



NET-EUCEN

Network of European Stakeholders for Enhancing User Centricity in eGovernance

New Way to think to the EU Future Services!



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[USER CENTRICITY FOR e GOVERNANCE]
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IPTS Exploratory Research on emerging ICT-enabled governance models in EU cities (EXPGOV) - <http://is.jrc.ec.europa.eu/pages/EAP/EXPGOV.html>

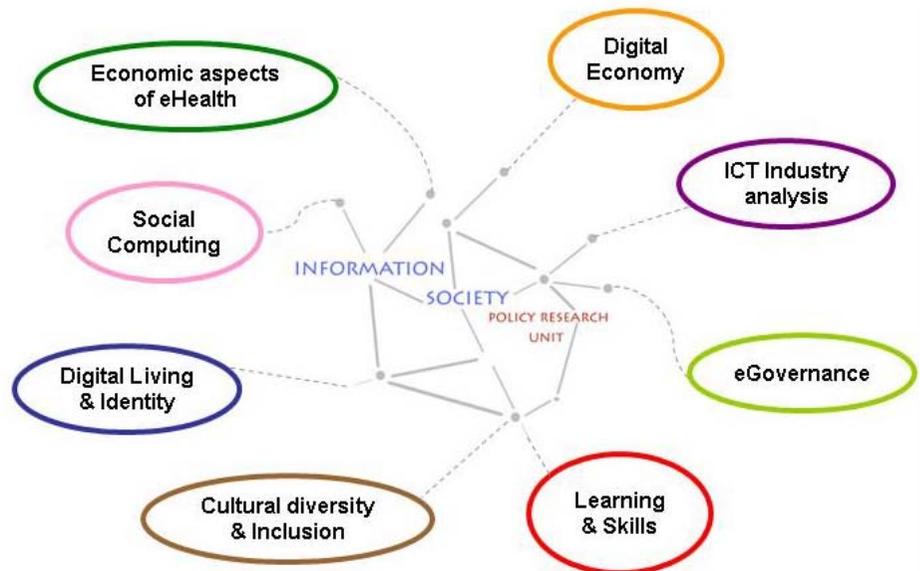
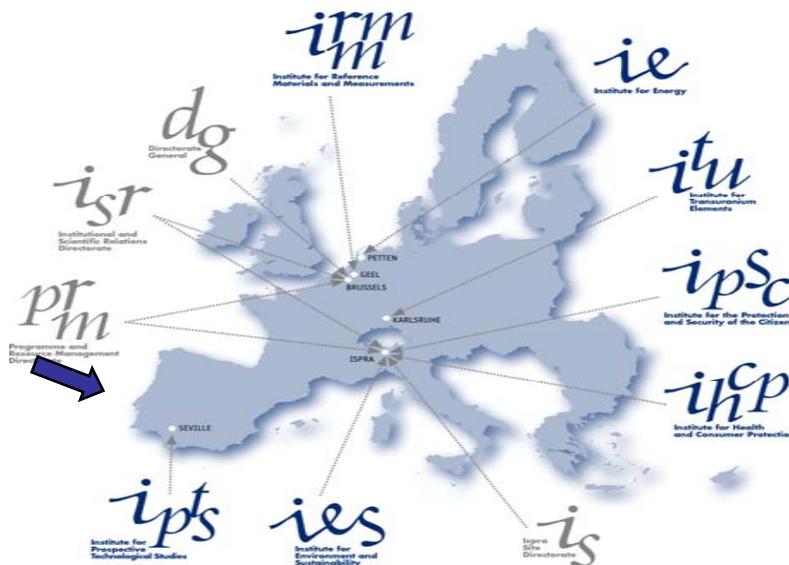
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The views expressed by the author are not necessarily those of the EC



- Exploratory Research initiated and conducted by the Information Society Unit of the Institute for prospective Technological Studies (IPTS) of the European Commission's Joint Research Centre in collaboration with EUROCITIES - Knowledge Society Forum



IPTS' Mission: "to provide customer-driven support to the EU policy-making process by researching science-based responses to policy challenges that have both a socio-economic as well as a scientific or technological dimension"



EUROCITIES: the network of major European cities bringing together the local governments of more than 130 large cities in over 30 European countries and providing a platform for its member cities to share knowledge and to exchange experiences

