Global Trends and Inspiring Practices in eGovernment – a critical analysis

Paul Waller

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Muscat, Oman
eGovernment
– a muddle of jargon and puzzles

customer  services  demand
whole of government  joined-up  smart government
mobile government  channels

Why aren’t people using eGovernment “services”?  
How can we increase take-up?  
How do we adapt eGovernment to mobile internet access?  

And it is OK to ask:  
What’s the point of eGovernment – why bother at all?
## Functions of Public Administration

A framework for assessing eGovernment contribution

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Windows on a Nation
A framework for assessing eGovernment impact

Government

CES

G

PC

PA
Windows on a Nation
A framework for assessing eGovernment impact

Public Administration

CES

G

PC

PA
Windows on a Nation
A framework for assessing eGovernment impact

Community, Economy, Society

CES

G

PC

PA
Windows on a Nation
A framework for assessing eGovernment impact

Personal and Corporate
“eGovernment”/“digital government” changes the nature of these

Connecting the Frameworks

Government
Policy Goals

Public Administration
Policy Implementation

Public Services
Public Goods

Policy Implementation Instruments

Personal & Corporate
Community, Environment & Society

Connecting the Frameworks
State Prerogatives

Examples
- Armed Forces
- International Relations
- Currency
- Treasury
- Border control
- Criminal Law & Justice
- Law Enforcement
- Civil Law & Enforcement

Design Factors
- Risk Management
- Scale
- Governance

ICT Opportunities
- Identity management and authentication
- Data sharing & matching
- Collaboration between governments
- Payment of fines
Public Goods

Examples
Roads, Railways, Bridges
Ports, Airports
Public buildings/stadia
Parks
Broadcasting
Museums, libraries
Environmental management installations
Public housing

Design Factors
Asset Utilisation
Demand management
Safety
Maintenance

ICT Opportunities
Availability promotion
Selling tickets/permits
Usage data
User feedback
Supporting co-design
Problem notification (by users)
Public Services

Examples
- Health
- Education
- Welfare
- Transport
- Utilities
- Mail, Telecomms
- Emergency, Fire & Rescue
- Accommodation
- Waste collection

Design Factors
- Demand Management
- Service failure risk
- Quality
- Service provider mix
- Citizen-centric design

ICT Opportunities
- Access/Use transaction simplification
- Whole system, whole place “Nudges”
- Open data, usage data
- Participation platform – feedback, innovation, design
Taxes and Duties

Examples
Personal taxes
Business taxes
Sales taxes
Import duty
Alcohol duty

Design Factors
Administrative Burden Reduction
Compliance & enforcement
Evasion, fraud, error & debt
Evidential requirements

ICT Opportunities
Transaction simplification for user
Electronic payment
Automation at PA
Better information provision
“Nudges”
Data matching
ID management
Entitlements and Grants
and Negative Taxes

Examples
Unemployment benefit
Pensions
Home improvement
Personal care allowance
Disability benefit
Research

Design Factors
Demand Management
Administrative Burden Reduction
Fraud & error
Evidential requirements

ICT Opportunities
Transaction simplification for user
Automation at PA
Entitlement information
“Nudges”
Data matching
ID management
Registrations, Permits and Standards
including business regulation

**Examples**
- Passport/ID Card
- Driving licence
- Business registration
- Birth, marriage, death
- Trading permits
- TV licence
- Parking permit
- Building permit

**Design Factors**
- Administrative Burden Reduction
- Regulatory impact
- Compliance & enforcement
- Evasion, fraud, error
- Evidential requirements

**ICT Opportunities**
- Transaction simplification for user
- Electronic payment
- Automation at PA
- Consultation
- Compliance advice & “Nudges”
- Data matching
- ID management
Public Information Campaigns

Examples
- Public health issues
- Road safety
- Accident prevention

Design Factors
- Cost-Effectiveness in achieving behaviour change
- Impact Measurement
- Audience and media

ICT Opportunities
- Targeted information provision
- Feedback collection
- Effectiveness monitoring
- Diffusion analysis (e.g. via big data)
Information Provision
relating to all other instruments

Examples
- Explanations
- FAQs
- Guidance
- Forms
- Help lines (tel, email, SMS)
- Advice forums
- Chat rooms

Design Factors
- Availability
- Accuracy
- Accessibility
- Clarity & Understandability
- Consistency
- Immediacy – crisis management

