

## Monitoring and evaluation of open government strategies

The monitoring and evaluation mechanisms that a government has at its disposal are crucial to improve policy design and implementation in the areas of transparency, accountability and citizen participation. The OECD defines monitoring as “a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing [...] intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds” (OECD, 2009). Evaluation is defined as “the systematic and objective assessment of an ongoing or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, [...] efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.” (OECD, 2009).

Without sound monitoring and evaluation systems, open government strategies and initiatives will not be able to deliver on their promises to improve democracy and promote inclusive growth. The cross-cutting nature of the open government strategy implies a high degree of complexity to develop an aggregated view on their impacts across sectors. It also requires a sound understanding on how sector-specific policy initiatives are linked to the broader goals of the strategy. Thus, countries face the challenge to design appropriate monitoring and evaluation approaches that untangle this complexity.

Most (30 of the 35 countries) OECD countries (86%) monitor open government initiatives. The majority of them, 77% rely on the normal monitoring activities of each public institution involved in open government initiatives. Furthermore, Open Government Partnership (OGP) members use the OGP Independent Reporting Mechanism (IRM) or the OGP required annual self-assessment. Other types of monitoring mechanisms from a single institution to an ad hoc monitoring mechanism or an office in charge of monitoring all open government initiatives are also used by a number of countries. For instance, nine of the 30 OECD countries that answered that they monitored open government initiatives use ad hoc monitoring mechanisms. In Finland it takes the form of an Open Government Implementation Support group and in the United Kingdom an Open Government Network. Usually, such ad hoc committees’ tasks support the work of the office in charge of open government, by ensuring that all relevant stakeholders from the public sector as well as civil society and the private sector contribute to the development and implementation of open government policies and initiatives. While monitoring is essential to ensure proper implementation, only a thorough evaluation of the positive

and negative impacts that the open government strategy or initiatives yielded can offer policy makers the possibility to improve the achievements of current initiatives and the design and implementation of future policies.

However, while the majority of OECD countries collect data on the progress of open government initiatives, only about half (20 OECD countries, 59%) use these data to evaluate their impact. Of those countries that indicated that they evaluate the impact, 16 of the 19 countries (84%) for which data is available use the evaluation activities of each public institution. NGOs are involved in the evaluation process in five of the 19 OECD countries that specified the approach used to evaluate impact (Canada, the Czech Republic, Mexico, Spain and the United States). Similar to the approaches to monitor open government initiatives, the OGP’s Independent Reporting Mechanism and self-assessment reports are used by all OECD-OGP member countries that evaluate the impact of open government initiatives. The lack of evidence on the impact of open government strategies and initiatives hampers countries’ progress to design and implement strategies that better target the identified needs by stakeholders and citizens alike.

### Methodology and definitions

In 2015, the OECD conducted the Survey on Open Government Co-ordination and Citizen Participation in the Policy Cycle, which was answered by 54 countries.

Ad hoc mechanisms can take different forms in OECD countries. Depending on the institutional rooting and mandate of the ad hoc mechanism, tasks can include monitoring, evaluation or co-ordination. They can take the form of an Open Government Steering Committee, an Open Government Implementation Support group or an Open Government Network.

### Further reading

OECD (2016), *Open Government: The Global Context and the Way Forward*, OECD Publishing, Paris. DOI: <http://dx.doi.org/10.1787/9789264268104-en>

### Figure notes

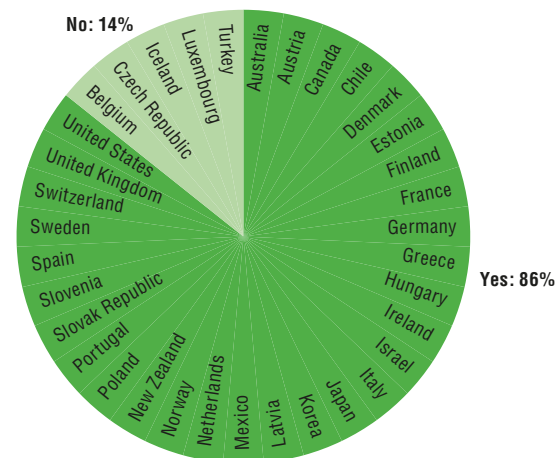
10.7: Luxembourg did not provide an answer to this question.

