


 MODINIS study for the eGovernment unit  
 DG Information Society and Media  
[http://europa.eu.int/egovement\\_research](http://europa.eu.int/egovement_research)



**“Lessons in Impact Measurement of Applied ICT”**  
 Cristiano Codagnone – Patrick Wauters (*Cappemini*)

**BIRRA workshop Iceland**  
**Hofsos 15 June 2006**


 The opinions expressed in this document are those of the authors and do not necessarily reflect the views of the European Commission



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**State of play**

- The Measurement Momentum:
  - Awareness of the urgency of demonstrating impacts:
  - In 2005, €11.9bn was spent on eGov in EU25, and the figure is growing, 60% at regional level
- Challenges:
  - Qualitative and/or bundled externality impacts
- Today:
  - Consolidated supply side benchmarks
  - Increasing knowledge on users
  - Emerging methodologies to measure impacts
- Tomorrow:
  - Research and pilot in-depth explorations (2010 timeframe)
  - Long hanging fruits already for 2006-2007

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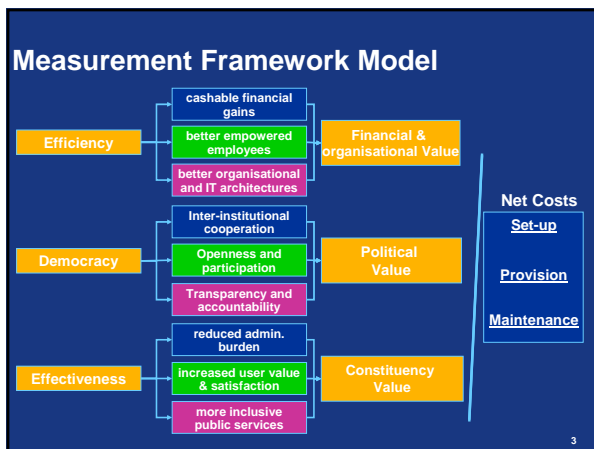
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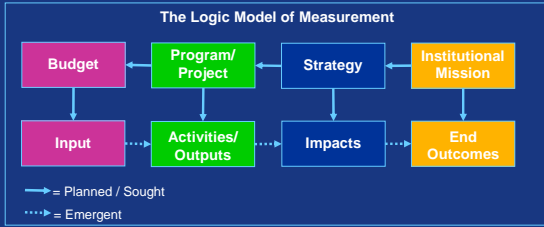
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## eGEP MF: general and flexible



- ❑ Missions / Strategies depend on country / agency
- ❑ eGEP Framework elaborated at a general level
- ❑ Further adaptation needed for application

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## Measurement data challenges

- ❑ Consensus: go beyond supply side benchmarking
- ❑ Challenges: costs and comparability of impacts data

Data Sources	Relevance	Cost	Comparability
Official statistics	Low	Low	High
Internal administrative records	High	High	Low
Standard Cost Model estimates	High	High	Medium
Internal self-assessment	Medium	High	Low
Users satisfaction surveys <sup>(a)</sup>	High	Medium	High
Pop-up survey <sup>(a)</sup>	Medium	Medium	High
Web metrics <sup>(a)</sup>	High	Medium	Medium-high
Third party web assessment <sup>(a)</sup>	Variable	Medium	High

<sup>(a)</sup> Involvement in terms of the definition of a common methodology and of a comparable panel of services to be measured

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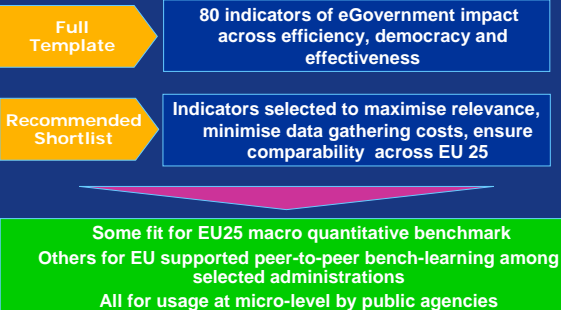
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## From the model to indicators



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## Implementation Methodology

Three concepts underlying the Implementation Methodology of our MF:

1) Value Drivers

2) Composite indicators

3) Impact-Risks Matrix

Practical tool, consisting of 7 Excel sheets, enabling a multidimensional measurement of eGovernment value

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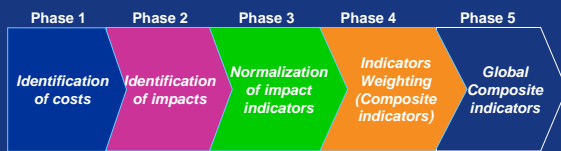
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## Evaluation Procedure



