



Global Trends and Inspiring Practices in eGovernment – a critical analysis

Paul Waller

21 April 2014
Muscat, Oman

eGovernment – a muddle of jargon and puzzles

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

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?



Public

Technology

Administration

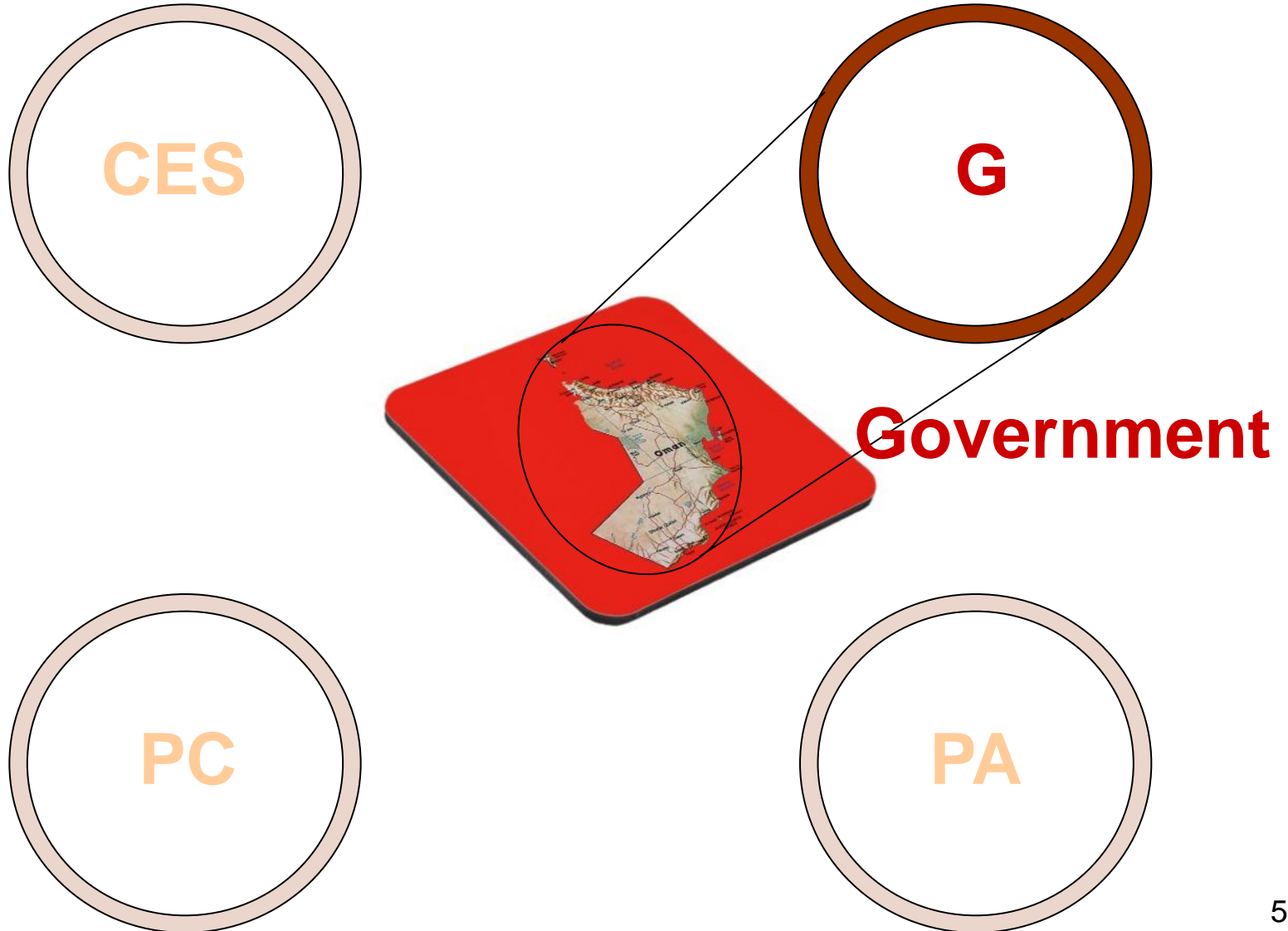
Functions of Public Administration

A framework for assessing eGovernment contribution

Instruments for Policy Implementation
State Prerogatives
Public Goods
Public Services
Taxes and Duties
Entitlements and Grants
Registration, Permits and Standards
Public Information Campaigns
Information Provision
Open Data Publication
[Internal Support Functions]

