

SDI performance measurement in the context of budgetary processes

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Multiview: framework or smorgasbord?



evaluating
different types
of apples...



... with all kinds
of oranges



My entry point.... (and biases)



- Evaluation done by public managers themselves
- Evaluation, an element of budgeting processes
- In particular, looking at performance measurement
 - a type of control evaluation - clarity of objectives & (perceived) clarity of cause and effect
- In practice – what public managers are doing in the “real world”
 - wealth of existing practice from which to base research
 - central government
 - evidence from Canada and the US
 - now beginning Netherlands case study
- Ultimately interested in cross-agency coordination
 - looking at budgeting process as a tool for coordination

Performance meas. status quo



- Governments worldwide are making use of geospatial technologies and are in the process of developing and delivering an array of geospatial services.
- Given this ubiquitous investment in geospatial infrastructure, why do so few government ministries or agencies evaluate public effort in this area?

Performance meas. demand



- Thus far, evaluation done (only) if required:
 - A legislative requirement (INSPIRE, implementing rules)
 - A contractual requirement or part of corporation law (AltaLIS, PSMA)
 - A budgetary requirement / program accountability (Geospatial One-Stop, OMB Circular A-11; GeoConnections, RMAF)

Photo source: The Economist

Public sector reform context



- Low level of evaluation of geospatial efforts striking in light of prevalent NPM reforms

- New Public Management (NPM)
 - rationalization of public service delivery
 - increased accountability for the achievement of policy outcomes - 'managing for results'
 - third-party contracting (and service level agreements)

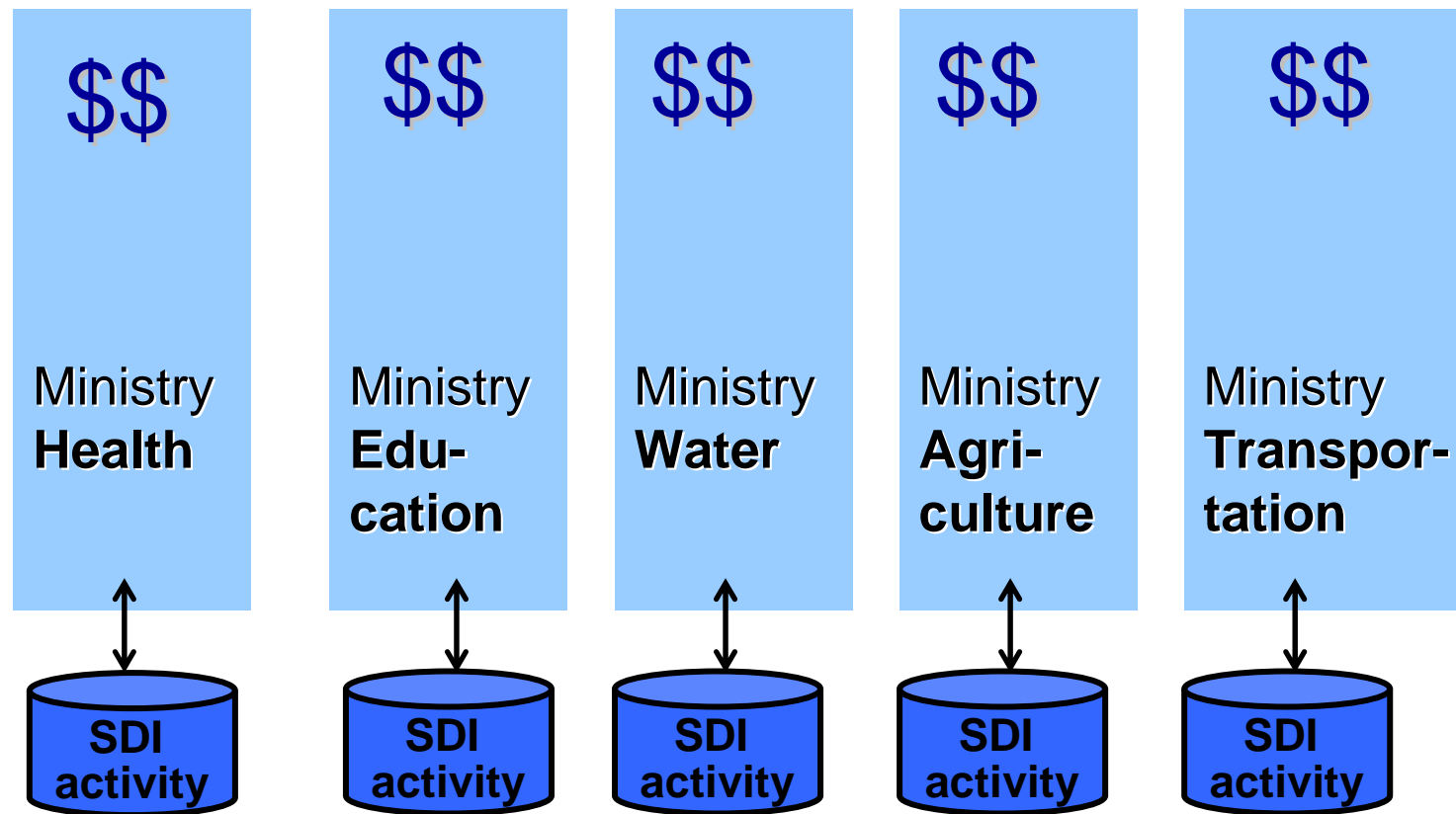
- “Joined-up government” / “Whole of government”
 - Within government, cross-sector
 - Integrating services inter-jurisdictionally for client-centric delivery
 - Emphasis on policy outcomes
 - Return to the center

