



Session 4: Cross-cutting trends and good practices

*High-level Seminar on
Improving Take-up of E-Government
Services:
Challenges, Solutions and Good Practices*

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Mr. Yih-Jeou Wang
Head of Unit , Project Leader
OECD E-Government Project

E-mail: yih-jeou.wang@oecd.org

E-Government Paradigms

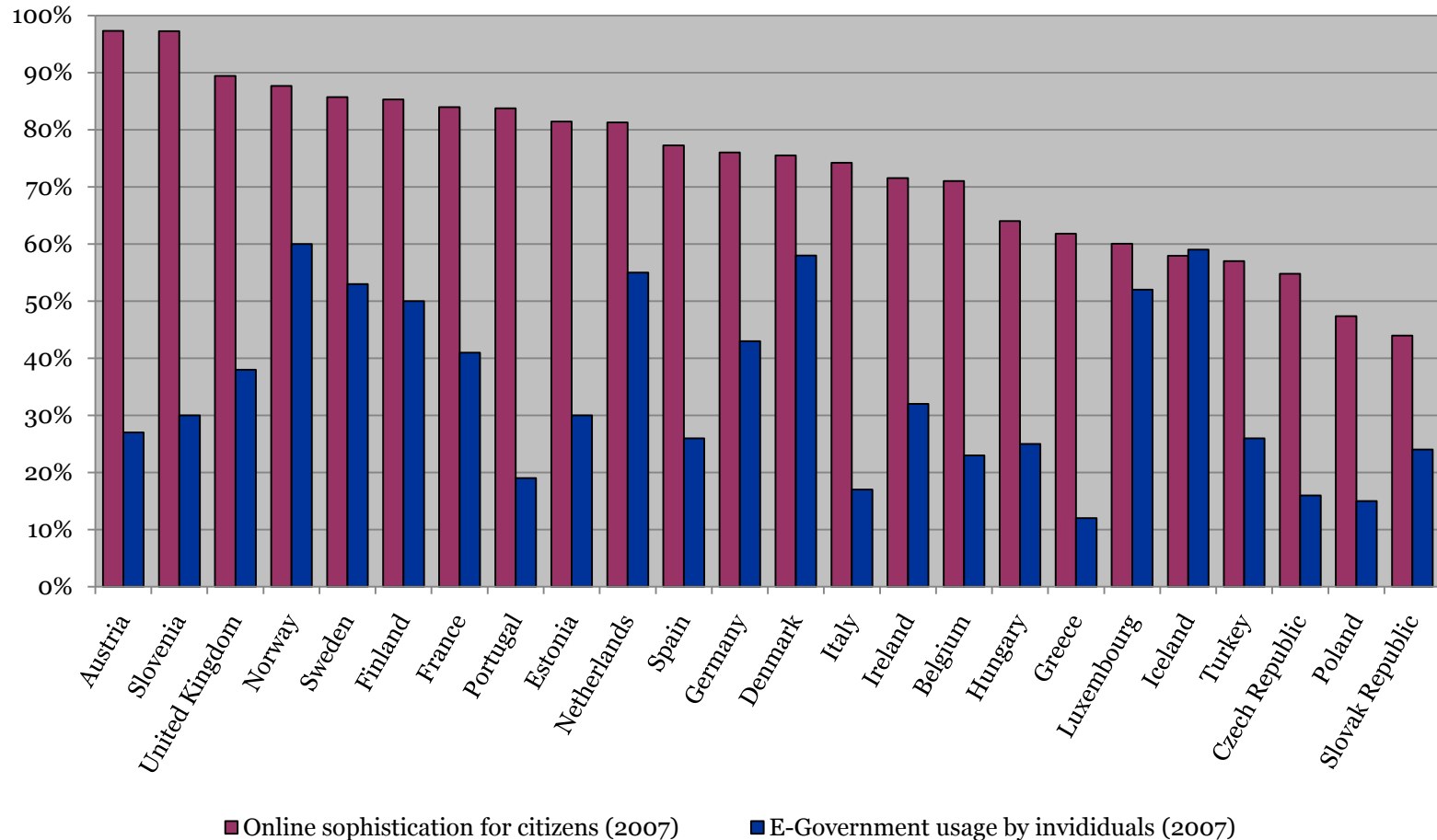
| Paradigm | Focus |
|---|--|
| Government-centric (transformational orientation) | <ul style="list-style-type: none"> • Processes and procedures. • Efficiency and effectiveness leading to cost-reductions. • Increased productivity. • Coherency in front- and back-office enabling service integration. • Collaboration and co-operation within and across levels of government. |
| User-centric (context orientation) | <ul style="list-style-type: none"> • Context-oriented. • <i>Social factors</i>: social and economic prerequisites and determinants, human behaviour and habits, cultural issues, etc. • <i>Organisational factors</i>: information and data sharing, integrated service organisation allowing for customisation and individualisation of services, “one-entry-only”, personalisation to individual needs, etc. • <i>Institutional factors</i>: collaboration and co-operation between public sector institutions, “whole-of-public-sector” approach to service delivery, adaptive rules and regulations supporting “whole-of-public-sector” service delivery, etc. |