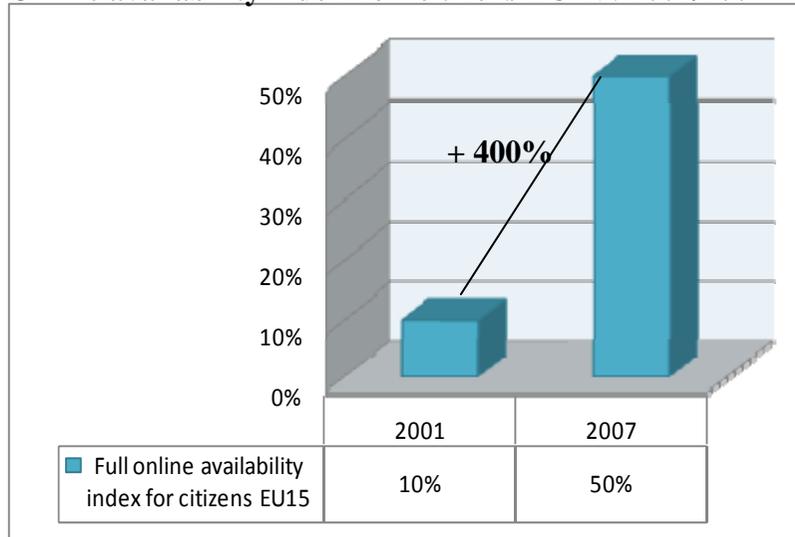
- In spatial, economic and cultural terms, the Information Society is dominated by cities and metropolitan regions [Graham, 2004]
 - around 70% of all Europeans live in cities
 - dominant space of ICTs industries and uses, but are also the area where most of the poor, the disadvantaged and excluded live
 - government layer closest to citizens and neighborhood initiatives
 - most public services are offered on the city government level
 - in some EU-MS this share amounts to 70% of all public services
 - city governments are in an excellent position to engage in necessary strategic partnerships across the public, private and third sector

- Cities can therefore play a key role in the field of ICT-enabled governance
 - especially when their capacities are used in an integrated way that allows the highest impact on social cohesion and local economies

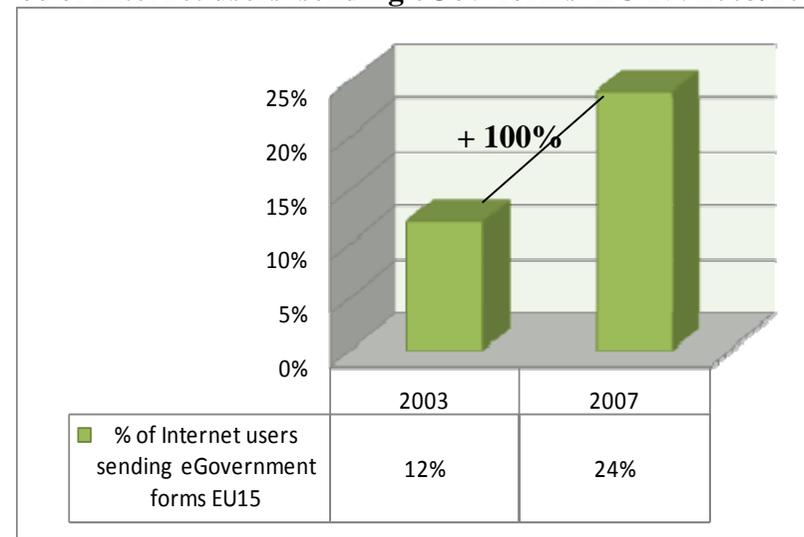
- Based on the analysis of the state of the art of research and practice in this field, it can be observed that
 - while experiments and pilot projects are taking place at different governance level
 - it is at the city level that the appropriate use and integration of ICTs in the governance mechanisms can support social and institutional innovation

- However, while research in the overlapping areas of e-Government, e-Governance, e-Participation and e-Inclusion at city level has been examining mainly the supply side and the sophistication of e-Services offered
 - reliable data on measuring the effects of ICT-enabled applications on governance processes and the impacts on specific policy areas are lacking,
 - and where existing not yet harmonized, incomplete or difficult to use for comparison in other contexts or at EU level.