Concern 1: evaluation scope



- When it comes to evaluation, is SDI initiative ‘just’ the efforts of SDI coordinating body, or is SDI initiative the amalgamation of activities of all contributors?
 - e.g., GOS is well-circumscribed e-gov project, covering an aspect of SDI development
 - FGDC’s annual report doesn’t cover progress of states; NGPO just USGS (one agency)
 - GeoConnections, just one program (much activity ‘beyond’)

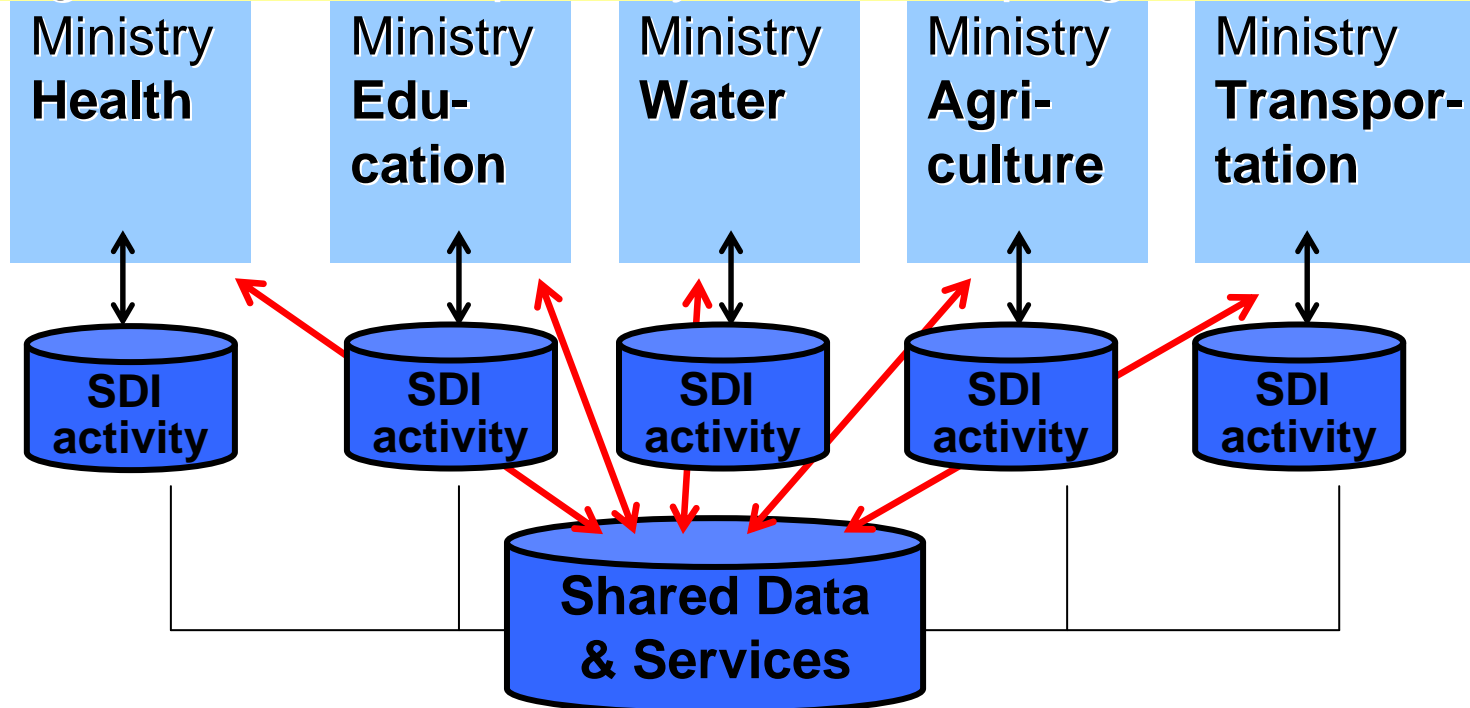
Concern 2: vertical nature of eval.



