions, not just with mock-ups.

How to test?
New approaches increase response rate of user surveys.

- «coercive measurement»
  - Conduct user survey in connection with ofter regular interaction the citizens has with government, such as in connection with elections or tax declaration.
  - Provide incentives when user is willing to participate in a survey, such as prioritised processing of their case or reduction of cost / fee for the services.

Question 3

Identify and discuss Web 2.0 opportunities to enhance the discussed innovations.

Risks and challenges when using Web 2.0 technologies:

- Results are unstructured. How can they be used?
  - Web 2.0 measurements are not formalised.
  - Opinions in forum / blog could be biased.
  - It is difficult to translate opinions into concrete results.
  - It might be necessary to involve intermediaries such as specialised agencies (consultancy) or influential third parties (media, NGO) to communicate the results / make the results heard.

- Who owns the data?
  - Data (opinions) entered into existing social networks might be difficult to get out again.(e.g. Facebook does not provide raw data that could be processed further.)
  - Related problem: how to ensure the integrity of the data, make sure that it hasn't been tampered with?
- Lack of accessibility of Facebook, social networking applications, web 2.0 applications in general. Some users are excluded from participating in the measurements.

How to apply Web 2.0 technologies in the service development / delivery cycle?

- Companies are using Web 2.0 for marketing and for monitoring trends and customer expectations and feedback / opinions / reviews. Could government do the same?
- Assessing the expectations of citizens beforehand would lead to an improvement of the implemented services. Additionally, user satisfaction measurement could be included in the development cycle.
- The public sector becomes more pro-active.

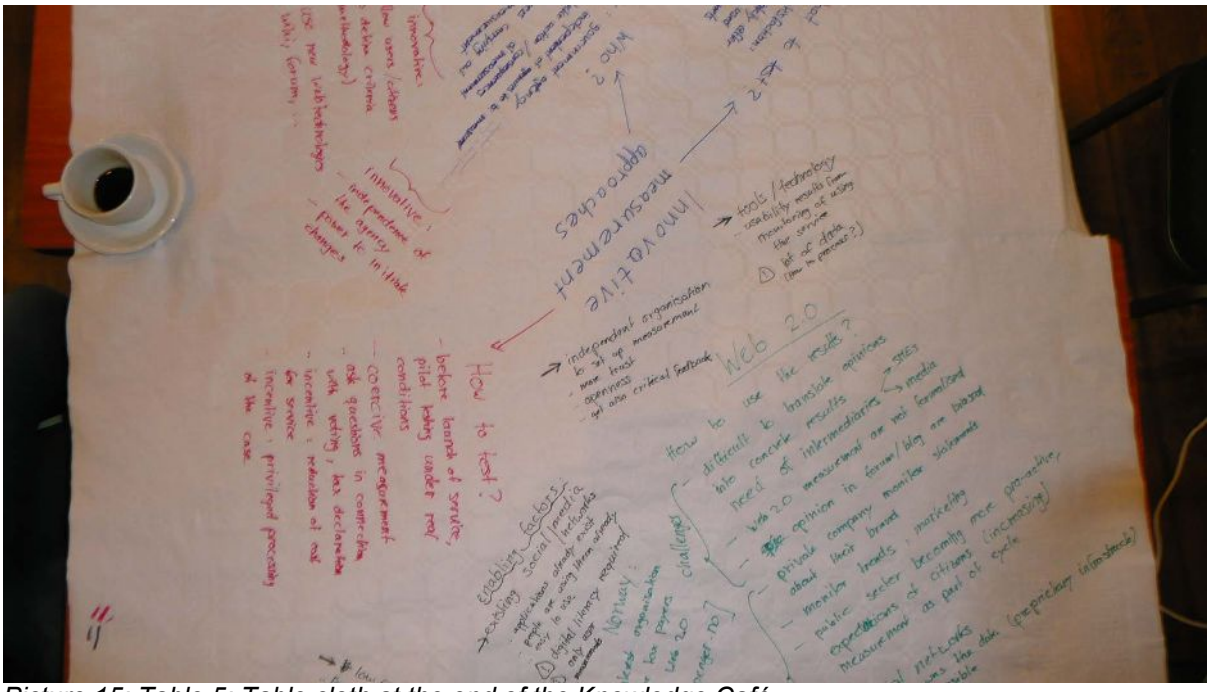
Web 2.0 examples:

- www.dinepenger.no (Norwegian tax payer interest organisation)

Question 4

What would enable / prevent you to implement the discussed innovations in your next measurement?