10.8: Only countries that answered that they evaluate open government initiatives were asked these questions on their approach to evaluate impact. Turkey does evaluate open government initiatives but did not respond to this question.

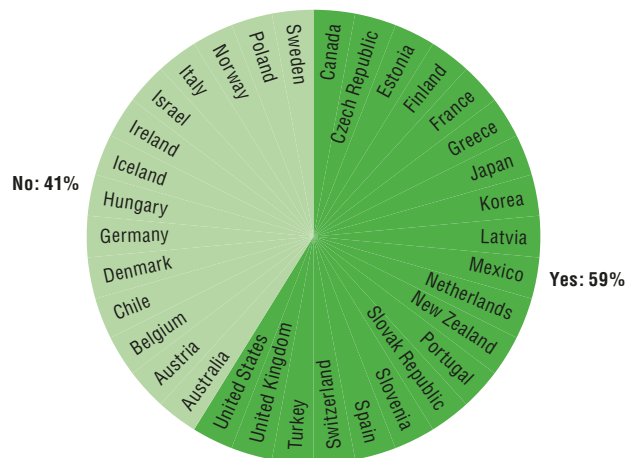
Information on data for Israel: <http://dx.doi.org/10.1787/888932315602>.

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10.6. Monitoring open government initiatives, 2015



10.7. Evaluating the impact of open government initiatives, 2015



Source: OECD (2015), “Survey on Open Government Co-ordination and Citizen Participation in the Policy Cycle”, OECD, Paris.  
StatLink <http://dx.doi.org/10.1787/888933533321>

Source: OECD (2015), “Survey on Open Government Co-ordination and Citizen Participation in the Policy Cycle”, OECD, Paris.  
StatLink <http://dx.doi.org/10.1787/888933533340>

10.8. Approaches to evaluate the impact of open government initiatives, 2015

Country	Evaluating the impact of open government initiatives through							
	An ad hoc evaluation mechanism focusing on impacts	The normal evaluation activities of each public institution involved in the Open Government Strategy	Surveys among citizens and stakeholders	Surveys among public officials	Government conducted studies on the impact of open government initiatives in specific areas	Independent assessments conducted by NGOs	Independent assessments conducted by private companies	The OGP assessments (self-assessment and Independent Reporting Mechanism)
Canada	○	○	○	○	○	●	○	●
Czech Republic	○	●	●	○	○	●	○	●
Estonia	○	●	●	○	○	○	○	●
Finland	○	●	○	●	○	○	○	●
France	●	●	○	○	○	○	○	●
Greece	●	●	●	●	●	○	○	●
Japan	○	○	●	○	○	○	○	○
Korea	○	●	○	○	○	○	○	●
Latvia	○	●	○	○	○	○	○	●
Mexico	●	●	○	●	○	●	○	●
Netherlands	○	●	○	○	○	○	○	●
New Zealand	○	●	○	○	○	○	○	●
Portugal	○	●	○	○	○	○	○	○
Slovak Republic	○	●	○	○	○	○	○	●
Slovenia	○	●	○	○	○	○	○	○
Spain	○	●	●	○	●	●	●	●
Switzerland	●	○	○	○	○	○	○	○
United Kingdom	○	●	○	○	○	○	○	●
United States	○	●	○	○	○	●	○	●
<b>OECD Total</b>	<b>4</b>	<b>16</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>1</b>	<b>15</b>
Yes	●							
No	○							

Source: OECD (2015), “Survey on Open Government Co-ordination and Citizen Participation in the Policy Cycle”, OECD, Paris.  
StatLink <http://dx.doi.org/10.1787/888933533316>



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