Utopia: horizontal evaluation



- \$\$ Deliver public service delivery to citizens
- \$\$ Manage natural resources
- \$\$ Strengthen national security
- \$\$ Design and monitor poverty reduction programs



So... how to get horizontal evaluation?

(in a vertical environment)



US case

- OMB is getting smarter at this.... “like peeling layers off an onion”
 - Circular A-11 annual business case & performance measurement
 - federal enterprise architecture effort
 - Geospatial Line of Business
- Annual report



Canada case



- Federal Geomatics Strategy and Policy Framework
 - TBS and IACG
 - Governance framework – investment mgt – accountabilities
- Value Management Office (VMO)
 - improving accounting to report both vertically and horizontally
- Sunset evaluation of GeoConnections Phase I
- Results-based Management Accountability Framework (RMAF)
- Annual report

Dutch SDI – many parallel initiatives



- Base registries (e-government project, Ministry of Internal Affairs)
- Kadastre (VROM)
- TNO-DINO (ZBO, Ministry of Education), € 15 million
- Geonovum (“private”, VROM), € 700,000
- Space for Geo-Information
- Meteorological Institute (KNMI)
- Council for Geo-information
- etc.



Is current evaluation practice good enough?



- Individual well-performing services
- At end of day, does it matter if there's no "joined-up" SDI evaluation?

■ *if all the Oompaloompas do their jobs and the chocolate factory churns out chocolate...*



Or, is a portfolio review needed?



- portfolio review would provide an overall picture of activity
- joint-evaluation of Dutch NSDI
 - relevance and 'fit' of geospatial portfolio in relation to overall national and local needs/priorities
 - effectiveness of geospatial portfolio in contributing towards data access, compatibility, and use
 - efficiency and cost-effectiveness of geospatial portfolio

Tools are lacking...



Tools still are lacking...