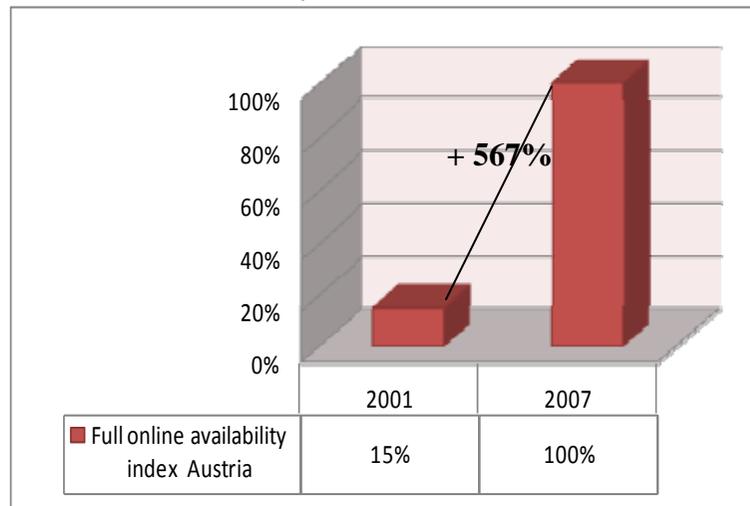
Online availability index for citizens EU 15: 2001/2007



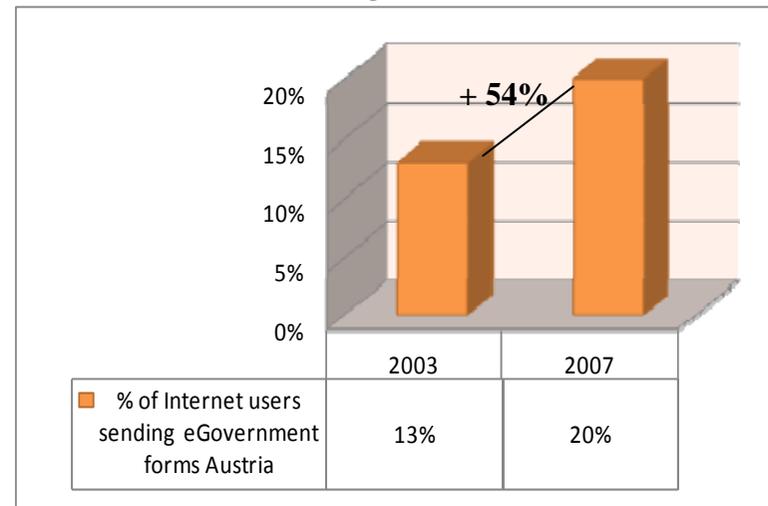
% of Internet users sending eGov forms EU 15: 2003/2008