Factor	***Why enabling?***	***Why preventing?***
existing social networks / social media	•applications already exist •people use them already •people know how to use them / they are easy to use	•digital literacy of users is required •only members of the social network can participate / are aware of the measurement (not representative)
flexibility	•open to take any opinion into account •dynamic / floating approach	•can't define questions •government has to be wiling to take the answers / results seriously
cost / budget	•if existing networks / tools are used, the measurement is easy to set up.	•processing of unstructured results takes more effort
an independent organisation (non-government organisation) carries out the measurement	•more trust •openness •get also criticism, critical feedback	
tools / technologies	•automatic monitoring of user behaviour (e.g. for usability testing) •web logging (google analytics)	•potentially huge amount of data: need tools to process •privacy issues



Picture 15: Table 5: Table cloth at the end of the Knowledge Café

Final presentations & schedules

Notes by: Eric Velleman

1 Measure paper 4 the way onwards (Xavier Heymans, Zea Partners)

Xavier presents the planning for the measure paper. The deadlines are tight, so please provide quick input. Input from the room: Add awards impact. Everybody will receive the deadlines document soon.

2 Farewell (Mikael Snaprud, UiA)

The final conference is to be held in Brussels, in the facilities of the committee of the regions, at the end of March. The dates still need to be confirmed. Potential topics for our final conference include.

- Measure handbook -
- trends and recommendations
- Measurement adoption
- Main topics for network continuation
- Synergies with related activities
- Dissemination master plan
- Techniques to deal with large amounts of citizen comments?
- Web 2.0 examples.
- Business Privacy and security issues using Web 2.0 approaches
- Web awards – examples, impact and relevance
- Ways to measure how far we have reached towards EU directives
- Directive on the re-use of public sector information
- Service Directive etc.
- Sustainable network

•Sustainable network. How can we let this continue and work on further collaboration. No tangible plan yet. One or more clearly formulated goals of a continuation will be needed for sustainability.There are some networks that have been built into more sustainable network. Maybe we can build on their experience. Most of us are involved in additional networks. Maybe that is also a way to sustain the network relations we have built up.

List of participants

No.	Organisation name	Participant	Country
1	Deloitte Consulting	Sebastiaan van der Peijl	BE
2	IS-practice	Hugo Kerschot	BE
3	Katholieke Universiteit Leuven	Christophe Strobbe	BE
4	kpiware.com	Gino Verleye	BE
5	Research Group for Media & ICT (MICT - Ghent University)	Pieter Verdegem	BE
6	The Federal Public Service of The Information Technology and Communication	Christine Mahieu	BE
7	University Ghent	Juan Stragver	BE
8	Zea Partners	Xavier Heymans	BE
9	Reseach Institute for Technology and Disability (FTB)	Annika Nietzio	DE
10	WiBe- Team PR	Peter Röthig	DE
11	Copenhagen Business School	Kim N. Andersen	DK
12	Copenhagen Business School	Rony Medaglia	DK
13	University of Aalborg	Xiu feng Liu	DK
14	Arvo Consultores y Tecnología	Emilio Lorenzo	ES
15	Technosite	Roberto Torena	ES
16	Government to You	Uwe Serdult	GR
17	Observatory for the Greek Information Society	Eleni Vergi	GR
18	Agenzia del Territorio	Luca Montobbio	IT
19	Istituto Superiore Mario Boella	Enrico Ferro	IT
20	RSO SpA	Francesca Gargaro	IT
21	RSO SpA	Giancarlo Senatore	IT
22	RSO SpA	Giovanna Galasso	IT
23	Riga City Council	Verners Buls	LV
24	Burgerlink (ICTU)	Matt Poelmans	NL
25	The Bartimeus Accessibility Foundation	Eric Velleman	NL
26	DNV	Per Myrseth	NO
27	Karde AS	Arthur Berg Reinertsen	NO
28	Tingtun AS	Andrea Velazquez	NO
29	University of Agder	Juliane Jarke	NO
30	University of Agder	Mikael Snaprud	NO
31	Vestfold University College	Lasse Berntzen	NO
32	Lantmäteriat	Helena Ringmar	SE
33	Faculty of Organizational Sciences, University of Maribor	Uros Pivk	SI
34	Technical University of Kosice	Branislav Bonk	SK
35	Technical University of Kosice	Miriam Braskova	SK
36	Manchester Metropolitan University	Jenny Rowley	UK

List of presentations

Under http://www.epractice.eu/en/workshops/egovmonet4 all presentations may be found for download.

Contact

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