Impact of Measurement on Policy-making
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Main Issue discussed

✓ How benchmarking could establish evidence on how big the contribution of an ICT policy in question has been on reaching its objectives

Example:

• Policy:
  – increase citizen participation to 50% of public services online

• Issue:
  – How can we justify any change in this policy based on current achievements of e-services?
Good policies are characterized by

- Making the most of limited resources
  - Efficiency: secure better outcomes for the same budget. *The ratio of resources consumed (inputs) to results (outputs).*
  - Effectiveness: have the objectives for which resources were allocated been attained? *Achieving the outcomes expected of the public policy.*
Assumptions

- Selected indicators should **not be viewed only** as a tool for providing purely statistical data on the issue being studied.
- **Provide guidelines** about aggregating and interpreting these indicators to support policy decisions,
- **Translate** these guidelines into national and regional policies for building the information society about that particular issue.

Overall process

- **Measures performance**, highlights strengths and weaknesses,
- **Gives an idea** of the progress made over time
- **Helps decision-makers** to compare courses of action and identify the most effective mechanisms.
✓ No matter what is being measured, indicators are primarily statistical data in nature
✓ The values represent achievements related to the information society
✓ Such achievements could be
  – Operational objectives
  – Specific objectives
  – General objectives

To measure achievements of an IS issue:

1. Select proper indicators (from core, composite and other indices),
2. Classify their category (input, operational, output, outcome, impact)
3. Assess achievement and identify areas of unacceptable performance of the IS
4. Suggest policy-level changes
Categories of indicators for impact measurement

- Input indicator
- Output indicator
- Outcome indicator
- Impact indicator

Trend in decision support for policy making

Input → output → outcome → impact

- Higher access → More e-services
- Increasing citizen-involvement → Better governance

Example for the issue of e-services
Example: Inputs

Policy-making for e-governments

• ICT
• Human resources (people and skills)
• Organizational resources (leadership, management, teams, etc.)
• Legislation
• Other materials and facilities, such as property, infrastructures, etc.
• Finance and budget (development and operational costs)

Outputs (operational objectives)

Policy-making for e-governments

✓ HW, SW, applications, services, etc., rolled-out, available
✓ establishment of e-Government services delivery channels
✓ access to and use of the digital infrastructure
✓ changed working procedures related to the implemented
✓ back-office business processes re-engineered
✓ organizational changes
✓ interoperability and integration established between services and organizations
✓ establishment of systems for identity, security and trust
✓ completed staff training courses
✓ completion of e-Government studies and surveys
✓ implementation of awareness raising campaigns.
Outcomes (specific objectives)
Policy-making for e-governments

- Increased efficiency, including cost reduction, resource rationalization, greater productivity, etc.
- Time savings
- Staff who are more competent and skilled in their jobs
- Less bureaucracy and administration (administrative burden reduction)
- More transparency, accountability, etc., within the agency
- Increased staff satisfaction
- Increased security for the agency
- Redeployment of staff from back-office (administration) to front-office (service delivery)
- Increased agency agility and innovation

Impacts (general objectives)
Policy-making for e-governments

- Economic productivity
- Economic growth
- Jobs
- Competitiveness
- Local and regional development
- Inclusion
- Democracy, participation and citizenship
- Better quality of life
- Increased justice and security
**Inputs**

- Analysis of policies and challenges to be met, including monitoring/statistical issues

**Operational Outputs**

- Identification of indicators in connection with the means of obtaining them

**Specific Outputs / Outcomes**

- Documentation of indicators and final selection

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**Stages**

**Analysis of policies and challenges to be met, including monitoring/statistical issues**

- How is the policy formulated?
- Which aspect of it is to be looked at/monitored?
- How can the most relevant logical indicators be chosen?
  - Can progress be measured?
  - How often will the indicator be needed?
  - Can a target be set?

**Elements of analysis**

- Summarize the information on a factsheet
Conclusion

A suggested method

1. Select the Issue to be examined
2. Selected relevant indictors
3. Classify them into the four categories
4. Evaluate the values, aggregate and interpret them
5. Cross check results found against the stated policy that was set for this issue
6. Make conclusions and recommendations for policy makers
7. Justify with values and levels
Issues can standardizes and special templates can be designed from existing indicators.

Such templates can be embedded on a proper statistical information system (e.g. ESIS).

Scripting and procedures can automate many of these tasks.

Some added features of decision support systems can be also used.

**Dimensions** *(example: ESIS)*

- **Inputs**
- **Countries/regions**
- **$D_1(I_p,C,T)$**

**General Outputs** is a scripted function of these 3 dimensions.

**Specific Outputs**

**Operational outputs**

**Times**
Thank You

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