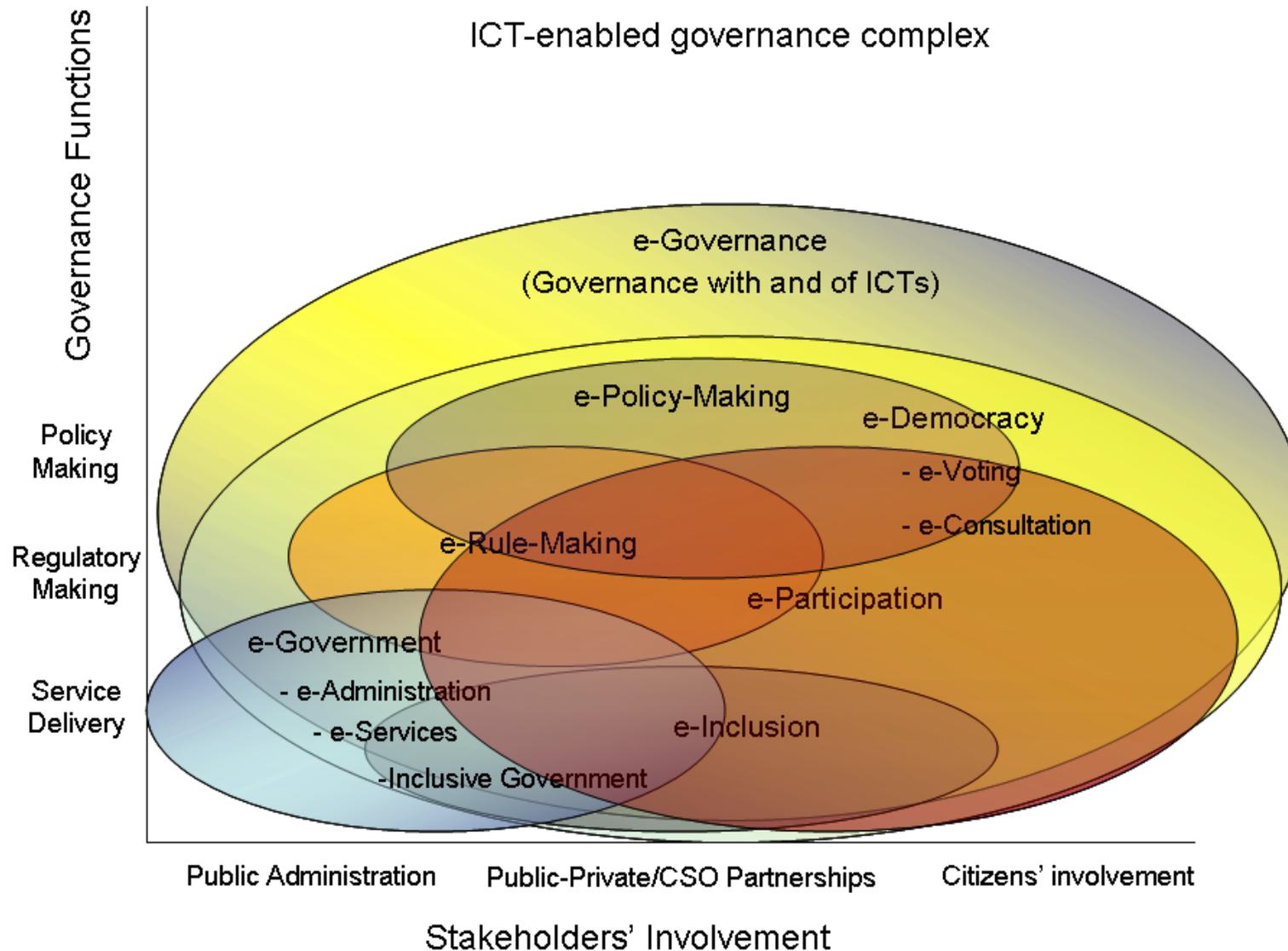


Online availability index Austria : 2001/2007



% of Internet users sending eGov forms Austria: 2003/2008





The Exploratory Research on emerging ICT-enabled governance models in EU cities (EXPGOV) aims at

- *deepening the understanding of the interplay between ICTs and governance processes at city level in the EU by providing evidence of the changes that ICTs are producing on city governance models*
- The focus of the research is on the way the different stakeholders interact when introducing ICTs in governance systems and the way these interactions affect institutions and communities, and the related decision-making process
- Two main issues will be investigated:
 - the changes produced by ICTs on the governance processes, (e.g. regulatory and legal frameworks, organisational and administrative procedures, roles of various stakeholders involved, etc.) and consequently the effects on decision-making, public management and service delivery; and
 - the socio-economic implications at various policy levels

- **Governance:** the process of decision-making and the process by which decisions are implemented, monitored and evaluated.

- **ICT-enabled governance:** the use of ICTs to comprehensively
 - 1) simplify and improve the internal administrative operations of government and their relations with other bodies involved in public management and service delivery;
 - 2) facilitate public service interaction between government, citizens and other stakeholders (legislative bodies, private sector, civil society organizations, self-organised communities), thus enabling better citizen participation and overall monitoring and evaluation of decision-making processes and their implementation; and
 - 3) ensure inclusiveness and equal opportunity for all.