ICT Opportunities
- Common access points (web portals)
- Multiple channels
- Navigation & Search
- Content management
- Usage tracking
- User feedback
Open Data Publication
mainly data derived from other instruments

Examples
Public spending data
Service cost data
Hospital & school performance
Traffic accidents
Transport schedules
Crime maps

Design Factors
Availability
Accuracy
Clarity & Understandability
Standards & Usability (machine readability)
Potential for innovation & behaviour change

ICT Opportunities
Common access points (repositories)
Data sharing inc G2G
Data standards
Search
New applications
Support Functions
(not strictly a policy implementation instrument)

Examples
Procurement
IT
HR
Finance
Estate Management

Design Factors
Efficiency
Accuracy
Procedural compliance
Transparency
Support structural change

ICT Opportunities
Common databases
Data sharing G2G
Data standards
Shared services
So how does all this help?

Each Instrument has a different eGovernment character!

Thinking about them as different will help with:

- Interpreting and actioning UN recommendations
- Making sense of measurement – moving from supply-side benchmarks to demand-side evaluation
- Clarifying purpose
- Focussing effort
- Motivating people
- Having the right arguments
- Clarifying authority and responsibility
## Main “eGovernment” Instruments

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<th>Instrument Class</th>
<th>Citizen Perspective</th>
<th>Key Factor</th>
<th>Tool</th>
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Information Provision

Understand your audience!

Go to where they are!

Internet channels: PC, mobile phone, tablet, TV, games consoles, kiosks in offices…

Non-internet channels: radio, TV, print, call centres, intermediaries…

Internet Portal Strategy Options


Device-specific (2): Separate portals for PC, mobile phone, kiosk, etc – preferably with auto-redirect

Device-responsive: Single portal feeding all devices
Device-specific (1)
Device-specific (2)
Device-specific with automatic re-direct
Device-responsive
Device-responsive
Welcome to GOV.UK
The best place to find government services and information
Simpler, clearer, faster

Services and information

- **Driving and transport**
  Includes car tax, MOT and driving licences

- **Employing people**
  Includes pay, contracts and hiring

- **Working, jobs and pensions**
  Includes holidays and finding a job

- **Money and tax**
  Includes debt and Self Assessment

- **Citizenship and living in the UK**
  Voting, community participation, life in the UK, international projects

- **Benefits**
  Includes tax credits, eligibility and appeals

- **Passports, travel and living abroad**
  Includes renewing passports and travel advice by country

- **Housing and local services**
  Owning or renting and council services

- **Births, deaths, marriages and care**
  Parenting, civil partnerships, divorce and Lasting Power of Attorney

- **Visas and immigration**
  Visas, asylum and sponsorship

- **Business and self-employed**
  Tools and guidance for businesses

- **Education and learning**
  Includes student loans and admissions

- **Crime, justice and the law**
  Legal processes, courts and the police

- **Disabled people**
  Includes carers, your rights, benefits and the Equality Act
Device-responsive

Services and information

Driving and transport
Includes car tax, MOT and driving licences

Benefits
Includes tax credits, eligibility and appeals

Business and self-employed
Tools and guidance for businesses

Employing people
Includes pay, contracts and hiring

Passports, travel and living abroad
Includes renewing passports and travel advice by country

Education and learning
Includes student loans and admissions

Working, jobs and pensions
Includes holidays and finding a job

Housing and local services

More on GOV.UK
Most active

Universal Jobmatch job search
Log in to student finance
Passport fees
Jobseeker’s Allowance
Council Tax bands
Running a limited company
Driving theory test
Car tax rates
Get a car tax disc
VAT rates
7 golden rules for writing for the web

- make it brief and to the point
- break up text into sub-headed sections
- use bullet lists
- ‘front-load’ subheadings, titles and bullet points to put the most important information first
- include links to external sites and relevant pages
- use words that are easy to understand
- use active, not passive, tense

And ban jargon terms and random icons!