EVALUATION NOT ACCOUNTING FOR RISK

IMPACT-RISKS MATRIX

EVALUATION ACCOUNTING FOR RISK

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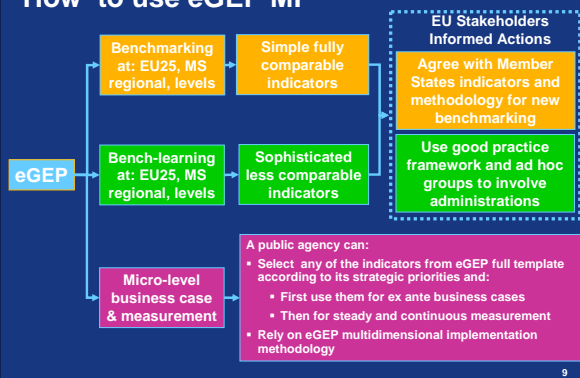
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## How to use eGEP MF



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## Annex: Example of Implementation Methodology Application

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### Project impacts

Example

Driver	Impacts	Description	Unit of measurement	Total Expected Benefits	Baseline Year 1*	Year 2	Year 3	Year 4	Year 5	Year 6
Efficiency	Costable Financial Gains	K€ Full Time Equivalent gains	K €	25,000	95,000	90,700	85,600	82,300	74,200	70,000
	More empowered employees	# of public administration trainees	#	1000	550	650	730	820	900	1,000
	Better organizational architectures	# of in case handled protocols in a given time of period	#	250	120	130	160	200	220	250
Effectiveness	Reduced Admin. Burden	h/yr time saved by citizen & business	h	150,000	100,000	120,000	135,000	140,000	145,000	150,000
	Increased User Value and Satisfaction	eGovernment users satisfaction index	Score	1	35%	47%	59%	64%	72%	85%
	More inclusive public services	# of inclusion related e-services	#	45	10	20	25	30	37	45
Governance	Inter-operable administrations	# of administrations using common eID	#	32	12	15	18	23	27	32
	Openness and Participation	# of services involving a two-way interaction with users	#	40	23	25	27	32	35	40
	Transparency and Accountability	Externally assessed transparency index	Score	50%	40%	50%	65%	74%	82%	90%
TOT										

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### Project indicators

Example

Driver	Impacts	Description	Unit of measurement	Baseline Year 1*	Measure	Year 2	Year 3	Year 4	Year 5	Year 6
Efficiency	Costable Financial Gains	% Δ in K€ Full Time Equivalent gains**	K €	95,000	(K€ - K <sub>0</sub> ) / K <sub>0</sub>	4,53%	9,09%	13,37%	21,89%	26,32%
	More empowered employees	% Δ public servants eGov/CT skills	#	550	(# - # <sub>0</sub> ) / # <sub>0</sub>	18,18%	32,73%	48,09%	63,64%	81,82%
	Better organizational architectures	% Δ in case handled in a given time of period	#	120	(# - # <sub>0</sub> ) / # <sub>0</sub>	8,33%	33,33%	66,67%	83,33%	108,33%
Effectiveness	Reduced Admin. Burden	% Δ in time saved by citizen & business	h	100,000	(h - h <sub>0</sub> ) / h <sub>0</sub>	20,00%	35,00%	40,00%	45,00%	50,00%
	Increased User Value and Satisfaction	% Δ eGovernment users satisfaction index	Score	35,00%	(S <sub>t</sub> - S <sub>0</sub> ) / S <sub>0</sub>	34,29%	68,57%	82,86%	105,71%	142,86%
	More inclusive public services	% Δ in usage of inclusion related e-services	#	10,000	(# - # <sub>0</sub> ) / # <sub>0</sub>	100,00%	150,00%	220,00%	270,00%	350,00%
Governance	Inter-operable administrations	% Δ in administrations using common eID	#	12,000	(# - # <sub>0</sub> ) / # <sub>0</sub>	25,00%	50,00%	91,67%	125,00%	166,67%
	Openness and Participation	% Δ in two-way interaction with users	#	23,000	(# - # <sub>0</sub> ) / # <sub>0</sub>	8,70%	17,39%	39,13%	52,17%	79,91%
	Transparency and Accountability	% Δ in externally assessed transparency index	Score	40,00%	(S <sub>t</sub> - S <sub>0</sub> ) / S <sub>0</sub>	25,00%	62,50%	85,00%	105,00%	125,00%
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***Thank You all for Your Attention!  
Questions ?***

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