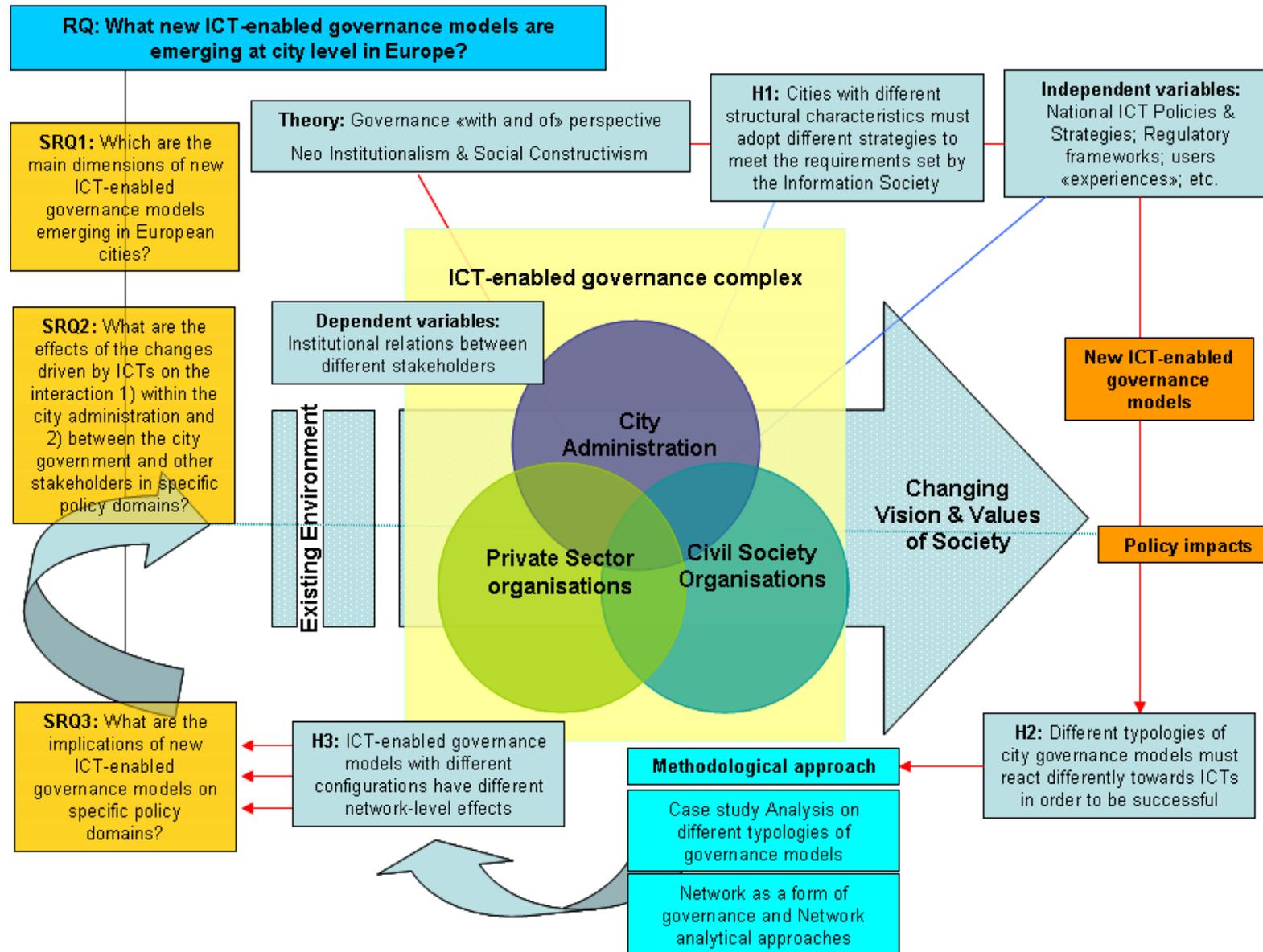
(Source: Misuraca, IPTS, 2010, work in progress)

Core research question:

- ***What new ICT-enabled governance models are emerging at city level in Europe?***

Operational research sub-questions:

- a. Which are the main dimensions of change of new ICT-enabled governance models emerging in European cities?
- b. What are the effects of the changes driven by ICTs on the interaction 1) within the city administration and 2) between the city government and other stakeholders in a specific policy domain?
- c. What are the implications of new ICT-enabled governance models on a specific policy domain?