Key Transformational Goals

| Focus of goals | Key transformational policy goals | Countries |
|-------------------------------------|---|--|
| Internal/ Government- centric | Efficiency and/or effectiveness of the public sector. | Austria, Belgium, Denmark, Finland, France, Japan, Luxemburg, Mexico, Netherlands, New Zealand, Portugal, Turkey, USA. |
| | Structural and/or organisational change. | Finland, Hungary, Japan, Netherlands, Switzerland, Turkey. |
| | Regulatory reform/ Administrative simplification. | Belgium, Denmark, Finland, France, Japan, Luxemburg, Netherlands, Portugal, Spain, Switzerland. |
| External/ User-centric | User-focused (citizens and/or businesses) public sector development. | Austria, Finland, Hungary, New Zealand, Portugal, Switzerland, USA. |
| | Improving quality of services. | Austria, Denmark, Finland, France, Hungary, Luxemburg, Mexico, Portugal, Switzerland, USA. |
| | Increasing openness and transparency. | Luxemburg, Mexico, Spain, USA. |

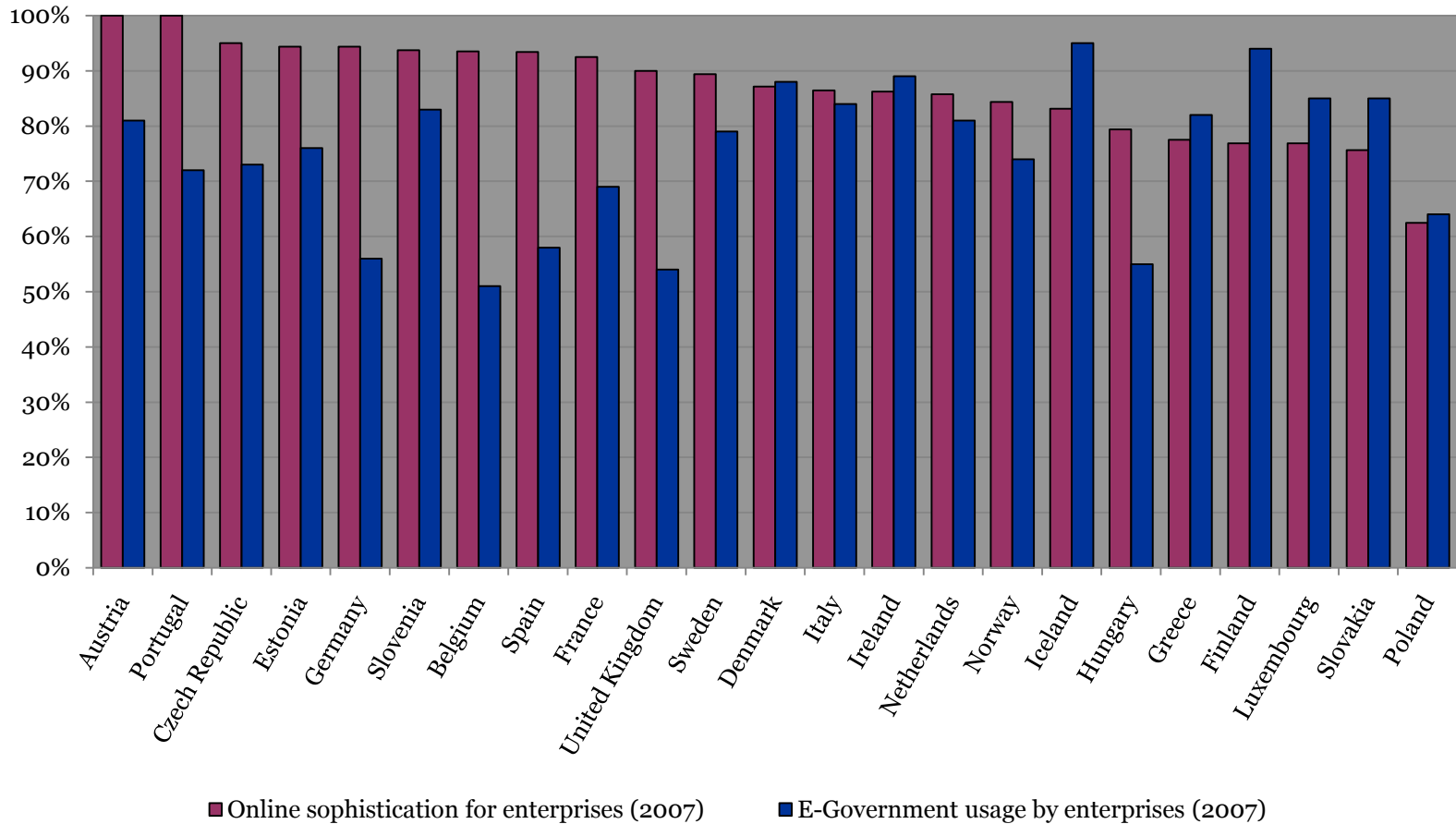
Source: Based on answers to the OECD questionnaire on e-government as a tool for transformation, 2007.