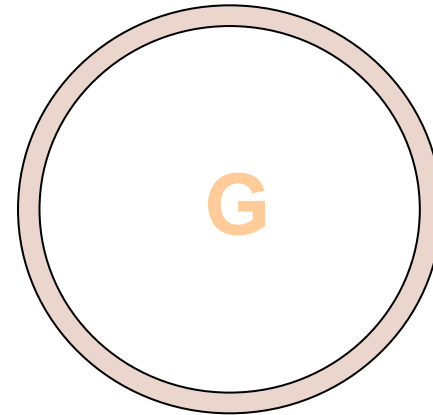
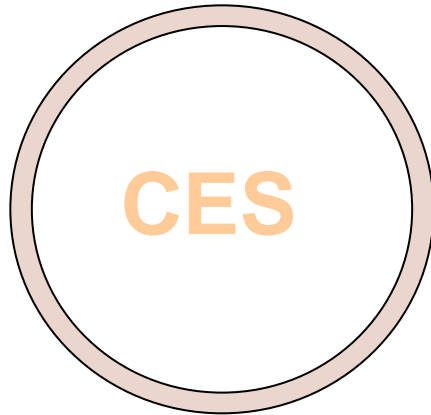
Windows on a Nation

A framework for assessing eGovernment impact

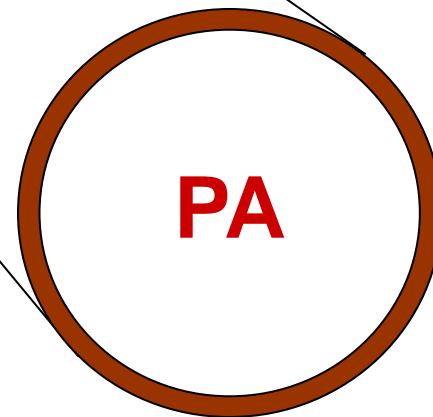
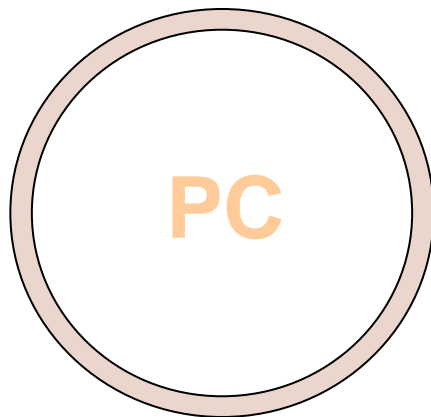