1. 'Mapping Survey' to identify key city governance policy areas most impacted by ICTs and to collect candidate case studies to be analysed in-depth
2. Development of a framework to assess the main dimensions of ICT-enabled governance models at city level through conceptual work, desk research and consultation with representatives of cities and other experts.
3. Case Studies Analysis:
 - i. Selection of a limited number of cases to be studied in-depth in order to understand the effects of changes driven by ICTs and analyse their implications on a specific policy domain to be identified in collaboration with cities.
 - ii. Case studies investigation through interviews and focus groups with representatives of cities and other stakeholders (circa 10-15 per city) and analysis of documentation and data made available during interviews with selected cities.
4. Cross-cases assessment and discussion of the key drivers of changes and their consequences for ICT-enabled governance as well as the implications on the policy domain under investigation.
5. Validation of findings from case studies and discussion of results of the exploratory research with experts, representatives from the cities and other stakeholders.
6. Drafting of a Final Report which will include policy recommendations and indications to define a future research agenda in the area of ICT-enabled governance in European cities.

Contribution to policy

- to inform policy-makers at EU, MS and local level about the implications of changes driven by ICTs on new and emerging ICT-enabled governance models in EU cities and
- *to demonstrate evidence of the impacts of changes that ICTs are producing on city governance models and in the specific policy area under investigation*

Contribution to knowledge & practice

- to consolidate scientific evidence of impacts of ICT-enabled applications on city governance models in the EU and enrich the knowledge base in the research domain of e-Governance
- *to reinforce methodological approaches of impact assessment in the specific policy areas under investigation*

Results of the research in terms of publication will include

- Scientific and Technical Reports of IPTS
- Policy research papers and briefs (IPTS and EUROCITIES)
- Contributions to scientific journals (jointly by IPTS and EUROCITIES)
- Dissemination to researchers, practitioners and policy makers

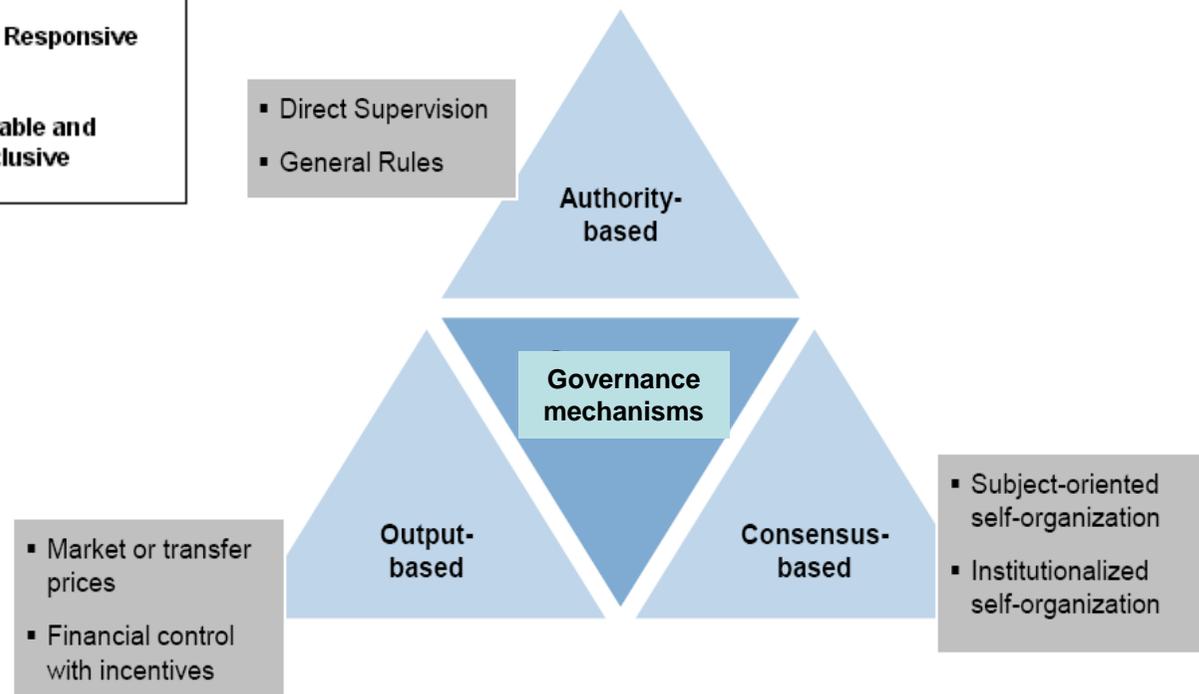
- Project Proposal and Research Plan designed and validated by EUROCITIES KSF (Oct. 2009-Jan. 2010)
- Literature Review, Conceptual and Methodological Framework drafted and under further elaboration (in progress) + collaboration established with several research institutes interested in the topic (e.g. Napier Uni, ISMEA, PoliTo, etc.)
- 'Mapping Survey' to identify key city governance policy areas most impacted by ICTs and to collect candidate case studies to be analysed in-depth (Nov-Dec. 2009)
 - About 70 cities responded from 29 European countries covering 100% EU27*
 - Analysis of the results of the survey validated (Jan. 2010) and under further elaboration for publication as IPTS Technical Report (expected Nov. 2010);
- 3 scientific papers submitted to conferences based on preliminary results
- 4 cities selected out of 22 city initiatives proposed for case study (May 2010)
- Raised visibility on emerging ICT-enabled governance models and the need to develop a comprehensive framework of measurement within EC Services, Policy Makers and communities of researchers and practitioners

