

ANNEX B

User Take-up Measurement Approaches in OECD Countries

The purpose of this Annex is to give an overview of OECD country approaches to measuring user take-up. The annex consists of:

- an overview of the information and data collection methodology including a table summarising each country's measurement approach, if existent;
- a more detailed description of each OECD country's approach.

Information and data collection methodology

Information and data collection for this report has been carried out primarily by Mr. Jeremy Millard, Senior Consultant at the Danish Technological Institute, for the OECD secretariat through a series of bilateral information requests to the OECD Network of Senior E-Government Officials, complementary background research from open and available government sources, and information and data from OECD e-government country studies in the period 2003-08. The country descriptions in this annex have been incorporated as received from the countries themselves, or they have been fact-checked with, and accepted by the country.

Table B.1 provides an overview of the national measurement frameworks where available, the measurement method(s) applied and the user-centric data available.

Table B.1. **Overview of usage of measurement frameworks**

Country	Method	Data availability
Australia	<p><i>National measurement framework:</i> Yes.</p> <p><i>Type:</i> Telephone survey and focus groups.</p> <p><i>Frequency:</i> Annual.</p> <p><i>Scope:</i> National, all citizens.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> Yes.</p> <p><i>Experience of service:</i> Yes.</p> <p><i>Satisfaction:</i> Yes.</p> <p><i>Other:</i> Barriers, future demand, profile users and non-users, reasons for channel choice.</p>
Austria	<p><i>National measurement framework:</i> Pending.</p> <p><i>Type:</i> Decentralised server logs, case descriptions and periodic evaluation studies (surveys).</p> <p><i>Frequency:</i> One-off.</p> <p><i>Scope:</i> National, all citizens.</p> <p><i>Other:</i> Started mapping of local “blind spots” in 2007.</p>	<p><i>User take-up:</i> Yes.</p> <p><i>Experience of service:</i> n.a.</p> <p><i>Satisfaction:</i> Limited.</p> <p><i>Other:</i> n.a.</p>
Belgium	<p><i>National measurement framework:</i> In the process of being introduced.</p> <p><i>Type:</i> Panel survey project 2005-06.</p> <p><i>Frequency:</i> One-off.</p> <p><i>Scope:</i> National/local, all citizens.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> Yes.</p> <p><i>Experience of service:</i> n.a.</p> <p><i>Satisfaction:</i> Yes.</p> <p><i>Other:</i> Attitudes and preferences also measured.</p>
Canada	<p><i>National measurement framework:</i> Yes.</p> <p><i>Type:</i> Mail and Internet survey.</p> <p><i>Frequency:</i> Biennial.</p> <p><i>Scope:</i> All levels, all citizens, representative sample of whole population.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> Yes (channel and frequency).</p> <p><i>Experience of service:</i> Yes.</p> <p><i>Satisfaction:</i> Yes.</p> <p><i>Other:</i> Purpose of contact (type of service), problems in contact, service convenience, language, services for disabled, knowledge and helpfulness of employees.</p>
Czech Republic	<p><i>National measurement framework:</i> No.</p> <p><i>Type:</i> n.a.</p> <p><i>Frequency:</i> n.a.</p> <p><i>Scope:</i> n.a.</p> <p><i>Other:</i> Intend to rely on EU methodology.</p>	<p><i>User take-up:</i> n.a.</p> <p><i>Experience of service:</i> n.a.</p> <p><i>Satisfaction:</i> n.a.</p> <p><i>Other:</i> n.a.</p>

Table B.1. **Overview of usage of measurement frameworks** (cont.)

Country	Method	Data availability
Denmark	<p><i>National measurement framework:</i> Since 2004. <i>Type:</i> Surveys. <i>Frequency:</i> Unsystematic. <i>Scope:</i> National, all citizens. <i>Other:</i> State of affairs has been criticised by National Audit Office and more systematic measurements are part of e-government strategy for 2007-2010.</p>	<p><i>User take-up:</i> Yes. <i>Experience of service:</i> Yes. <i>Satisfaction:</i> Yes. <i>Other:</i> Attitudes and primary contact channel also measured.</p>
Finland	<p><i>National measurement framework:</i> No <i>Type:</i> n.a. <i>Frequency:</i> n.a. <i>Scope:</i> n.a. <i>Other:</i> Five development programmes regarding social impact of e-government planned for period 2006-2011.</p>	<p><i>User take-up:</i> n.a. <i>Experience of service:</i> n.a. <i>Satisfaction:</i> Yes. <i>Other:</i> n.a.</p>
France	<p><i>National measurement framework:</i> Since 2005. <i>Type:</i> Surveys. <i>Frequency:</i> n.a. <i>Scope:</i> National/local/sectoral depending on public agency. <i>Other:</i> n.a.</p>	<p><i>User take-up:</i> Yes. <i>Experience of service:</i> n.a. <i>Satisfaction:</i> Yes. <i>Other:</i> Measures on: attitudes, motivations, and expectations also measured, strong use of cost-benefit measures ("external benefits for the user").</p>
Germany	<p><i>National measurement framework:</i> Since 2004. <i>Type:</i> n.a. <i>Frequency:</i> n.a. <i>Scope:</i> n.a. <i>Other:</i> n.a.</p>	<p><i>User take-up:</i> n.a. <i>Experience of service:</i> User-friendliness. <i>Satisfaction:</i> n.a. <i>Other:</i> Cost-benefit measures ("external" economic effects, both "monetisable" and "non-monetisable").</p>
Greece	<p><i>National measurement framework:</i> To be implemented in the period 2007-2013. <i>Type:</i> n.a. <i>Frequency:</i> n.a. <i>Scope:</i> n.a. <i>Other:</i> n.a.</p>	<p><i>User take-up:</i> n.a. <i>Experience of service:</i> User-friendliness. <i>Satisfaction:</i> Yes. <i>Other:</i> Measures of administrative burden, transparency, accountability also planned.</p>

Table B.1. **Overview of usage of measurement frameworks** (cont.)

Country	Method	Data availability
Hungary	<p><i>National measurement framework:</i> No, but in the process of being introduced.</p> <p><i>Type:</i> Surveys, project-based indicators.</p> <p><i>Frequency:</i> Annual.</p> <p><i>Scope:</i> National.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> Yes.</p> <p><i>Experience of service:</i> Not yet.</p> <p><i>Satisfaction:</i> Yes.</p> <p><i>Other:</i> n.a.</p>
Iceland	<p><i>National measurement framework:</i> Since 2005.</p> <p><i>Type:</i> Survey of all public websites in Iceland.</p> <p><i>Frequency:</i> Every other year.</p> <p><i>Scope:</i> All government agencies and municipalities.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> Yes.</p> <p><i>Experience of service:</i> No.</p> <p><i>Satisfaction:</i> No.</p> <p><i>Other:</i> New Information Society (including e-government) policy was introduced in May 2008 with measurable objectives.</p>
Ireland	<p><i>National measurement framework:</i> Preliminary research ongoing.</p> <p><i>Type:</i> Surveys.</p> <p><i>Frequency:</i> One-off.</p> <p><i>Scope:</i> n.a.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> Yes.</p> <p><i>Experience of service:</i> n.a.</p> <p><i>Satisfaction:</i> n.a.</p> <p><i>Other:</i> n.a.</p>
Italy	<p><i>National measurement framework:</i> Not formally adopted. Experiences and practices exist.</p> <p><i>Type:</i> n.a.</p> <p><i>Frequency:</i> n.a.</p> <p><i>Scope:</i> n.a.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> n.a.</p> <p><i>Experience of service:</i> n.a.</p> <p><i>Satisfaction:</i> n.a.</p> <p><i>Other:</i> n.a.</p>
Japan	<p><i>National measurement framework:</i> No.</p> <p><i>Type:</i> Surveys.</p> <p><i>Frequency:</i> One-off.</p> <p><i>Scope:</i> National, business.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> Yes.</p> <p><i>Experience of service:</i> <i>Satisfaction:</i> Yes.</p> <p><i>Other:</i> Motivations and ease of use also measured as well as points of improvement.</p>

Table B.1. **Overview of usage of measurement frameworks** (cont.)

Country	Method	Data availability
Korea	<p><i>National measurement framework:</i> Pending.</p> <p><i>Type:</i> Surveys and interviews.</p> <p><i>Frequency:</i> One-off.</p> <p><i>Scope:</i> National, all citizens.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> Yes.</p> <p><i>Experience of service:</i> n.a.</p> <p><i>Satisfaction:</i> Yes.</p> <p><i>Other:</i> Reasons for low usage also measured.</p>
Luxembourg	<p><i>National measurement framework:</i> No.</p> <p><i>Type:</i> n.a.</p> <p><i>Frequency:</i> n.a.</p> <p><i>Scope:</i> n.a.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> n.a.</p> <p><i>Experience of service:</i> n.a.</p> <p><i>Satisfaction:</i> n.a.</p> <p><i>Other:</i> n.a.</p>
Mexico	<p><i>National measurement framework:</i> Since 2005.</p> <p><i>Type:</i> Surveys.</p> <p><i>Frequency:</i> n.a.</p> <p><i>Scope:</i> National citizen portal.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> Yes.</p> <p><i>Experience of service:</i> n.a.</p> <p><i>Satisfaction:</i> Yes.</p> <p><i>Other:</i> Look and feel standards of websites.</p>
Netherlands	<p><i>National measurement framework:</i> First components installed in 2000.</p> <p><i>Type:</i> Surveys.</p> <p><i>Frequency:</i> Annual.</p> <p><i>Scope:</i> National, all citizens.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> Yes.</p> <p><i>Experience of service:</i> n.a.</p> <p><i>Satisfaction:</i> Yes.</p> <p><i>Other:</i> Transparency, responsiveness, and personalisation also measured, some use of cost-benefit measures.</p>
New Zealand	<p><i>National measurement framework:</i> To be implemented in 2008.</p> <p><i>Type:</i> Surveys and user research.</p> <p><i>Frequency:</i> Annual surveys and one-offs.</p> <p><i>Scope:</i> Representative national sample.</p> <p><i>Other:</i> Review underway to establish better time series data.</p>	<p><i>User take-up:</i> Yes.</p> <p><i>Experience of service:</i> Yes, planned.</p> <p><i>Satisfaction:</i> Yes, planned.</p> <p><i>Other:</i> Measure of reasons for satisfaction also planned.</p>

Table B.1. **Overview of usage of measurement frameworks** (cont.)