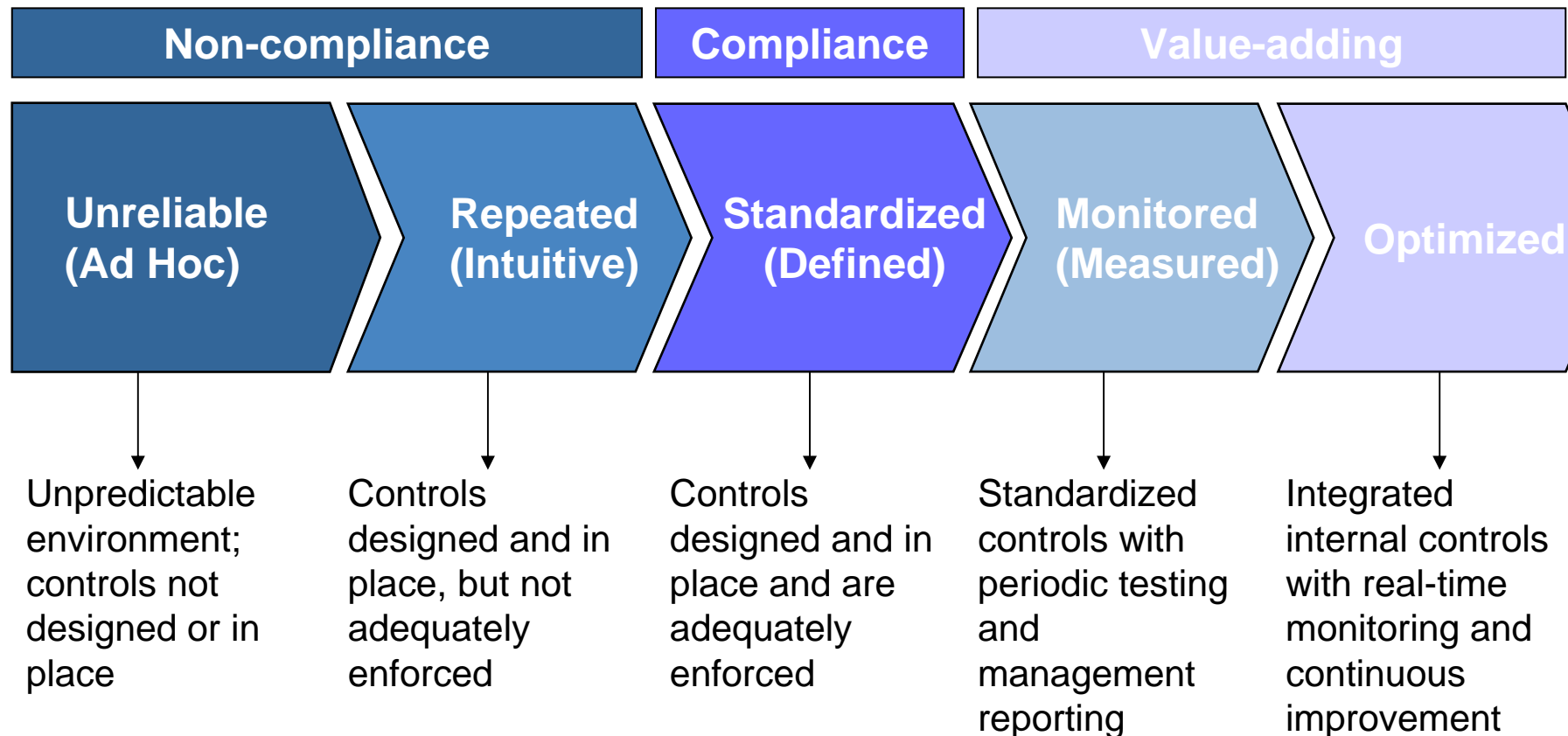
- vertical nature of existing government accountability tools
- absence of common performance indicators, and the means to report against them
- inability to track funding because of poor interoperability of management information systems across agencies
- But, countries are squarely grappling with dilemma... and learning...

Ultimately...

- Evaluation, an indication of an SDI initiative's maturity
 - i.e., SDI 'taken seriously' when results are expected or when there are potential consequences for weak performance
 - i.e., evaluation, part of legitimacy



Geospatial investment maturity model



Adapted from PriceWaterhouseCoopers



Thank you

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