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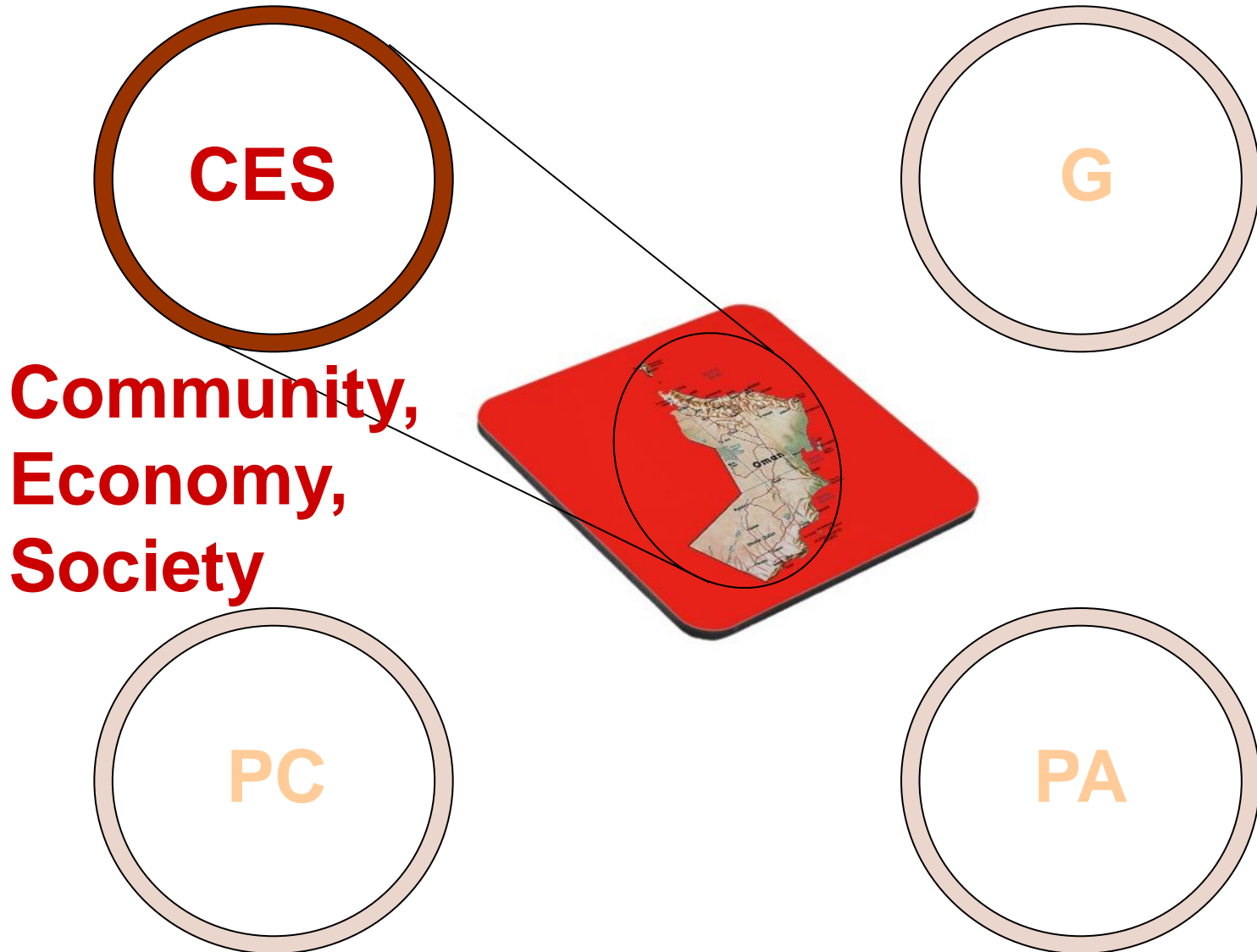


**Public
Administration**



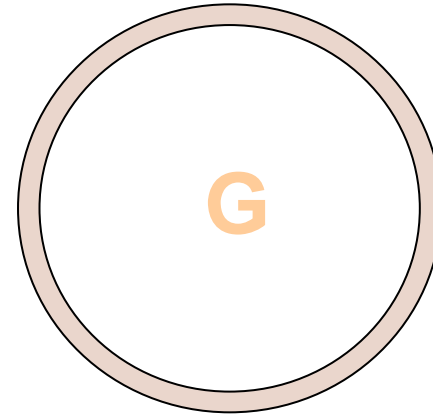
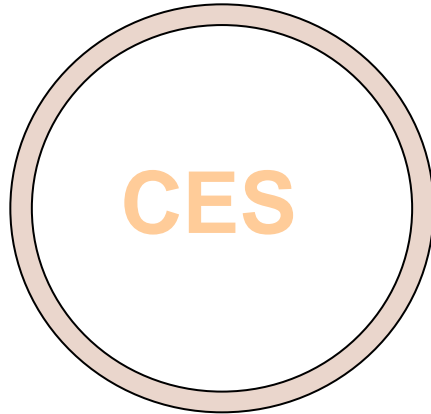
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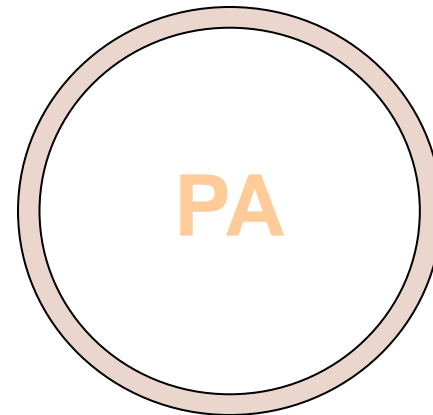
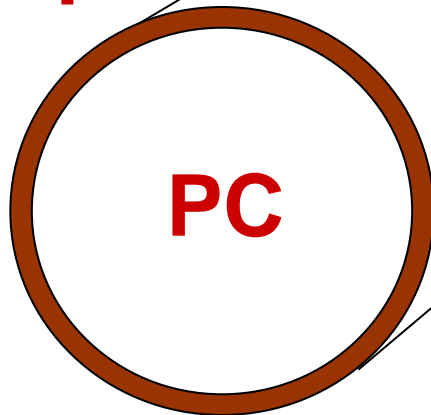