Country	Method	Data availability
Norway	<p><i>National measurement framework:</i> Yes, but not including citizen take-up.</p> <p><i>Type:</i> Surveys.</p> <p><i>Frequency:</i> One-off.</p> <p><i>Scope:</i> National, business.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> Yes.</p> <p><i>Experience of service:</i> <i>Satisfaction:</i> Yes.</p> <p><i>Other:</i> Points of improvement including new functionalities also measured.</p>
Poland	<p><i>National measurement framework:</i> No.</p> <p><i>Type:</i> n.a.</p> <p><i>Frequency:</i> Quarterly</p> <p><i>Scope:</i> n.a.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> n.a.</p> <p><i>Experience of service:</i> n.a.</p> <p><i>Satisfaction:</i> n.a.</p> <p><i>Other:</i> n.a.</p>
Portugal	<p><i>National measurement framework:</i> Implemented in 2007.</p> <p><i>Type:</i> Surveys.</p> <p><i>Frequency:</i> Annual.</p> <p><i>Scope:</i> National, all citizens.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> Yes.</p> <p><i>Experience of service:</i> n.a.</p> <p><i>Satisfaction:</i> Yes.</p> <p><i>Other:</i> n.a.</p>
Slovak Republic	<p><i>National measurement framework:</i> Yes, but not including citizen take-up.</p> <p><i>Type:</i> n.a.</p> <p><i>Frequency:</i> n.a.</p> <p><i>Scope:</i> n.a.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> n.a.</p> <p><i>Experience of service:</i> n.a.</p> <p><i>Satisfaction:</i> n.a.</p> <p><i>Other:</i> n.a.</p>
Spain	<p><i>National measurement framework:</i> No</p> <p><i>Type:</i> n.a.</p> <p><i>Frequency:</i> n.a.</p> <p><i>Scope:</i> n.a.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> n.a.</p> <p><i>Experience of service:</i> n.a.</p> <p><i>Satisfaction:</i> n.a.</p> <p><i>Other:</i> Different panel groups (e.g. experts and Internet users) have provided qualitative feed-back on e-government services and the national portal.</p>

Table B.1. **Overview of usage of measurement frameworks** (cont.)

Country	Method	Data availability
Sweden	<p><i>National measurement framework:</i> Since 2005.</p> <p><i>Type:</i> Surveys.</p> <p><i>Frequency:</i> Annual.</p> <p><i>Scope:</i> National, all citizens.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> Yes.</p> <p><i>Experience of service:</i> n.a.</p> <p><i>Satisfaction:</i> Yes.</p> <p><i>Other:</i> Main focus on service provision and openness.</p>
Switzerland	<p><i>National measurement framework:</i> Pending.</p> <p><i>Type:</i> Surveys.</p> <p><i>Frequency:</i> Periodic.</p> <p><i>Scope:</i> National, all citizens.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> Yes.</p> <p><i>Experience of service:</i> Yes.</p> <p><i>Satisfaction:</i> Yes.</p> <p><i>Other:</i> Knowledge about and future expectations to e-gov also measured together with main barriers and advantages, also attitudes towards e-voting and user payment.</p>
Turkey	<p><i>National measurement framework:</i> Yes, since 2007.</p> <p><i>Type:</i> Surveys, administrative registries.</p> <p><i>Frequency:</i> Annually.</p> <p><i>Scope:</i> National, all citizens and businesses.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> Yes.</p> <p><i>Experience of service:</i> n.a.</p> <p><i>Satisfaction:</i> Yes.</p> <p><i>Other:</i> n.a.</p>
United Kingdom	<p><i>National measurement framework:</i> Yes.</p> <p><i>Type:</i> Customer satisfaction surveys.</p> <p><i>Frequency:</i> Depends on agency.</p> <p><i>Scope:</i> Depends on agency.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> Yes.</p> <p><i>Experience of service:</i> Yes.</p> <p><i>Satisfaction:</i> Yes.</p> <p><i>Other:</i> Service transformation across all channels.</p>
United States	<p><i>National measurement framework:</i> Since 2006.</p> <p><i>Type:</i> Surveys.</p> <p><i>Frequency:</i> Annual.</p> <p><i>Scope:</i> Federal/presidential initiatives.</p> <p><i>Other:</i> n.a.</p>	<p><i>User take-up:</i> Yes.</p> <p><i>Experience of service:</i> n.a.</p> <p><i>Satisfaction:</i> Yes.</p> <p><i>Other:</i> Use by public agencies also measured.</p>

Table B.1. **Overview of usage of measurement frameworks** (cont.)

Country	Method	Data availability
Slovenia	<i>National measurement framework:</i> Yes. <i>Type:</i> n.a. <i>Frequency:</i> n.a. <i>Scope:</i> n.a. <i>Other:</i> n.a.	<i>User take-up:</i> Yes. <i>Experience of service:</i> n.a. <i>Satisfaction:</i> Yes, but <i>ad hoc</i> . <i>Other:</i> Demand for future functions also measured.

Note: All European Union countries are covered by the annual Eurostat e-government use surveys on citizens and businesses (use of services for obtaining information, downloading forms and uploading completed forms).

Australia

Method	Data availability
<i>National measurement framework:</i> Yes. <i>Type:</i> Telephone survey and focus groups. <i>Frequency:</i> Annual. <i>Scope:</i> National, all citizens. <i>Other:</i> n.a.	<i>User take-up:</i> Yes. <i>Experience of service:</i> Yes. <i>Satisfaction:</i> Yes. <i>Other:</i> Barriers, future demand, profile users and non-users, reasons for channel choice.

The Australian Government has been assessing citizen uptake of e-government services since 2004/2005 through an annual study of *Australians' Use of and Satisfaction with e-Government Services*.¹ This major time series study tracks Australians' use of and satisfaction with government services delivered by Internet, telephone, mail and in-person.

The study's focus is to monitor adoption of and satisfaction with e-government services (Internet and telephone) across all tiers of government, compared with more traditional methods of service delivery. This enables governments to plan for the future delivery and prioritisation of e-government services and refine the quality and level of service delivery strategies.

The study explores:

- how people use the Internet, telephone, mail and in-person service delivery channels to contact government;
- satisfaction with these service delivery channels, including reasons for satisfaction and dissatisfaction;

- motivations for and barriers to using e-government services;
- preferences for future service delivery.

The annual study consists of a quantitative telephone survey of a representative sample of the Australian population aged 18 or above who had contact with a government agency in the previous 12 months and qualitative focus group research to better understand the results from the telephone survey.

The studies have informed design and development of the Australian Government's Online Service Point Program and in the review of service delivery options by Australian government agencies at national, state and territory and local levels.

Austria

Method	Data availability
<i>National measurement framework:</i> Pending.	<i>User take-up:</i> Yes.
<i>Type:</i> Decentralised server logs, case descriptions and periodic evaluation studies (surveys).	<i>Experience of service:</i> n.a.
<i>Frequency:</i> One-off.	<i>Satisfaction:</i> Limited.
<i>Scope:</i> National, all citizens.	<i>Other:</i> n.a.
<i>Other:</i> Started mapping of local "blind spots" in 2007.	

The main source of data on take-up and user satisfaction for Austria is the annual survey of ICT usage by households and enterprises conducted by the national statistics office in line with the European Union's EuroStat statistics on the Information Society.² In 2006, the survey contained a special set of e-government questions which focused on user experience and satisfaction:

- Enterprises using the Internet for contacting authorities, including:
 - % for information retrieval;
 - % for forms downloads;
 - % for submitting forms on line;
 - % for e-procurement;
- Persons using the Internet for contacting authorities, including:
 - % for information retrieval;
 - % for forms downloads;
 - % for submitting forms on line;
 - % for income tax declaration;

- % for job search;
 - % for public libraries;
 - % for enrolment in universities or higher education;
 - % for health-related services.
- Reasons for no contact with public authorities via the Internet in the last three months before the 2006 survey was conducted:
 - service not available or too hard to find;
 - no personal contact;
 - no immediate response;
 - data protection and security;
 - additional costs;
 - too complicated;
 - other reasons.

Further data on actual usage can only be derived from internal application and forms server logs. Such statistics are very difficult to obtain, since decentralised e-government applications are run by a large number of authorities and service providers in all nine Austrian federal counties. In the future, a common standard for the automatic measurement of the usage of services might facilitate the compilation of a national e-government service take-up statistic.

Additionally, aspects of user take-up may also be found in the case descriptions of projects contained in the best practice catalogue³ of Austrian e-government. Individual activities at the federal level, like evaluation studies or surveys on user satisfaction, have also been conducted in the past. Such a study was Aichholzer/Spitzenberger 2005,⁴ with a survey last commissioned in 2006.⁵

According to these analyses, Austria has made a great leap forward with e-government: it joined the top group in Europe. The studies examine how far the usage of services keeps pace and what kinds of impacts are observable. In Austria, the take-up of services among enterprises has made enormous progress, to one of the highest in the European Union. Usage growth is strongest in advanced, transaction-related services, although there is still much potential to raise the usage among citizens in a socially balanced way. Impacts are identified in quantitative as well as qualitative terms: they include cost savings, increased efficiency and accelerated processing times of case handlings (exemplified among others by win-win situations in the finance and foreign trade sector), improved service and information quality, as well as some adaptation problems and reorganisation needs.