**Further to the integration of data (February-April 2010)*

- **Purpose:**
- measuring policy-impacts of ICT-enabled governance at city level

- **Rationale:**
- Search for a new paradigm in evaluating ICT-enabled governance and the related policy impacts...
 - mixing internal and external focused approaches
 - considering the different roles and interrelations between governance stakeholders
 - assessing in a dynamic manner and from a socio-technological perspective the public value(s) generated by ICT-enabled services

■ Good governance characteristics



■ Governance mechanisms

■ Reclassifying governance dimensions

Good governance characteristic	"Public value drivers" (and related Governance Dimensions)
Effectiveness and Efficiency	Performance (measured in terms of efficiency and effectiveness)
Responsiveness	
Participation	Openness (measured in terms of access to information and accountability)
Transparency	
Consensus oriented	
Accountability	
Rule of Law	Inclusion (measured in terms of accessibility and equity)
Equity and inclusiveness	

Source: IPTS elaboration, Misuraca, IPTS, 2010

■ and exploring the role of ICTs for better governance

Value Driver	Governance Dimension	Sub-dimension	Metrics and Examples of Indicators	Source of verification
Performance	Efficiency (i.e. the balance between the output of service provision and the amount of resources required)	Economic	the cost sustained for service provision and their trends in time);	Organisational Budget
		Temporal	User time (the average time spent by users to obtain the service) Service provision time (the average time spent by organisational units to produce the service)	Ad-hoc measures (internal)
		Procedural (i.e. the obligations and constraints imposed by law on the administrative processes and on the interactions between administrations and users)	Level of administrative simplification (i.e. number of interactions required by users to provide useful information in order to complete a service)	Ad-hoc measures (internal)
	Effectiveness (i.e. the closeness of the provided service to user's expectations and needs)	Service Reliability, including Accuracy and Completeness of information requested for the service provision in order to achieve the user's expectation	N. of complaints Users' perception of accuracy and reliability of service provisions Service-oriented attitude of personnel in charge of the service (or automatic system)	Users' Surveys (External)

Value Driver	Governance Dimension	Sub-dimension	Metrics and Examples of Indicators	Source of verification
Openness	Access to information	Temporal	Time interval during which a specific service can be requested	Ad-hoc measures (internal)
		Cultural	Diffusion among the users of the skills and capabilities required for an autonomous usage of the service Media richness of the channel, perceived usefulness, and perceived ease of use of the access channels	Users' Surveys on attitude, preferences, and perception expressed by users on the technological channels which support the provision of the service: e.g., trust, ease of use. (External) Ad-hoc measures (internal)
	Interoperability	Technological (i.e. diffusion of standards and technological infrastructures and systems for interoperability)	Presence of standards and technological infrastructures and systems for interoperability	Ad-hoc measures (internal)
		Shared data / services (i.e. the ability of administrations to access data by means of the inter-administration back office, and the possibility for external users to access administrative data via ICTs)	Presence and level of shared data / services	Ad-hoc measures (internal) Users' Surveys (External)
	Accountability	Transparency (i.e. the volume of information that the public administration provide to users describing their internal functioning and informing users on what they can expect or claim while using the service)	presence and quality of information available for users on the web portal	Ad-hoc measures (internal) and Users' Surveys (External)
		Participation (i.e. the effective level to which users' opinions reach the public administration in charge of the service and influence the provision)	% of responses to complaints Level of engagement of citizens	Ad-hoc measures (internal) Users' Surveys (External) Web metrics