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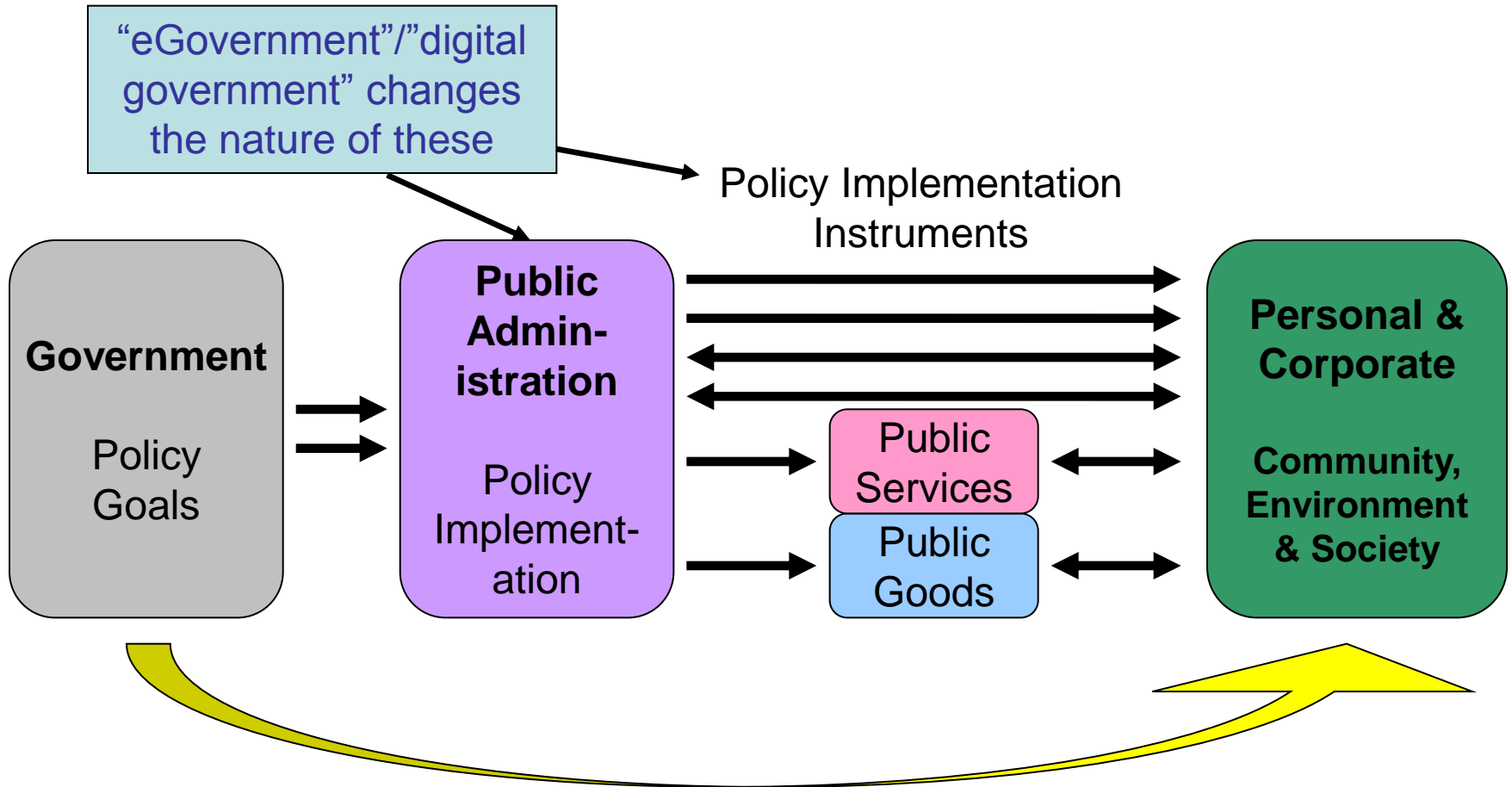
A framework for assessing eGovernment impact