Austria does not have a national measurement framework for e-government in place, but is beginning to set one up. It is important to measure services where they are consumed by citizens. Therefore the first step was the launch in March 2007 of a project to monitor the provision of e-government service throughout all 2 357 cities and municipalities in Austria. This task aims to provide an interactive overview of the “blind spots” where coverage of e-government services is still low and needs to be intensified in order to ensure universal provision and further inclusion of all citizens in all regions in Austria. Additionally, individual activities on the federal level, like evaluation studies or surveys of citizen preferences that have been conducted in the past, will be continued. These activities can be added under a common measurement framework later on in order to obtain a more comprehensive picture of the impacts of e-government.⁶

Belgium

Method	Data availability
<i>National measurement framework:</i> In the process of being introduced.	<i>User take-up:</i> Yes.
<i>Type:</i> Panel survey project 2005-06.	<i>Experience of service:</i> n.a.
<i>Frequency:</i> One-off.	<i>Satisfaction:</i> Yes.
<i>Scope:</i> National/local, all citizens.	<i>Other:</i> Attitudes and preferences also measured.
<i>Other:</i> n.a.	

The availability and sophistication of e-government services for citizens and businesses in Belgium is assessed for 20 basic public services (12 for citizens, 8 for businesses) in the measurement survey on the progress of online public service by the European Union.⁷

Belgium has a three-pronged e-government policy: firstly, laying the building blocks for e-government through the support of ICT departments of the federal administration; secondly, the computerisation of Belgian society and closing of the digital gap; and thirdly, the development and promotion of Belgium as an ICT knowledge region.

In order to support and fine-tune this policy to effectively develop new projects and applications, it is necessary to proceed from the needs and expectations of citizens. To achieve this objective, the Belgian Federal Government set up in 2005 the research programme, Fed-e-View/Citizen, which for the first time for a well-defined period maps out both the current situation and the development regarding e-government and the Information Society in Belgium. Fed-e-View/Citizen focuses both on users and non-users of

the Internet. The research was conducted from June 2005 to October 2006 by Indigov under the commission of Fedict. It provides insight into the evolution of the digital gap, the needs and requirements of the citizens concerning e-government, and the modernisation of the government. It also provides a sound basis for further developing the federal computerisation policy.⁸

The survey used representative groups or panels of Internet user and non-user populations followed in several successive waves of study. One of the possibilities with this is to monitor, very accurately and on an individual basis, developments concerning the adoption and use of computers, the Internet and other ICT (interactive digital television, electronic ID card readers, wireless networks, etc.).

The study contains several e-government-related parts:

- The knowledge and use of, and satisfaction with current e-government applications. This generates a picture of the current situation in Belgium. Although most attention is devoted here to federal applications, a number of applications of governments at the regional and local levels were also addressed (*e.g.* use of municipality websites and online services such as searching for premiums).
- The desirability and readiness to use (possible) future e-government applications was also studied. Special attention was devoted to the role of the government with regard to providing services to the population. Aspects such as communication channel preferences related to different services, multi-channel strategies, proactive provision of services, the concept of “mygovernment.be” (or a “digital safe”)⁹ were addressed.
- The attitudes of the Belgian population towards the provision of e-government services were also studied: what are the perceived advantages and drawbacks, which quality criteria do citizens pose, what position do they take towards the initiatives and ideas of the government on this level?

The Belgian federal government is now also working on the implementation of an e-government monitor. During 2007, this saw the development of an e-government measurement framework based on international best practices as an integrated instrument to continuously monitor and benchmark the development of ICT and e-government in Belgium. Partnerships here are essential between the statistics departments, regions, municipalities, the European Union, and private partners. The framework, which as of 2009 is in the process of being implemented, involves the consolidation of dispersed existing indicators, the development of new indicators and the collection of data in co-operation with other public and private actors.

The forthcoming e-government monitor will have five categories of indicators according to the five phases of the ICT/e-government value chain:

1. context – generic preconditions for all policy domains, whilst the following four are measurable for different policy domains;
2. input;
3. output;
4. use;
5. impact.

It will also categorise indicators by three target groups:

- citizens (individuals and households);
- enterprises and intermediate agents;
- public administrations: local, regional (regions and communities) and federal administrative entities including municipalities.

The use category will measure the uptake and intensity of use of the supply of digital content, information and services as well as the reasons or perceived barriers for not doing so in a specified policy domain:

- uptake indicators measuring the (non-)use and intensity of use of digital content, information and services supplied;
- barrier indicators measuring the perceived barriers or reasons for not using digital content, information and services.

At the impact level there will also be measurements of impacts at the micro level of the individual user using indicators of the satisfaction, the perceived benefits and the effects of the use of ICT applications.

Canada

Method	Data availability
<p><i>National measurement framework:</i> Yes. <i>Type:</i> Mail and Internet survey. <i>Frequency:</i> Biennial. <i>Scope:</i> All levels, all citizens, representative sample of whole population. <i>Other:</i> n.a.</p>	<p><i>User take-up:</i> Yes (channel and frequency). <i>Experience of service:</i> Yes. <i>Satisfaction:</i> Yes. <i>Other:</i> Purpose of contact (type of service), problems in contact, service convenience, language, services for disabled, knowledge and helpfulness of employees.</p>

Canada's e-government programme started in 1999 as the Government On-Line project with the goal to use ICT to enhance Canadians' access to improved client-centred, clustered services, anytime, anywhere and in the official language of their choice. In 2005, this was replaced with a whole-of-government service transformation agenda. Three service visions (for citizens, businesses and international clients) comprise one comprehensive vision for government as a whole. This vision focuses on outcomes in terms of client satisfaction, cost savings and efficiencies, policy outcomes and compliance, and accountability and transparency.

Alongside this approach, the Institute for Citizen-Centred Service (ICCS)¹⁰ works with governments across Canada and around the world to improve citizen satisfaction with public sector service delivery. The ICCS has developed a Common Measurements Tool (CMT),¹¹ first released in 1998 as an easy-to-use client satisfaction survey instrument to facilitate benchmarking across jurisdictions. Using the CMT, public-sector managers are able to understand client expectations, assess levels of satisfaction, and identify priorities for improvement. By using the questions set out in the CMT, jurisdictions can also compare their results against peer organisations, identifying best practices and sharing lessons learned. The CMT identifies a set of "core" questions that measure the key drivers of satisfaction:

- timeliness;
- knowledge/competence of staff;
- fairness;
- courtesy/comfort;
- outcome.

Among the ICCS's most significant initiatives is Citizens First, a biennial national survey of citizen expectations, satisfaction levels and priorities for service improvement at all levels of government. The latest survey "Citizen's First 5" was published in the first half of 2008¹² based on a field survey from October-December 2007 with more than 6 000 Canadians across the country via mail and Internet.

In response to the new government-as-a-whole approach, the government of Canada announced the launch of Service Canada in 2005 to make it easier for people to get what they need, however they wish to do so, using one or more of the four channels: telephone, Internet, in person, or by mail. This new agency brings together many service and benefits delivery operations in areas such as employment benefits payments, pensions and passports, and will eventually include a full range of government services. It

also conducts public opinion research on various service areas, including contact with government services in the latest report from 2006¹³ covering:

- purpose of contact (type of services, such as employment insurance, pensions, etc.);
- type of contact, i.e. channel used (telephone, in-person, website, mail or fax, e-mail);
- frequency of contact;
- satisfaction with services on a five-point scale from 5 = very satisfied; 1 = very dissatisfied, and along three main dimensions: staff quality, information quality, and access/speed (i.e. accessibility and timeliness);
- problems experienced in making contact.

The latest Service Canada Annual Report (2006-07)¹⁴ also provides the latest results on the Service Canada Performance Scorecard across all services and channels covering the location of points of service, service convenience and service hours (including telephone response and 24/7 Internet availability), language of contact, services for multi-lingual communities and people with disabilities, the knowledge and helpfulness of employees, service standards in terms of outcomes, and overall client views and satisfaction.

Czech Republic

Method	Data availability
<i>National measurement framework:</i>	<i>User take-up:</i>
No.	n.a.
<i>Type:</i>	<i>Experience of service:</i>
n.a.	n.a.
<i>Frequency:</i>	<i>Satisfaction:</i>
n.a.	n.a.
<i>Scope:</i>	<i>Other:</i>
n.a.	n.a.
<i>Other:</i>	
Intend to rely on EU methodology.	

The Czech Republic does not have a measurement framework for e-government. According to the e-Czech 2006 strategy (published in 2004), however, a regular measuring of achievements in the implementation of the State Information and Communications Policy will be based on EU methodology for the eEurope 2005 Action Plan and possibly other documents, as appropriate. This will ensure objectivity of measurement and reduce the requirements for resources for measurement, and enable benchmarking of achievements of individual EU member states.¹⁵

Denmark

Method	Data availability
<i>National measurement framework:</i> Since 2004. <i>Type:</i> Surveys. <i>Frequency:</i> Unsystematic. <i>Scope:</i> National, all citizens. <i>Other:</i> State of affairs has been criticised by National Audit Office and more systematic measurements are part of e-government strategy for 2007-10.	<i>User take-up:</i> Yes. <i>Experience of service:</i> Yes. <i>Satisfaction:</i> Yes. <i>Other:</i> Attitudes and primary contact channel also measured.

