



## Session 2: Challenges to Increasing User Take-up

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

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# E-Government Paradigms

Paradigm	Focus
<b>Government-centric</b> (transformational orientation)	<ul style="list-style-type: none"> <li>• Processes and procedures.</li> <li>• Efficiency and effectiveness leading to cost-reductions.</li> <li>• Increased productivity.</li> <li>• Coherency in front- and back-office enabling service integration.</li> <li>• Collaboration and co-operation within and across levels of government.</li> </ul>
<b>User-centric</b> (context orientation)	<ul style="list-style-type: none"> <li>• Context-oriented.</li> <li>• <i>Social factors</i>: social and economic prerequisites and determinants, human behaviour and habits, cultural issues, etc.</li> <li>• <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.</li> <li>• <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.</li> </ul>

# Key Transformational Goals

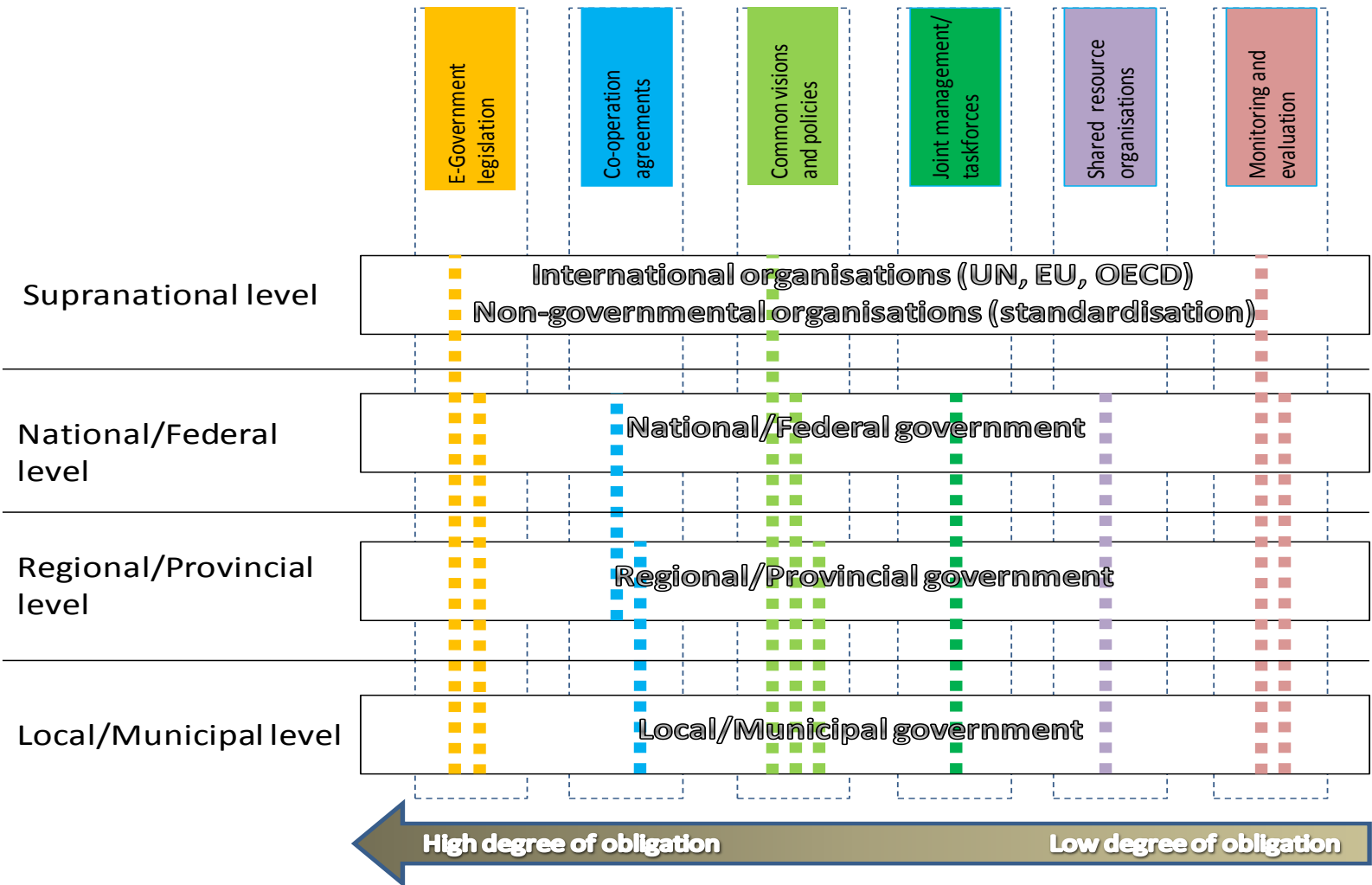
Focus of goals	Key transformational policy goals	Countries
Internal/ Government- centric	<b>Efficiency</b> and/or <b>effectiveness</b> of the public sector.	Austria, Belgium, Denmark, Finland, France, Japan, Luxemburg, Mexico, Netherlands, New Zealand, Portugal, Turkey, USA.
	<b>Structural</b> and/or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

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

# Take-up Challenges for Governments

- Institutional organisation of e-government.
- Sharing the burden of service delivery.
- Standardisation as a prerequisite for integrated and user-focused service delivery.
- The digital divide.

# Collaboration and Co-operation



Source: OECD 2009; *E-Government Partnerships Across Levels of Government*, [GOV/PGC(2008)22], OECD, 2008

# Challenges for Collaboration and Co-operation

- Conflicts of leadership between different government levels.
- Different priorities regarding e-government.
- Different priorities between categories of actors – administration vs. politicians.
- Competition between administrations – who “owns” the relationships to the users?

# Some learning points...

- **Strong leadership:** political commitment and a shared vision.
- **Improving trust:** gradual approach in trust building.
- **Managing risks:** be realistic and address both external and internal risks.
- **Communication and co-ordination:** information sharing is often more effective than formal collaboration structures.