**Personal
and
Corporate**



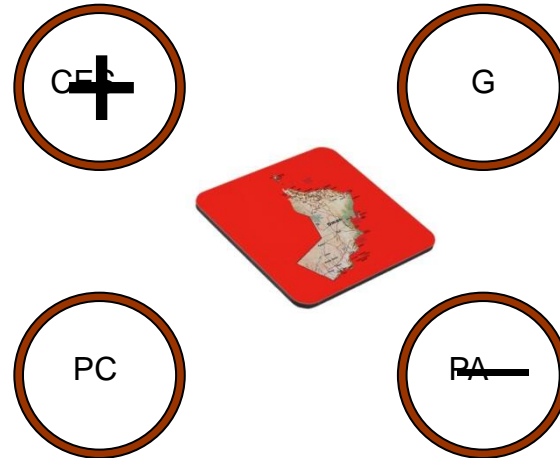
Connecting the Frameworks



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

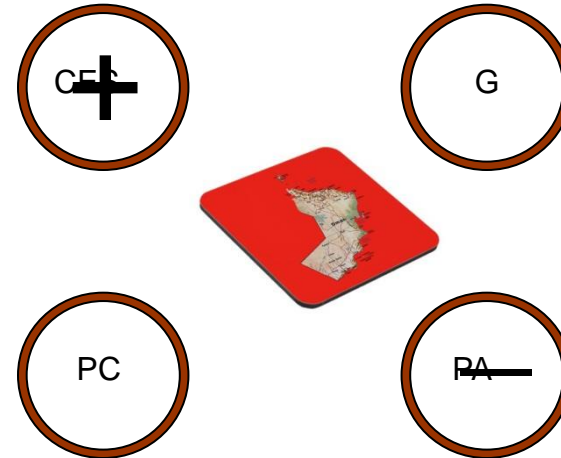
Public Goods

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

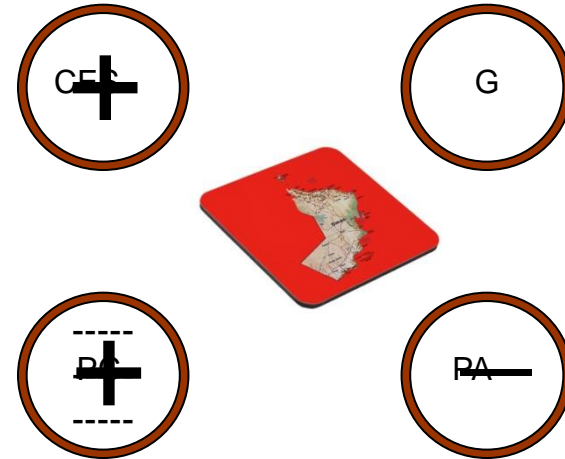
Design Factors

Demand Management

Service failure risk
Quality

Service provider mix

Citizen-centric design



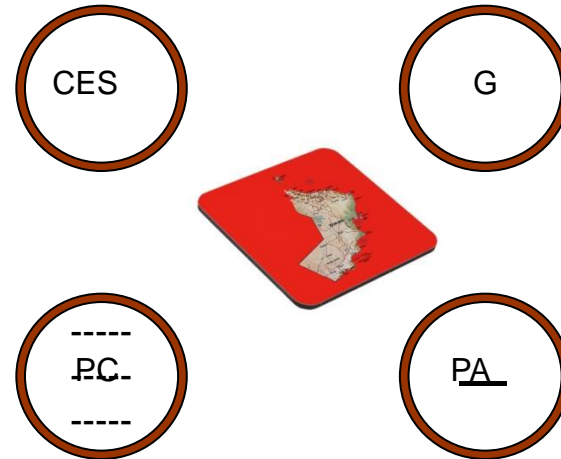
ICT Opportunities

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

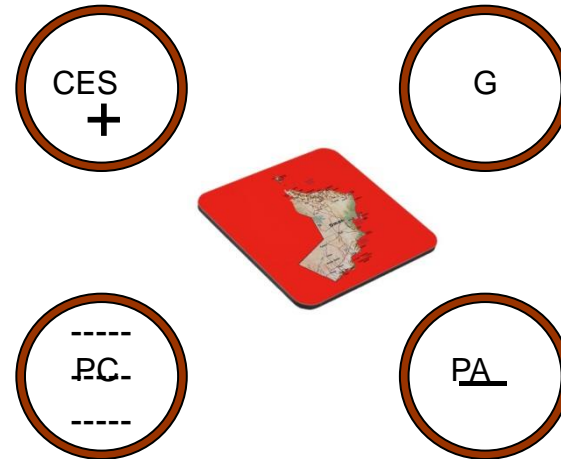
Transaction simplification for user
Electronic payment
Automation at PA
Better information provision
“Nudges”