The Danish “e-government signposts”¹⁶ methodology (Danish Digital Task Force, 2004)¹⁷ relies on a series of Key Performance Indicators (KPI), which also includes measures on “coherent services with citizens and businesses at the centre”. The following data are collected annually:¹⁸

- % of the population using public sector digital services;
- % of businesses using public sector digital services;
- % of documents public authorities receive digitally from businesses;
- % of documents public authorities receive digitally from citizens;
- % citizen satisfaction with public sector digital services;
- % business satisfaction with public sector digital services.

The use of e-government services in Denmark was studied in 2004 in a survey of over 2 200 Danish Internet users.¹⁹ The study covered the following dimensions:

- knowledge of, and use of, specific e-government services;
- how often the specific e-government service is used;
- use of digital communication with the public sector;
- attitude toward digital communication;
- primary contact channel to the public sector.

The study concluded that there was a large potential for increasing the use of e-government services. The main barriers for increasing the use of e-government services included the lack of knowledge of e-government services and the public’s attitude towards e-government services.²⁰ On this basis, a public campaign was initiated with the objective of increasing the use

of e-government services. The campaign was launched in 2005 with nine partners and targeted both citizens and businesses.²¹

The overall goals for the campaign were:

- an increase of at least 20% in the knowledge of the e-government services offered by the nine partners;
- an increase of at least 15 % in the number of visits on the e-government services offered by the nine partners;
- an increase of at least 10% in the use of the e-government services offered by the nine partners.

In 2005 the Danish National Audit Office criticised a range of ministries for not measuring the share of potential users that actually used a specific e-government service. The Audit report covered e-government services offered by six ministries including their respective agencies. According to the survey, 40% of the institutions did not measure the use of their respective e-government services.²²

The Danish e-government strategy 2007-10²³ includes the following objectives:

- formulation of a multi-channel strategy for the public sector;
- making e-government a strategic priority in the annual efficiency strategies of the Danish ministries;
- systematic measurement of the effects of e-government initiatives.

Finland

Method	Data availability
<i>National measurement framework:</i>	<i>User take-up:</i>
No.	n.a.
<i>Type:</i>	<i>Experience of service:</i>
n.a.	n.a.
<i>Frequency:</i>	<i>Satisfaction:</i>
n.a.	Yes.
<i>Scope:</i>	<i>Other:</i>
n.a.	n.a.
<i>Other:</i>	
Five development programmes regarding social impact of e-government planned for period 2006-2011.	

Finland does not have a national measurement framework for e-government in place. However, as part of the 2006 Finnish government policy decision on the development of IT management in the state administration,²⁴ one of the five development programmes scheduled for the

years 2006-11 was customer-centric online services to be measured by the following “social impact” measures:

- customer satisfaction survey;
- survey: trust of citizens in administration;
- the share of electronic services in all administrative services;
- placement in international comparisons of e-government;
- risk analysis and number of information security incidents causing special measures.

France

Method	Data availability
<i>National measurement framework:</i> Since 2005.	<i>User take-up:</i> Yes.
<i>Type:</i> Surveys.	<i>Experience of service:</i> n.a.
<i>Frequency:</i> n.a.	<i>Satisfaction:</i> Yes.
<i>Scope:</i> National/local/sectoral depending on public agency.	<i>Other:</i> Attitudes, motivations, and expectations also measured, strong use of cost-benefit measures (“external benefits for the user”).
<i>Other:</i> n.a.	

France has a national e-government measurement system entitled MAREVA²⁵ which seeks to map both monetisable and non-monetisable efficiency gains, not only for public administrations but also for their users. In particular, these types of impact are mapped by the “external benefits for the user” measures:

- quality improvements:
 - simpler services;
 - personalisation;
 - new integrated services;
 - multi-channel delivery.
- info society promotion:
 - benefits for work;
 - benefits for civic life;
 - benefits ICT skills;
 - benefits of groups at risk;
 - benefits for social cohesion;
 - benefits to democratic participation.

- number of users affected;
- time/money saved.

In September 2007, a survey on user take-up of e-government services was undertaken,²⁶ which examined:

- actual user take-up of public websites:
 - profile of users;
 - visibility and attractiveness of these sites;
 - motivations of usage and barriers to use;
 - user satisfaction.
- user expectations concerning public websites:
 - how to improve existing e-services;
 - which new e-services should be provided;
 - what the conditions of successful e-services are, as seen by users.

Germany

Method	Data availability
<i>National measurement framework:</i> Since 2004.	<i>User take-up:</i> n.a.
<i>Type:</i> n.a.	<i>Experience of service:</i> User-friendliness.
<i>Frequency:</i> n.a.	<i>Satisfaction:</i> n.a.
<i>Scope:</i> n.a.	<i>Other:</i> Cost-benefit measures ("external" economic effects, both "monetisable" and "non-monetisable").
<i>Other:</i> n.a.	

Germany has a national e-government measurement system entitled WiBe²⁷ (German Federal Ministry of the Interior, 2004) which seeks to map both monetisable and non-monetisable efficiency gains, not only for public administrations but also for their users.

The WiBe-Framework is one of the first frameworks for assessing the economic efficiency of federal administrations. Today, the WiBe 4.1 (2008) methodology is in full operation, being applied widely at federal, state, and municipal levels in Germany.

WiBe distinguished three aspects of the economic efficiency of IT projects of public agencies: costs and benefits which can be quantified in monetary terms; urgency of the measure (WiBe D); qualitative and strategic

importance of the IT project (WiBe Q). The new version adds a fourth aspect with the module “External effects (WiBe E)” which enables the effects of measures on “external customers” to be qualitatively recorded and evaluated. To calculate the economic efficiency in monetary terms, WiBe uses the capital value method that also takes into account the time at which costs, earnings and savings occur. To this end, the amount that arose at a specific time is “discounted” for the base year of the calculation. Costs incurred later and savings are thus included in the calculation with a lower capital value, prior to investments with a correspondingly higher amount. If appropriate, risk surcharges can also be calculated. With the capital value method, a measure is regarded as economically efficient if a positive capital value is achieved over the calculation period (normally five years for IT projects). If the capital value is positive, there is basically no need for any further assessment of the qualitative economic efficiency. If it is negative, it is absolutely necessary for the monetary calculation to be supplemented by an extended economic efficiency assessment under WiBe D, WiBe Q and if appropriate WiBe E.

For e-government measures, an assessment of the external effects should be carried out in every case. The qualitative economic efficiency assessment is carried out since WiBe 4.0 as a benefit analysis. For each quality criterion, a ten point scale is defined in which the points represent different degrees of benefit. A measure is considered economically efficient under WiBe if – after weighting and standardisation of the scales – it achieves at least 50 of 100 points.

In particular, these types of impact are mapped by the “external effects” measures:

- urgency due to demand intensity;
- user-friendliness:
 - uniform standardised access;
 - more understandable and reproducible services;
 - customer support – timely availability of information.
- external economic effects:
 - saved money, for postage, paper, travel;
 - saved time;
 - avoidance of mis-investments;
 - increased productivity for businesses.
- improved quality and performance:
 - follow-up effect for partners, i.e. interoperability;
 - external effect of acceleration of administrative procedures;

- improved multi-agency co-operation;
- extension of services offered.

In addition to WiBe, as part of the Federal Government's e-government programme at the federal level (E-Government 2.0), a methodology has recently been developed which provides guidance to e-government projects in estimating user satisfaction before projects are actually started. This methodology is entitled "Guideline for Demand Analysis and User Surveys" and comprises proposed approaches to the identification of target groups, their demands and maturity regarding specific services and channels and recommendations for respective tools and techniques. The guide also offers checklists with concrete questions in order to help users who are unfamiliar with user-satisfaction measurement.

The guide has been found to be particularly important as one main focus of E-Government 2.0 is to improve business process chains between administrations and businesses (G2C and G2B): the guide has proven helpful in identifying services that are actually needed.

The guide was released in August 2008. Relevant questions included are:²⁸

- Checklist 1: Purposes of the e-service
 - Is it the function of the e-service to implement a law or regulation?
 - Does the e-service implement a reduction in costs and bureaucracy?
 - Is the e-service an additional service compared to what existed before (e.g. information, advice, etc.)?
 - Does the e-service facilitate citizens' political participation?
 - Does the e-service aim to include everyone in the knowledge society?
- Checklist 2: Composition of the target group
 - Is the target group clearly defined and homogeneous?
 - Can the target group be subdivided into segments?
 - Does the target group represent specific interests (e.g. scientific, political, social, etc.)?
 - Are there specific associations or interest groups into which the target group is organised?
 - Are there specific media through which the target group prefers to communicate (e.g. newspapers, websites, newsletters, weblogs, etc.)?

Greece

Method	Data availability
<i>National measurement framework:</i> To be implemented in the period 2007-13.	<i>User take-up:</i> n.a.
<i>Type:</i> n.a.	<i>Experience of service:</i> User-friendliness.
<i>Frequency:</i> n.a.	<i>Satisfaction:</i> Yes.
<i>Scope:</i> n.a.	<i>Other:</i> Measures of administrative burden, transparency, accountability also planned.
<i>Other:</i> n.a.	

Greece now has a national e-government measurement framework,²⁹ incorporated into the Operational Programme Improvement of Administrative Faculty of Public Administration 2007-13.³⁰ Among other things, it will incorporate measures on user satisfaction, the level of administrative burden, and the level of transparency and accountability.

Hungary

Method	Data availability
<i>National measurement framework:</i> No, but in the process of being introduced.	<i>User take-up:</i> Yes.
<i>Type:</i> Surveys, project-based indicators.	<i>Experience of service:</i> Not yet.
<i>Frequency:</i> Annual.	<i>Satisfaction:</i> Yes.
<i>Scope:</i> National.	<i>Other:</i> n.a.
<i>Other:</i> n.a.	