Citizens' Use of Services



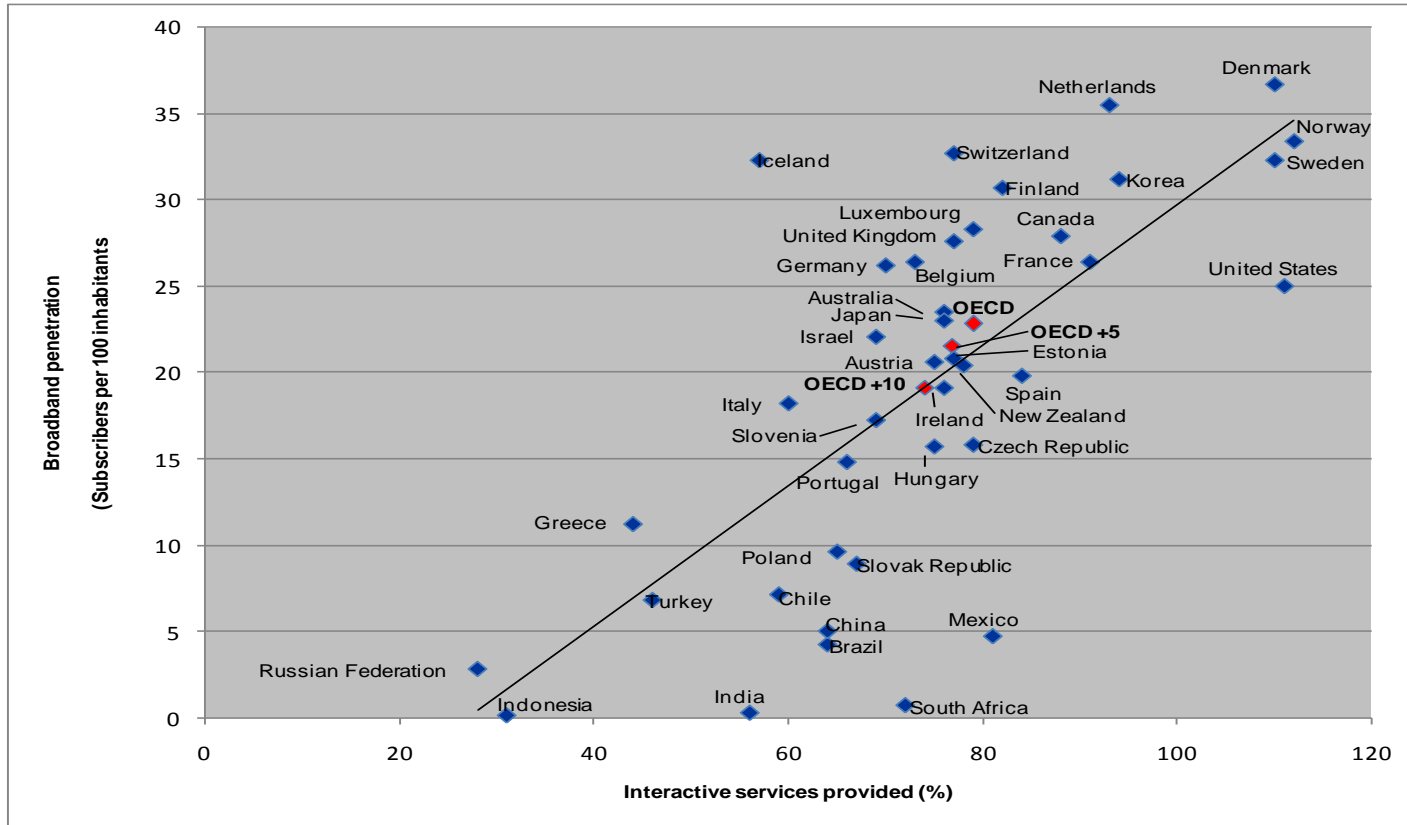
Source: OECD 2008 compilation, based on Eurostat, October 2007 data on e-government usage by individuals; European Commission (2007), The User Challenge Benchmarking The Supply Of Online Public Services. 7th Measurement, September 2007, prepared by Capgemini; data on online sophistication for citizens. The data for Turkey on e-government usage is from the Turkish Statistical Institute's ICT usage survey on households and individuals 2007.