[https://www.gov.uk/design-principles/style-guide/writing-for-the-web](https://www.gov.uk/design-principles/style-guide/writing-for-the-web)
People with disability

- Key tasks
  - Payment Finder
  - Receive monthly updates from News for people with disability
  - Watch our disability videos
  - Log on to:
    - myGov
“Whole of Government”
portal architecture

Consider each layer separately

- Ownership, responsibility
- Domains/sub-domains i.e. sites
- Presentation; style & standards
- Search
- CMS engine; DBMS
- Managing content
- Development
- Hosting & capacity management
- Maintenance & support

Focus on Availability
Transactions

Transactions are

- usually part of a bigger set of instruments to implement a policy
- often done infrequently
- often part of a workflow inside and outside the agency, with a human decision at some point
- often hard to engineer in a usable way especially for phones
- often harder to do online than on paper or by phone call

And people don’t want them: they aren’t “services”!
A Successful eGovernment Transaction

Muscat SMS Parking Ticket:

- frequent use
- self-contained
- simple data entry
- appropriate channel
- easier than alternatives
More than a Transaction
a whole system for the whole place

Electronic Manpower Registration System:
- Permit application management
- Fee management
- Penalty enforcement
- Records management
- Data sharing
- Manpower requirement & training planning
- Statistical data provision
“Whole of Government”
transaction architecture

Some common infrastructure makes sense:
- eID & authentication, payments, citizen and company registry

Some features might be relevant:
- Logging-in to “My Account”
  - Yes, if repeat transactions need identification, like quarterly business tax
  - But not just to get information

Some concepts need refinement:
- Personalisation, citizen-centric, co-creation…
Implementing Online Transactions

Make the best of a tough task:

- Consider whole set of policy implementation instruments, including for adjacent policies – join-up processes
- Review instrument set to deliver outcome
- Look for new implementation set that is easier to do using ICT
- At least find ways to use ICT to eliminate a transaction
- Work out how/if a transaction can be done on a smartphone
- Don’t automate an existing transaction and call it a “service”

Focus on Burden Reduction
Public Services

- Real services, real people, real demand
- Complex, evolving, multi-agency supply systems
- Limitless potential role of ICT through

Innovation in service-system design

Nearly all recent policies on public services in Europe have a

Focus on Demand Management

An emerging science – behavioural insight, design thinking, co-creation…
“Nudge”
behavioural insight

Dear Miss Badger, this message is from Cripps Health Centre with confirmation of your appointment at 14:00 on Fri. 28 of Feb. If unable to attend please send CANCEL to 07800000000 centre@nhs.net
Whole System, Whole Place

but not Whole of Government

e-Health: Mother and Child Module

➢ Health services
➢ Counseling services
➢ Education services
➢ Registration
➢ Records management
➢ Data sharing
Open Data
Early Stages Now

Technical Progression
Any data, any how
Standard format, standard definition
Linked data – connected resources

Value Progression
Transparency
3rd-Party Value Added
Problem solving/capacity building
Open Data
The Netherlands

Focus on real life problems

We have real problems to tackle: social, energy, water, life sciences, agriculture, ....

What can Open Data contribute to tackle these issues?

1. Depopulation
2. Disadvantaged neighborhoods

Open Data NEXT strategy

• Focus on real life problems wherein Open Data can contribute to solutions.
  * Bring stakeholders together
  * Show the value of Open Data
  * Share the lessons learned
  * Provide government data when needed.

• Solve the problem of continuity in Open Data delivery.
  * Create additional economical value for governments to open data and keep using their open data.

Source: https://data.overheid.nl/english
Role of Leaders

Explain eGovernment to your organisation:

Designing policy implementation…

by ICT

using a much-enhanced instrument set…

to achieve better economic & social results
Role of Focal Points

Support the decision-makers

But be a leader!

Help your organisation create a programme of prioritised government projects

Manage that programme

Manage the external links

Look for win-win-win-win-win – the Four Windows

Be the one to add value to Oman!

Typical role in many countries
Role of Focal Points

- Contribute to eGovernment Governance
- Ensure quality of organisation’s eGovernment products
- Encourage creative thinking about role of IT in policy implementation & service delivery – starting with users
- Support collective action
- Organise resources & capability
- Manage the eGovernment delivery programme
Summing up - what do we do?

- Consider whole set of intended policy outcomes
- **Understand target audience & service users**
- Review instrument set to deliver outcomes
  - Look for new implementation package that is easier to do using ICT
  - At least find ways to use ICT to eliminate transactions
- Don’t just automate the current system
- Focus on and measure
  - Availability
  - Administrative Burden Reduction
  - Demand Management
- Deliver results through a programme and projects
Why aren’t people using eGovernment “services”?
How can we increase take-up?
How do we adapt eGovernment to mobile internet access?

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