Hungary does not currently have an e-government measurement framework.³¹ The measurement framework, a monitoring system related to the e-Public Administration 2010 Strategy, is in the process of being introduced. Twelve impact indicators have been selected from the sample of eGEP which Hungary will measure annually.

Iceland

Method	Data availability
<i>National measurement framework:</i> Since 2005. <i>Type:</i> Survey of all public websites in Iceland. <i>Frequency:</i> Every other year. <i>Scope:</i> All government agencies and municipalities. <i>Other:</i> n.a.	<i>User take-up:</i> Yes. <i>Experience of service:</i> No. <i>Satisfaction:</i> No. <i>Other:</i> New Information Society (including e-government) policy was introduced in May 2008 with measurable objectives.

In 2005, a survey of public websites in Iceland was undertaken³² which set the measurement baseline. This was repeated in 2007 with some new measurement indicators,³³ a report on the main results,³⁴ and detailed results for all public administration websites presented in a web-based tool.

Iceland established an e-government measurement framework in 2005³⁵, which includes effectiveness measures based on the service level of the website of all public websites. Last May, a new policy for the Information Society (and e-government) was introduced: *Iceland the e-Nation – Icelandic Government Policy on the Information Society 2008-2012*.³⁶

Ireland

Method	Data availability
<i>National measurement framework:</i> Preliminary research ongoing. <i>Type:</i> Surveys. <i>Frequency:</i> One-off. <i>Scope:</i> n.a. <i>Other:</i> n.a.	<i>User take-up:</i> Yes. <i>Experience of service:</i> n.a. <i>Satisfaction:</i> n.a. <i>Other:</i> n.a.

Although Ireland has an efficiency and effectiveness policy,³⁷ it does not at present have an e-government measurement framework, although research on requirements for such a framework is ongoing.³⁸ Progress in the e-government domain has been assessed in two surveys – 2002 and 2004, both of which focus on the supply side.³⁹ However, take-up of services has been assessed in relation to specific e-government services. One example is the Irish public sector electronic tendering site eTenders. Figures released in 2005 by the Irish Department of Finance – which manages the eTenders website –

show that the average monthly visitor number increased by 62% year-on-year and that the site had its best month of usage in July with over 96 000 visits. With a 35% rise in public authorities registered, eTenders also managed to attract almost all awarding authorities.⁴⁰

Italy

Method	Data availability
<i>National measurement framework:</i> Not formally adopted. Experiences and practices exist.	<i>User take-up:</i> n.a.
<i>Type:</i> n.a.	<i>Experience of service:</i> n.a.
<i>Frequency:</i> n.a.	<i>Satisfaction:</i> n.a.
<i>Scope:</i> n.a.	<i>Other:</i> n.a.
<i>Other:</i> n.a.	

Italy does not have a national e-government measurement framework in place,⁴¹ but in May 2008, the government presented the guidelines for the Reform in the Public Administration in which performance measurement is a key issue.⁴² This is currently being translated into operational programmes and initiatives.⁴³ In addition, the following initiatives are related to measurement:

- A systematic monitoring system to control the deployment of 134 local e-government projects has been put in place (corresponding to the so called first phase of e-government action plan implementation: EUR 120 million of central financing for a total investment of nearly EUR 400 million). It has allowed for the control of progress of the project and whether it achieved its objectives.⁴⁴
- Twenty projects out of the 134 funded projects applied a partially adapted European Commission's eGEP approach.^{45, 46}
- The initiative "Efficiency in the PA – Fight Against Wastes" has the objective of financing projects proposed by public administrations aiming at obtaining reduction of unnecessary activities, duplications and redundancies in public administration processes. The overall financing is EUR 22.5 million. In 2005, 13 out of 38 projects were financed by this initiative.
- A project on the customer satisfaction measurement was started by the Ministry of public administration, CNIPA (National Agency for IT in Public Administration) and University of Rome 3. The goal is to develop and propose a common methodology for customer satisfaction measurements to central government in order to establish comparability of different customer satisfaction measurements in Italy.

Japan

Method	Data availability
<i>National measurement framework:</i> No.	<i>User take-up:</i> Yes.
<i>Type:</i> Surveys.	<i>Experience of service:</i> <i>Satisfaction:</i>
<i>Frequency:</i> One-off.	Yes.
<i>Scope:</i> National, business.	<i>Other:</i> Motivations and ease of use also measured as well as points of improvement.
<i>Other:</i> n.a.	

The Japanese IT Strategic Headquarters, the supreme decision-making body including the electronic administration, have executed a survey of the individuals and businesses which use e-Applications in order to know how far they are aware of, use and are satisfied with e-Applications. In 2006, MIC (the Ministry of Internal affairs and Communications, which is in charge of e-government policy) investigated 30 representative corporations in Japan (the main users of e-Applications for the central government) about how they use e-Applications and what their requests for improvement are.

The questionnaire used in the investigation was as follows:

- Do you use e-Applications?
 - Why do you use e-Applications; why do you not use e-Applications?
 - Is it easy to use e-Applications?
 - Will you continue to use e-Applications hereafter?
- Which points do you think should be improved in e-Applications?

Korea

Method	Data availability
<i>National measurement framework:</i> Pending.	<i>User take-up:</i> Yes.
<i>Type:</i> Surveys and interviews.	<i>Experience of service:</i> n.a.
<i>Frequency:</i> One-off.	<i>Satisfaction:</i> Yes.
<i>Scope:</i> National, all citizens.	<i>Other:</i> Reasons for low usage also measured.
<i>Other:</i> n.a.	

The current status of Korea's efforts to enhance user take-up and user satisfaction with e-government services is: a relative lack of take-up of e-government services in view of the investment made in providing these

services. According to the e-government service take-up survey, 69% of the general public was aware of e-government services, but only 55% have used them. This problem is compounded by a lack of effort to identify the exact status of service take-up, with the main efforts directed to further upgrades or sophistication of existing services without proper analysis of low take-up.

To meet these challenges, the following actions have been taken:

- user take-up analysis in terms of access/convenience for users, information security and privacy, regulatory restrictions, etc.;
- a roadmap establishment for implementing measures to enhance service take-up;
- identification of short-term implementation measures, including an upgrade of Korea's e-government portal, the establishment of a cyber e-government promotion website, various promotion events, etc.;
- establishment of long-term implementation measures, with budget plans, cultural change, awareness raising, revision of roadmap after feedback, etc.

In April 2007, a Master Plan for e-Government Service Take-up Enhancement was established based on the following:

- Survey on E-Government Service Take-up (November 2006-March 2007):
 - market survey;
 - traffic survey;
 - in-depth interviews with citizens/businesses/government workers;
 - online survey;
 - VOC (system operation and promotion status) analysis;
 - focus group discussions.
- Marketing strategies:
 - strategy for strengthening brand identity;
 - service promotion strategies;
 - service differentiation;
 - co-marketing strategies.

The April 2007 survey results were as follows:

- Market survey results:
 - need to provide customised services based on information on customer segments;
 - need to promote interactive communication with customers;
 - need to improve access to services through diverse channels;
 - need for strengthened information linkage through private sector web portals.

- Traffic survey results:
 - visits to G2C (government to citizens) e-government services (i.e. e-tax, civil services portal, insurance portal, job portal, etc.) turned out to be quite low in general;
 - certain G2B (government to business) services such as e-procurement had high take-up rates.
- Interview results:
 - reasons for low usage: lack of need for e-government services (citizen), while services provided are not closely related to work (business);
 - service satisfaction rates: different rates according to different e-government services (users had high satisfaction rates for services that provided speedy feedback and service delivery, while low rates for those with slow feedback, service delivery results that did not meet customers needs, and lack of updated information).
- VOC results:
 - need for detailed guidelines and standards for effective connection with other e-government systems;
 - need for financial and human resources for service take-up measures implementation;
 - need for awareness-raising education and promotion events targeted for general public, businesses, and government workers;
 - need for co-marketing plans with private sector portals and other e-government systems.

Planned counter-measures, arising from these results, are:

- segmentation of e-government services;
- e-government service targeting and positioning;
- identification of unmet needs for e-government services;
- establishment of solutions.

Korea has also developed a vision for enhancing e-government service take-up through the convenient and safe delivery of services provided anytime and anywhere, based on a synergy effect between:

- raised awareness and service take up;
- solid positioning of the e-government service portal as a marketing platform;
- enhanced service take-up through marketing activities;
- synergy in the promotion effect through the use of events and media;

- strategies:
 - stronger brand identity;
 - various promotion measures;
 - service differentiation measures;
 - co-marketing measures;
 - more reliable e-government services;
 - better e-government service portal.

Table B.2 shows the current framework and indicators for user take-up, and satisfaction with, e-government in Korea:

Table B.2. **Framework and indicators for user take-up in Korea**

Measurement index and target	Detailed index	Definition	Survey questions	Survey method
E-government service awareness: Targeted at service website visitors and non-visitors	Awareness rate (%)	Whether user is aware of service	Are you aware of the service?	Online survey (open ended question)
Service usage frequency: Targeted at visitors	Usage frequency	Number of service usage during set period of time	Have you ever used the service and how many times?	
Service satisfaction: targeted at visitors	Materiality	Existence of physical website	How updated do you think the website is? Visual design. Menu structure for access to service. Response time when processing transaction.	Online survey (rating on 7-point basis)
	Reliability	Variety or appropriateness of service	Appropriateness of service. Variety of service. Update of information. Trust in security of service.	
	Responsiveness	Speedy service delivery to customers	Service delivery within promised time. Time for resolving problems or errors.	
	Compatibility	Customisation to customers' needs	Degree of customisation to different customers. Politeness in service delivery.	
Loyalty: Targeted at visitors	Level of loyalty	Intention to visit service website again and recommend to other people	Will you revisit the service website? Will you recommend the service to other people?	Online survey (rating on 5-point basis)

Luxembourg

Method	Data availability
<i>National measurement framework:</i>	<i>User take-up:</i>
No.	n.a.
<i>Type:</i>	<i>Experience of service:</i>
n.a.	n.a.
<i>Frequency:</i>	<i>Satisfaction:</i>
n.a.	n.a.
<i>Scope:</i>	<i>Other:</i>
n.a.	n.a.
<i>Other:</i>	
n.a.	