Value Driver	Governance Dimension	Sub-dimension	Metrics and Examples of Indicators	Source of verification
Inclusion	Accessibility	Service accessibility for disabled people	User possibility to access the service from his/her physical status/functions (e.g. existence/non existence of alternative text for blind people)	Ad-hoc measures (internal) Users' Surveys (External) Web metrics
		Technological (i.e. diffusion of the infrastructure and technologies which support the service provision) and channel accessibility (i.e. it focuses on the existence of different channels for service access and delivery, such as desktop PC, mobile phone, TV and radio, etc.).	% of Internet penetration (of which broadband availability) number of Internet access points per inhabitant Channels' availability for service delivery (and usage x target groups)	Ad-hoc measures (internal) Users' Surveys (External) Web metrics
	Equity	ease of access for minority groups	number of languages in which the service is provided	Ad-hoc measures (internal) Users' Surveys (External)
		ease of access for disadvantaged groups (e.g. poor, illiterate and elderly people)	Specific initiatives for these target groups	Ad-hoc measures (internal) Users' Surveys (External)

- 1) **Technical change (incremental):** automation of repetitive administrative tasks and thereby improvement of efficiency of governance processes
 - e.g. automated filing of forms, periodic information reporting, etc.

- 2) **Supportive/Facilitating change (incremental):** use of ICTs to complement existing efforts and processes to improve governance mechanisms
 - e.g. use of ICTs to catalyse existing efforts towards transparency in government information and functioning, or embedding use of emails, Social Computing or other technological applications in connecting decision-makers with their constituencies

- 3) **Innovative change (disruptive):** use of ICTs to initiate or improve new services or create new mechanisms for service delivery or policy-making which would be impossible through non-ICT modes
 - e.g. online checking of status of an application -from remote and beyond office hours-; providing instant access to the same information to all individuals through websites or other technological applications / mass collaboration; ability to instantly access, compare or triangulate information from outside of the government or constituency sources, etc.)

- A database containing relevant documentation and data with regard to ICT policies, strategies and activities, and the application of ICTs for public services and improvement of governance processes
- A draft Report presenting an overview and analysis of the governance model of the selected cities and the impact of ICT-driven changes
- Summary reports of the qualitative in-depth interviews
- A draft report of evaluation (in a qualitative and quantitative way) of collected data and indicators with synthesis of findings
- Draft Final Report of the case study comprehensive of the main findings of the previous activities and deliverables and inclusive of a discussion of policy implications and future research needs
- The final reports of case studies and the final report of the research will be edited for publication as IPTS Technical and Scientific Reports, jointly co-authored/co-edited with the local researchers, EUROCITIES and the city government representatives
- Conference or research paper, scientific articles or policy briefs may be prepared on an ad-hoc basis

- Case Studies Analysis (in progress – to be concluded by December 2010)
- Publishing of Survey Results (by December 2010)
- Refining/completing the conceptual and assessment framework through:
 - Peer Review
 - Practice-oriented ‘testing’
 - Integration of results from case studies
- Final Reporting & validation
 - JRC IPTS Scientific & Technical Report
 - Scientific Articles & Publications
 - ePractice.eu and other dissemination activities
- Final Workshop organised by IPTS and EUROCIITIES in Brussels (tentative date 31 January 2010)

- Raising policy-makers awareness
- Engaging communities of researchers and practitioners

- EXPGOV Online Engagement Community to be created at
- <http://is.jrc.ec.europa.eu/pages/EAP/EXPGOV.html>

- Events:
 - *EGOV2010, Lausanne, CH, August-Sept. 2010*
 - *EU ICT Events, Bxl, Sept. 2010*
 - NET-EUCEN WS, Bxl, 30 Sept. 2010
 - EUROCITIES, KSF Birmingham, 19-20 Oct.2010
 - Final Workshop, Bxl, 31 January 2011
 - Presentation of results at the EUROCITIES KSF Annual Meeting 2011 and other relevant events



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For further information about EXPGOV:
<http://is.jrc.ec.europa.eu/pages/EAP/EXPGOV.html>