Data matching
ID management

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

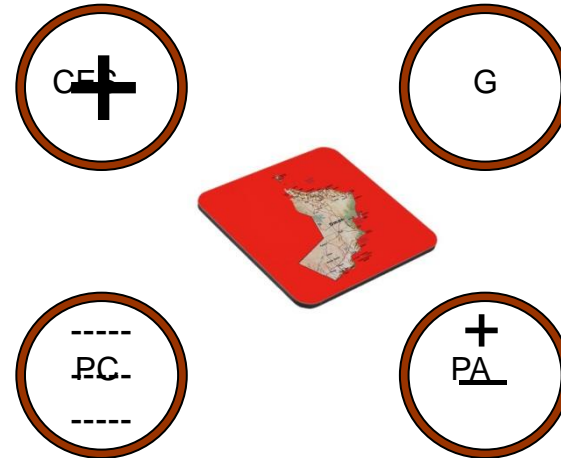
Transaction simplification for user
Automation at PA
Entitlement information
“Nudges”
Data matching
ID management

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

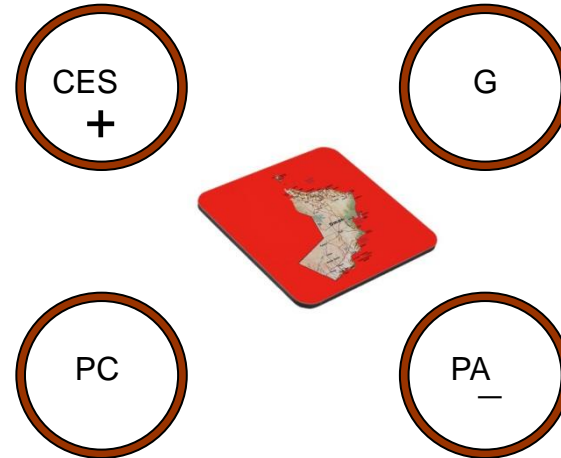
Public Information Campaigns

Examples

Public health issues

Road safety

Accident prevention



Design Factors

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

ICT Opportunities

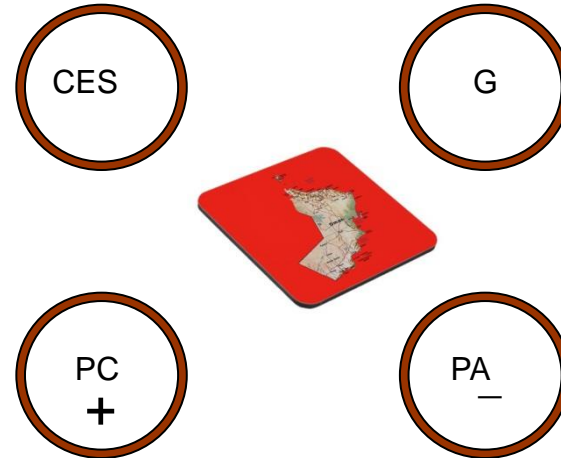
Targeted information provision
Feedback collection
Effectiveness monitoring
Diffusion analysis (e.g. via big data)