Luxembourg does not currently have an e-government measurement framework,⁴⁷ but it has implemented a user take-up survey on household use of ICT in 2007 undertaken by Statec (*Service central de la statistique et des études économiques*) carried out in collaboration with TNS ILRES, which is the first of its kind. It does not seem, however, that any specific e-government measures were included.⁴⁸

Mexico

Method	Data availability
<i>National measurement framework:</i>	<i>User take-up:</i>
Since 2005.	Yes.
<i>Type:</i>	<i>Experience of service:</i>
Surveys.	n.a.
<i>Frequency:</i>	<i>Satisfaction:</i>
n.a.	Yes.
<i>Scope:</i>	<i>Other:</i>
National citizen portal.	Look and feel standards of websites.
<i>Other:</i>	
n.a.	

Based on the ForeSee methodology, the Mexican government has been measuring the use and satisfaction level of e-government services provided through the national citizen Internet portal since 2005.⁴⁹ In 2007, the Mexican Presidency Internet System's Office developed a detailed report (white paper) about the Common Look and Feel Standards for government Internet portals. The ministries are already working on this subject.

The draft version of the coming e-government strategy 2008-12 includes the following action tasks:

- formulation of a multi-channel strategy to improve service delivery, and increase citizen participation;

- making e-government a strategic priority in the annual efficiency strategies of the Mexican ministries in order to improve government services;
- use of new technologies, including broadband, and how that might impact on the use of e-government services;
- a systematic measurement of the effects of e-government initiatives as a website evaluation;
- integrated services (one-stop-shop) across all government levels – federal, state and municipal.

The Netherlands

Method	Data availability
<i>National measurement framework:</i> First components installed in 2000.	<i>User take-up:</i> Yes.
<i>Type:</i> Surveys.	<i>Experience of service:</i> n.a.
<i>Frequency:</i> Annual.	<i>Satisfaction:</i> Yes.
<i>Scope:</i> National, all citizens.	<i>Other:</i> Transparency, responsiveness, and personalisation also measured, some use of cost-benefit measures.
<i>Other:</i> n.a.	

The Netherlands has an e-government measurement framework,⁵⁰ which consists of different elements:⁵¹

- The “Overheid.nl monitor”, which measures the level of electronic service delivery, including customer satisfaction, transparency, responsiveness and personalisation (started in 2000 and extended over the years).
- Monitoring the multiple use of data (started in 2006).
- The Standard Cost Model.
- Cost-benefits analysis for the most important e-government basic facilities.
- User satisfaction: The “landelijke service meter” has been in use for several years. It gives an indication of citizens’ valuation of e-government services.
- Transparency: availability of basic democratic information (e.g. legislation, reports formal meetings) has been measured for several years.
- The quality of service delivery being an important political target, citizen and business satisfaction with the government’s service delivery will be measured from 2007. The citizens’ platform has developed a citizen’s charter⁵² of ten characteristics of good service delivery, which will be used by the government for determining the quality of public services. A uniform measuring tool is being developed.

New Zealand

Method	Data availability
<i>National measurement framework:</i> To be implemented in 2008.	<i>User take-up:</i> Yes.
<i>Type:</i> Surveys and user research.	<i>Experience of service:</i> Yes, planned.
<i>Frequency:</i> Annual surveys and one-offs.	<i>Satisfaction:</i> Yes, planned.
<i>Scope:</i> Representative national sample.	<i>Other:</i> Measure of reasons for satisfaction also planned.
<i>Other:</i> Review underway to establish better time series data.	

New Zealand applies a range of indicators in order to assess the progress of reaching its overall strategic (development) goals. Among the indicators is *Accessible State Services: Enhance Access, Responsiveness and Effectiveness, and Improve New Zealanders' Experience of State Services*.⁵³

The assessment focuses on three dimensions:

- accessible state services: target group uptake of services;
- responsive state services: appropriateness of referral;
- effective state services: users' experience and expectations inform service design and improvement.

The major focus of the State Services Commission's work going forward is to gather reputable data that can inform front-line managers about how to improve service design and delivery so that New Zealanders' experience of state services improves over time. To this end, three key projects are:

- A quantitative all-of-government survey of New Zealanders, *Public Satisfaction with Service Quality 2007: The Kiwis Count Survey* (April 2008), to find out how satisfied they are with the quality of services (and support individual agencies to adopt a standard approach to assessing client satisfaction).
- Qualitative research to better understand why New Zealanders' level of satisfaction is what it is. For example, the *New Zealand E-Government 2007: Progress Towards Transformation* report.
- Quantitative research that focuses specifically on user satisfaction and experience with the online channel access to government information, services, and participation. An annual survey is being planned and the first one is expected to be in 2008.

Norway

Method	Data availability
<i>National measurement framework:</i> Yes, but not including citizen take-up. <i>Type:</i> Surveys. <i>Frequency:</i> One-off. <i>Scope:</i> National, business. <i>Other:</i> n.a.	<i>User take-up:</i> Yes. <i>Experience of service:</i> <i>Satisfaction:</i> Yes. <i>Other:</i> Points of improvement including new functionalities also measured.

Norway has an e-government measurement framework⁵⁴ in the sense that the National Bureau of Statistics measures e-government efficiency gains in the state and municipal sector.⁵⁵ However, there does not appear to be any measurement of citizen take-up. A survey was undertaken regarding e-government business services, particularly the business portal <http://altinn.no>,⁵⁶ in 2007. The business user questionnaire included the following questions:

- Have you heard of the Altinn solution for simpler business reporting to government?
- Have you reported to, and used public forms, through Altinn?
- Have you, by using Altinn, saved time? Do you think all public forms should be available on Altinn? Is it easy to use Altinn? Is Altinn secure? / Has the operational stability of Altinn been good over the last 12 months? Should information on laws and regulations be available on Altinn?
- Do you know that Altinn offers dialogue functionality, i.e. that you can now receive letters and messages direct from the public authority through Altinn?
- Have you been in contact with Altinn's user service?
- Do you receive rapid responses when using the user service? / There is a high level of expertise available through the user service. / I solved my problem by using Altinn's user service.
- Questions on the existing and potential functionalities on Altinn.
- A question on aspects of Altinn which should be changed.
- Questions on the most important reasons for not using Altinn.

Poland

Method	Data availability
<i>National measurement framework:</i>	<i>User take-up:</i>
No.	n.a.
<i>Type:</i>	<i>Experience of service:</i>
n.a.	n.a.
<i>Frequency:</i>	<i>Satisfaction:</i>
Quarterly.	n.a.
<i>Scope:</i>	<i>Other:</i>
n.a.	n.a.
<i>Other:</i>	
n.a.	

Poland does not have an e-government measurement framework.⁵⁷ In April 2007 Poland adopted The E-Government Implementation Plan (State Informatization Plan) for 2007-10. It is an instrument to plan and co-ordinate the informatisation of public entities' operations with respect to the public tasks carried out by such entities.⁵⁸ To date, quantitative measurement has only been on the supply side⁵⁹ and has not yet covered user take-up or satisfaction.

Portugal

Method	Data availability
<i>National measurement framework:</i>	<i>User take-up:</i>
Implemented in 2007.	Yes.
<i>Type:</i>	<i>Experience of service:</i>
Surveys.	n.a.
<i>Frequency:</i>	<i>Satisfaction:</i>
Annual.	Yes.
<i>Scope:</i>	<i>Other:</i>
National, all citizens.	n.a.
<i>Other:</i>	
n.a.	

Portugal's e-government measurement framework came into force in 2007⁶⁰ as a central component of the Simplex Programme⁶¹ which covers realisation, result and impact of indicators. This includes global user satisfaction enquiries and a study on Portuguese public services using the ECSI methodology.⁶² The first study was developed during 2007, and will be repeated yearly.

The status and results of the Simplex measures are designed to be accountable and participatory. They will be publicly reported every three months by the minister responsible for the programme. Every year, the Simplex Programme is also subjected to a process of public consultation. In addition, there is an independent board composed by national experts that

follow up on the execution of the programme and also proposes measures for the following year's edition.

Slovak Republic

Method	Data availability
<i>National measurement framework:</i> Yes, but not including citizen take-up.	<i>User take-up:</i> n.a.
<i>Type:</i> n.a.	<i>Experience of service:</i> n.a.
<i>Frequency:</i> n.a.	<i>Satisfaction:</i> n.a.
<i>Scope:</i> n.a.	<i>Other:</i> n.a.
<i>Other:</i> n.a.	

The Slovak Republic's e-government measurement framework came into force in 2007⁶³ as part of the Operational Programme on the Informatisation of Society (OPIS).⁶⁴ However, it does not seem to include any usage measures yet.

Spain

Method	Data availability
<i>National measurement framework:</i> No.	<i>User take-up:</i> n.a.
<i>Type:</i> n.a.	<i>Experience of service:</i> n.a.
<i>Frequency:</i> n.a.	<i>Satisfaction:</i> n.a.
<i>Scope:</i> n.a.	<i>Other:</i> Different panel groups (e.g. experts and Internet users)
<i>Other:</i> n.a.	have provided qualitative feed-back on e-government services and the national portal.