Businesses' Use of Services



Source: OECD 2008 compilation, based on Eurostat, October 2007 data on e-government usage by enterprises; European Commission (2007), *The User Challenge Benchmarking The Supply Of Online Public Services. 7th Measurement, September 2007*, prepared by Capgemini; data on online sophistication for businesses.

Infrastructure-driven E-Government Development?




Source: OECD compilation, 2008, based on United Nations (2008), *UN E-Government Survey 2008 – From E-Government to Connected Governance*, United Nations, New York; Table 7, Service Delivery by Stages 2008 (% Utilisation); OECD Broadband Statistics: Broadband Subscribers per 100 Inhabitants, June 2007. For Brazil, Chile, China, Estonia, India, Indonesia, Israel, Russian Federation, and Slovenia the data are ITU (International Telecommunication Union) data on (total fixed) broadband penetration (subscribers per 100 inhabitants) and from 2007; for South Africa the broadband penetration data are from 2006.

Approaches to Increasing User Take-up

| Type of approach | Focus |
|---|--|
| Organisational and administrative simplification | Making the organisation of e-government services simple and transparent. “One-door-entry” to the public sector, and services are functioning under a simple legal framework. Examples: portals and reduction of administrative burdens. |
| Situation-bound | Addressing life-event situations and meeting users with targeted solutions in typical situations at specific points in their daily lives. Examples: addressing the needs of physically disabled persons or student needs for study grants. |
| Participatory and inclusive | Motivating users to engage and influence government actions thus making it attractive and relevant for users to use e-government services. Examples: portals for public consultations or public ICT centres in less populated areas with a difficult socio-economic context. |
| Marketing and channel management | Marketing e-government services and their advantages, often in close connection with a channel management strategy. |

User-focused Service Transformation

- *Organisational transformation:*
 - Simplification of service organisation
(e.g. service delivery integration making it easier to find services and getting access to them through for example portals.)
 - Service integration
(e.g. organisational integration of services according to specific user situations – such as life events.)
- *Cultural transformation:*
 - Cultural harmonisation
(e.g. horizontal collaboration and co-operation resulting in the development of coherent common views, understanding and approaches.)
 - Awareness raising – "winning hearts and minds"
(e.g. pro-active marketing of – or "campaigning" for – a coherent and common view of public sector service provision within the public sector.)



Cross-cutting Trends for User-focused E-Government Development

- **Simple organisation:** “one-stop-shop” for (e-government) services.
- **Same “look and feel”:** common navigation and search architectures.
- **Recognisability and marketing:** branding and marketing.
- **“Killer applications”:** high-volume, high-frequency transactional services.
- **Relevance:** targeted user context and topics; “life-event” approach.
- **Inclusive service design and delivery:** user-participation; co-design and co-delivery.



OECD Work on E-Government

- Framework for E-Government Studies
 - *e-Government for Better Government*, OECD 2004
 - *The e-Government Imperative*, OECD 2003
- Policy Briefs
 - The e-Government Imperative: Main Findings
 - E-Government in Finland: An Assessment
 - The Hidden Threat to E-Government
 - Checklist for E-Government Leaders
 - Engaging Citizens Online for Better Policy-Making
- Country Studies – Peer Reviews
 - 2003 – 2007:
Finland (2003), Mexico (2004), Norway (2005), Denmark (2006), Hungary(2007), Netherlands (2007), Turkey (2007)
 - 2008: Belgium, Ireland (public service), Portugal (adm.simpl. and e-gov.)
- Thematic Studies
 - *Benefits Realisation Management*, OECD 2007.
 - *E-Government as a Tool for Transformation*, OECD 2007.
 - *Rethinking e-Government Services Development and Delivery : Users at the Centre* (forthcoming 2009)
 - *E-Government Partnerships across Levels of Government* (forthcoming 2009)
 - *An Economic Framework to Assess the Costs and Benefits of Digital Identity Management Systems for e-Government Service* (forthcoming 2009)

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