The Spanish Parliament approved, in June 2007, the Law of Electronic Access of the Citizens to the Public Services. During the preparatory phase of the law, a discussion forum was opened on the national portal in which the citizens participated actively with proposals and remarks about the content of the law. Many of these proposals were included in the approved text.

For the development of the law, the Spanish administration has acquired the engagement to measure its development continuously and to annually publish a report containing the following aspects:

- the level of accessibility of electronic services;

- the level of compliance of electronic services to the accessibility and multilingualism standard levels;
- the measurement of the use of services offered by the national portal (www.060.es);
- the development of departmental strategies to measure the use of services provided by each department;
- the development of informative campaigns to promote electronic services.

Once the law was approved, a Strategic Electronic Administration Plan and an associated Action Plan were launched by the government (end of December 2007). The main purpose of both is that the mandate of the law is enforced, particularly the recognised right of all citizens to communicate electronically with public administrations in equality of conditions for all.

The plan includes 21 measures grouped in the following four main areas:

1. **Citizen-oriented services**, including the complete development of an integral citizen attention network (traditional and electronic channels), from which it will be able to access any service provided by the different administrations and the organisations within them; the creation of an integrated information multi-channel network (“one-stop-shop” approach), the preparation of an electronic inclusion plan, an electronic participation plan and the start-up of a communication plan of electronic public services. The electronic participation plan, currently in its preparatory phase, will include the creation of an electronic opinion space to allow citizens to express their opinions, uneasiness and proposals regarding public services.
2. **Adapt all the administrative procedures to the law**: all the procedures must be accessible electronically. They must be offered according to the technical accessibility standards and must offer information on the state of procedure and may not collect information from the citizen if already collected by the administration. This task will have to be completed before 31 December 2009. To prepare this task, an exhaustive study of all the procedures of the Spanish administration (that contains the state of adaptation of all of them to the law, and the extent to which they are used by citizens) was carried out. More than 2 500 procedures were collected and a rigorous timetable has been established. Particular attention will be paid to the procedures most used by citizens and companies.
3. **Common infrastructures and services** with special emphasis on the consolidation of a dedicated communications network for all the different Spanish administrations (connected to the Testa Pan-European network); a digital certificate validation system of different suppliers; a modular platform for electronic procedures; a platform for services intermediation; the interconnection of the public registers of the different organisations, etc.

4. **Horizontal actions** that includes the development of the National Interoperability Scheme, an Electronic Government Training Plan for public employees, the creation of a centre of technological transfer and the launch of a plan for the monitoring and follow-up of the global Action Plan, including the creation of a dedicated office.

The Follow-up Plan has already commenced under the responsibility of the Directorate of Administrative Modernisation, with the co-operation of all the involved organisations. An integral control board of the development of the actions of the plan allows for the control of the undertaken actions and to monitor the advance of the proposed goals. The control board contains the complete catalogue of the procedures with their degree of adaptation to the law and the level of citizen use to each one. The measurements will be refined during the coming months.

Through the Electronic Government Observatory several studies of use, demand and degree of citizen satisfaction in electronic public services have been undertaken, as well as an analysis of the economic and social impact of electronic services.

In order to promote the use of electronic public services, several informative campaigns have been carried out. Their impact has been measured through the statistics of use of the national portal *www.060.es*, reflecting a significant increase in access to the electronic services as a result of these campaigns. For this reason the Action Plan is complete with the realisation of a general citizen Information Plan.

Sweden

Method	Data availability
<i>National measurement framework:</i> Since 2005.	<i>User take-up:</i> Yes.
<i>Type:</i> Surveys.	<i>Experience of service:</i> n.a.
<i>Frequency:</i> Annual.	<i>Satisfaction:</i> Yes.
<i>Scope:</i> National, all citizens.	<i>Other:</i> Main focus on service provision and openness.
<i>Other:</i> n.a.	

In 2007, the former Swedish Agency for Public Management (VERVA) launched a new model for measuring the progress of e-government in public authorities, aimed at accelerating the pace of e-government development in Sweden as well as improving the governance of this development.⁶⁵ However, user take-up and satisfaction issues do not feature as specific components of the model.

The model's main focus is increasing the effectiveness of administrations through e-government with three goals:

- automation of authorities' operations and procedures;
- the authorities' capacity to improve its procurement processes;
- efficient information processing and sharing between authorities.

The first step in implementing this model is to establish a baseline between December 2007 and 15 May 2008. Steps 2 and 3 will consist of the use of the model to measure progress by all authorities on an annual basis, starting in 2008 up to 2010.

Switzerland

Method	Data availability
<i>National measurement framework:</i>	<i>User take-up:</i>
Pending.	Yes.
<i>Type:</i>	<i>Experience of service:</i>
Surveys.	Yes.
<i>Frequency:</i>	<i>Satisfaction:</i>
Periodic.	Yes.
<i>Scope:</i>	<i>Other:</i>
National, all citizens.	Knowledge about and future expectations to e-government also measured together with main barriers and advantages, also attitudes towards e-voting and user payment.
<i>Other:</i>	
n.a.	

The most recent available surveys are:

1. An E-Government Trend Barometer survey published in 2006 by Bern University of Applied Sciences and Unisys had the goal to repeat earlier surveys of the perceived achievement and perception of electronic public sector services from the point of view of Swiss citizens.⁶⁶ In terms of methodology and data acquisition, the survey was carried out by computer-assisted telephone interviews using a questionnaire with 23 questions. A sample of 1,006 representatively selected persons from the entire adult resident population of Switzerland (18-74 years) was taken.
2. The survey looked at:
 - the readiness of Swiss citizens for e-government;
 - their knowledge and use of the current e-government services;
 - their future expectations for e-government services;
 - the influence of e-Voting on election turnout and the accuracy of the results.
3. Data collected related to e-government included:
 - the contact channel (in person, telephone, post/fax, by Internet);

- frequency and kind of contact;
 - satisfaction with contact;
 - main barriers;
 - main advantages;
 - disadvantages;
 - accessibility of the e-Government service;
 - security of the e-Government service;
 - usage frequency of e-Government services;
 - use of channels in the future (in person, telephone, post/fax, by Internet);
 - acceptability of payments for e-Government services in the future;
 - demand for future services;
 - acceptability of e-Voting (election turnout, simplicity, security, etc.);
 - acceptability of e-Government services to participate in political decision-making.
4. The Department of Psychology of the University of Basel published in March 2007 a survey and analysis of user satisfaction with e-government portals of the 26 cantons in Switzerland.⁶⁷ The main goal was to measure user satisfaction with the different government's portals and to collect feedback regarding problem areas, improvement wishes, and which kind of services should be prioritised in future development. Of the 901 participants, 24% reported having encountered problems while fulfilling their task on the portal. In all the cantons, these participants also showed lower levels of satisfaction most probably caused by the disruptions that took place during the task fulfilment. Eighty per cent of these problems seem to be related to difficulties in searching information (*e.g.* caused by the search engine, structure, navigation on the site, etc.). Existing e-government portals seem to be able to provide the necessary information in the desired quality – but for the time being finding this information seems to be the main problem. When asked about their improvement wishes for the portals, most participants would like to be able to dispose of better search (search engine, search options, sitemap, etc.) and navigation functionalities (navigation, structure, overview, consistency, etc.). This emphasises the importance of developing a user-centric information architecture that enables the citizens to find the desired contents with just a few clicks. Furthermore, this shows the need to implement a well functioning search engine once again.
5. Surveys of use of and satisfaction with e-government services by small- and medium-sized enterprises have been commissioned by the State Secretariat for Economic Affairs. They have been published in April 2007⁶⁸ and in April 2008.⁶⁹

Turkey

Method	Data availability
<i>National measurement framework:</i> Yes, since 2007.	<i>User take-up:</i> Yes.
<i>Type:</i> Surveys, administrative registries.	<i>Experience of service:</i> n.a.
<i>Frequency:</i> Annually.	<i>Satisfaction:</i> Yes.
<i>Scope:</i> National, all citizens and businesses.	<i>Other:</i> n.a.
<i>Other:</i> n.a.	

Turkey's e-government measurement framework has been in force since 2007⁷⁰ as part of the Turkish Information Society Strategy 2006-10.⁷¹ In relation to user take-up, this includes several targets for 2010 which will also be measured:

- percentage of transactions conducted via electronic channels (target 33%);
- e-services user satisfaction index (target 80%);
- the ratio of individuals, using public services, utilising electronic channels;
- the ratio of enterprises, using public services, utilising electronic channels;
- the ratio of individuals utilising electronic channels in the area of health;
- number of visitors to the e-government gateway.

United Kingdom

Method	Data availability
<i>National measurement framework:</i> Yes.	<i>User take-up:</i> Yes.
<i>Type:</i> Customer satisfaction surveys.	<i>Experience of service:</i> Yes.
<i>Frequency:</i> Depends on agency.	<i>Satisfaction:</i> Yes.
<i>Scope:</i> Depends on agency.	<i>Other:</i> Service transformation across all channels.
<i>Other:</i> n.a.	

The United Kingdom has a national measurement framework for e-government⁷² reflecting public service agreements (PSAs) which set out the key improvements that the public can expect from government expenditure. The PSAs are three-year agreements, negotiated between each of the main departments and HM Treasury during the spending review process. Each PSA sets out a department's high-level aim, priority objectives and key

outcome-based performance targets.⁷³ Under recommendation of the Service Transformation Report, the performance management framework is set to be included in the 2007 Comprehensive Spending Review. It will recognise the importance of securing priority outcomes that stretch across departmental boundaries, driving collaborative efforts to deliver shared challenges in addition to securing continued progress on departmental objectives. It will seek to embed a greater focus on citizens and businesses within the design and delivery of public services, ensuring citizens and businesses have the necessary information to hold service delivery bodies to account and creating incentives for services to be more responsive to the needs and priorities of the users.

The United Kingdom sees online services as part of a wider approach to channels and does not have an overarching “take-up strategy”. Take-up strategies are redolent of the first phase of e-government. The challenge is to mainstream e-channels as part of a normal service mix – responding to customer needs and helping organisations cut costs to free up resources to focus on the customers in need of the most help from government. Driving e-channels for their own sake won’t work. In some areas, the United Kingdom sees high volume use of well-designed services that meet customer needs. Where this occurs, organisations are often using an intelligent approach to channel shift in order to meet administrative cost reduction targets.

In March 2008, the government of the United Kingdom launched Customer Service Excellence,⁷⁴ as a new standard for customer service. It is designed as a practical, user-friendly tool to be used by service delivery organisations to scrutinise services from the perspective of their customers and communities. It is aligned with the service transformation work on reshaping public services to meet the rising expectations of citizens, and complements ongoing programmes of customer-focused change. At the heart of Customer Service Excellence is an emphasis on the importance of customer insight in meeting the individual and collective needs of citizens. It works on three levels:

- continuous improvement;
- skills development;
- independent validation of achievement.

Customer Service Excellence is itself based upon research into the key drivers of customer satisfaction conducted by the opinion polling company MORI. This identified that there were five key factors, or “drivers” for satisfaction:

- delivery;
- timeliness;
- information;
- professionalism;
- staff attitude.

User satisfaction can easily be misleading. The United Kingdom has done a lot of work (much with the Canadians) to study how best to employ this in its overall approach. The recently published guidance on measuring customer satisfaction⁷⁵ has been produced on behalf of the cross-government Customer Insight Forum and deals with the role of customer satisfaction and experience measurement in driving genuine service transformation from the point of view of the citizen or business customer. The guidance touches on the role of channels and the need to tailor satisfaction measurement according to the service channels and user profile, but again does not deal with online services separately. Key messages of the customer satisfaction guidance are:

- establish clear objectives for customer satisfaction measurement: what will the organisation do with the results;
- involve all stakeholders up front, including senior management, service delivery and customer-facing staff;
- conduct an “insight audit” to find out what is already known in the organisation: do not reinvent the wheel;
- define who your customers are and where the priority focus should be;
- make sure you understand what the customer experience actually is and how the customer defines the service (as opposed to the provider);
- identify what is driving satisfaction or dissatisfaction in order to prioritise areas for attention;
- make sure the results are well communicated, actionable and auctioned so that the findings are the beginning rather than the end of service improvement.

There has been some discussion as to whether a common measurement framework is a help or hindrance. On the one hand, for example, it allows for comparison and performance checking over time, against peers and against goals or targets. On the other hand, however, it can cause problems, in particular creating tension between the objectives of central government and those of individual service providers. Nevertheless, a toolkit has been produced to help public service providers in the United Kingdom improve the experience of their customers by understanding how to undertake effective customer satisfaction measurement.⁷⁶ In providing a comprehensive and practical overview of how to go about this, the toolkit *inter alia* suggests there are four broad types of questions that make up the majority of most customer-satisfaction questionnaires:

- overall rating measures;
- service-specific questions;
- customer priorities;
- customer characteristics.

The approach to measuring take-up and satisfaction must be seen in the context of the UK Transformational Government Strategy and Implementation Plan⁷⁷ which, along with a range of devolved administration strategies, no longer talks in terms of e-government but about the delivery of good, efficient services driven by key IT enablers with the transformation of public services at its core. Since then the publication of the strategy, the Transformational Government agenda has moved to the heart of UK public service reform. The principles of Transformational Government are at the core of the UK report of service transformation, “Service Transformation: A Better Service for Citizens and Businesses, A Better Deal for the Taxpayer”.⁷⁸

Areas of progress since the Manchester Declaration at the end of 2005 of relevance to user take-up issues include:⁷⁹

- **Customer-centric services:** Working to the Delivery Council, the Service Design Authority has completed a number of tasks that will help to provide government with the knowledge, tools and techniques for establishing the wants, needs and preferences of both citizens and businesses. The Service Design Authority is working on a service transformation delivery plan, and the website rationalisation policy, requests pan-government guidance for plans to both rationalise content and migrate it to either the Directgov or Business Link.
- **Shared services:** The CIO Council has been working to identify barriers that prevent the sharing of services.
- **The government gateway:**⁸⁰ Acts as an exemplar of the common infrastructure model, providing a means for accessing over 100 government services online for over 9 million citizens.

United States

Method	Data availability
<i>National measurement framework:</i> Since 2006.	<i>User take-up:</i> Yes.
<i>Type:</i> Surveys.	<i>Experience of service:</i> n.a.
<i>Frequency:</i> Annual.	<i>Satisfaction:</i> Yes.
<i>Scope:</i> Federal/presidential initiatives.	<i>Other:</i> Use by public agencies also measured.
<i>Other:</i> n.a.	

In 2006, the Office of Management and Budget (OMB) released a report highlighting the progress and future goals of the Administration to make

government more effective and citizen-centred through improved utilisation and management of information technology. The report identifies the successes and aggressive goals set by agencies under the President's Management Agenda (PMA) E-Government Initiative to improve information resources management, enhance customer service, and for the first time, measure the impact, utilisation, and effectiveness of programmes on the users of these services.

As part of the measurement, adoption, participation and customer satisfaction of 18 Presidential e-government initiatives were tracked in order to provide a complete, timely and accurate assessment of the usage of and benefits delivered to the respective customers – citizens, businesses, and government agencies alike.⁸¹

OMB has posted the performance information on the 18 e-Gov Initiatives in order to provide insight into the progress of these initiatives in three key dimensions:⁸²

- **Adoption/participation:** The degree to which the relevant community (agencies, bureaus, other organisations) participates in the initiative. Participation is demonstrated by contribution of information, involvement in governance, etc.
- **Usage:** The level of use by the targeted end user.
- **Customer satisfaction:** End user satisfaction with the initiative's products and/or services.

A practical example of this approach is the evaluation of The International Trade Process Streamlining (ITPS) portal, Export.gov. This portal makes it easy for small and medium-sized enterprises (SMEs) to obtain the information and documents needed to conduct business abroad.⁸³

The evaluation of the portal is based on the following indicators:⁸⁴

- adoption/participation:
 - % of agencies providing export content to Export.gov;
- usage:
 - number of registered businesses on Export.gov;
 - number of visits to Export.gov per month;
 - trade leads accessed to trade leads posted on Export.gov;
- customer satisfaction:
 - customer satisfaction with Export.gov.

Slovenia

Method	Data availability
<i>National measurement framework:</i>	<i>User take-up:</i>
Yes.	Yes.
<i>Type:</i>	<i>Experience of service:</i>
n.a.	n.a.
<i>Frequency:</i>	<i>Satisfaction:</i>
n.a.	Yes, but <i>ad hoc</i> .
<i>Scope:</i>	<i>Other:</i>
n.a.	Demand for future functions also measured.
<i>Other:</i>	
n.a.	

Slovenia has a national e-government measurement framework⁸⁵ which includes:

- an action plan for e-government;
- inquiries on the e-government portal;
- research on user satisfaction (*ad hoc*, serves as an input to the measurement framework in the action plan for e-government).

A number of integral e-government development indicators⁸⁶ and demand-side indicators have been developed:⁸⁷

- infrastructure use;
- interest for usage;
- use of e-services;
- assessment of e-services;
- use of life events;
- wishes.

The national measurement framework of user take-up consists of accompanying data, statistics and online polls of citizens and public employees on a monthly basis, as well as measurements of user satisfaction.

Measurement of user satisfaction on the entry points (One-Stop-Shop)

The Ministry of Public Administration prepared in 2006 a survey with eight questions to measure the opinion of users about the services found on the One-Stop-Shop entry points:

- suitability and accessibility;
- level of satisfaction with the functioning;
- friendliness of the referees and extent of information at the entry points;
- waiting time;

- performing the procedures with the use of a digital certificate;
- notice about the possible additional information at the entry points (more new services at the One-Stop-Shop) and about the reduction of administrative burdens (simplification of the interaction with public administration).

The opinion poll was answered by 1 274 users.

Call centre (*Hallo Administration and Hallo Inspection*)

Call centre (*Hallo Administration and Hallo Inspection*) are provided in co-operation with Slovenia's largest telecommunications distributor. Users of electronic services of public administration are presented with three different types of services:

- the user enters his/her question in the specially designed form, located within each electronic service or life event on the state portal;
- the user sends his/her question via e-mail to: *e-uprava@gov.si*;
- the user poses his/her question via a special phone number.

The call centre provides users with help regarding general information about the functioning of the state and public administration via phone, such as:

- contact information (phone numbers, e-mail);
- official opening hours;
- other information, available via public web portals of state bodies.

The call centre does not provide answers or information regarding specific administrative procedures. It was set up because of certain needs that became known during the evolution of the state portal. During the course of its life cycle, the State Portal has been thoroughly renovated three times, which helped to make it a truly up-to-date tool that citizens and businesses can use with their dealings with administration.

The call centre became operational on 24 June 2008. Responses from users are positive, and with bigger promotion of the service planned for the future, it is expected that the number of users will grow. That, in turn, will help to further improve the e-services and the state portal. It is clear that the feedback from everyday users presents infinite possibilities for improvement and that is the Slovenian government's final goal.

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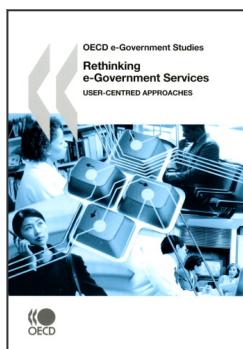
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