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

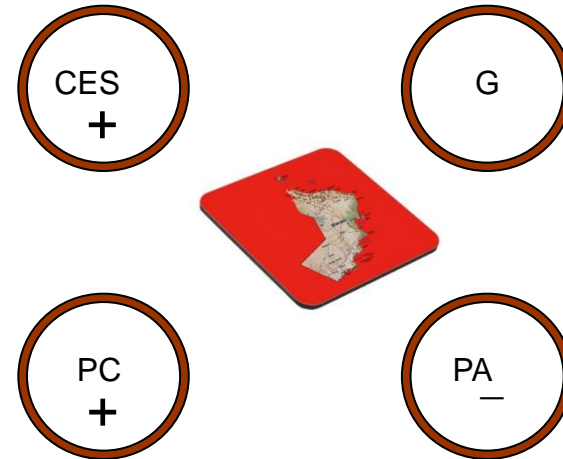
Common access points
(web portals)
Multiple channels
Navigation & Search
Content management
Usage tracking
User feedback

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

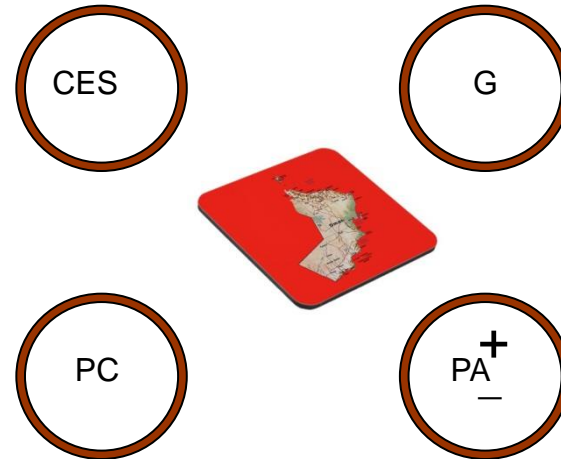
New applications

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

Instrument Class	Citizen Perspective	Key Factor	Tool
Information Provision	Must have	Availability	Channel strategy
Transaction-based Instruments	Don't want	Administrative Burden Reduction	Process design
Public Services	Do want	Demand Management	System design

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 (1): Standard PC portal + mobile apps (Apple, Android, Windows, Blackberry and various size devices)

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)



Get E-mail Updates **Español**

1-800-FED-INFO (333-4636)

Mobile Apps Gallery

(Accessible Format)

Government apps and mobile sites offer official information and services from the palm of your hand. [Learn more about apps.](#)

USA.gov
General Services Administration

Federal, state, and local government in the palm of your hand.



Filter by:

Apps by Category

Newest Apps		Categories	
Reference (142 apps)	>	Education (67 apps)	>
Utilities (53 apps)	>	Health and Fitness (40 apps)	>
Medical (35 apps)	>	News (16 apps)	>

Device-specific (2)

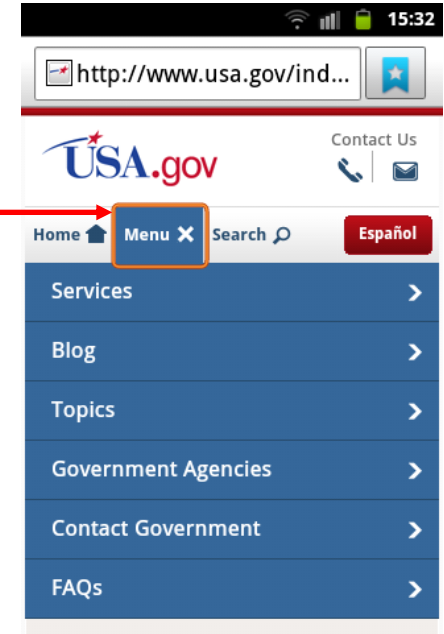
The image shows a transition from the desktop version of the India.gov.in National Portal of India to its mobile version. On the left, the desktop site is displayed with a search bar containing the text "Mobile version" circled in red. A red arrow points from this link to the right, where the mobile version of the website is shown. The mobile site features a black status bar at the top with the time 12:11, signal strength, and battery icons. Below the status bar, the URL "http://m.india.gov.in/" is displayed in a white box. The mobile site's header includes the India.gov.in logo and the text "National Portal of India". A "Desktop Version" button is visible in the top right corner. The main content area is a blue vertical menu with the following items: "Who's Who", "Forms", "Documents", "Acts/Rules", "Schemes", "Online Services", "Embassies and Consulates", and "Webcast".

Device-specific

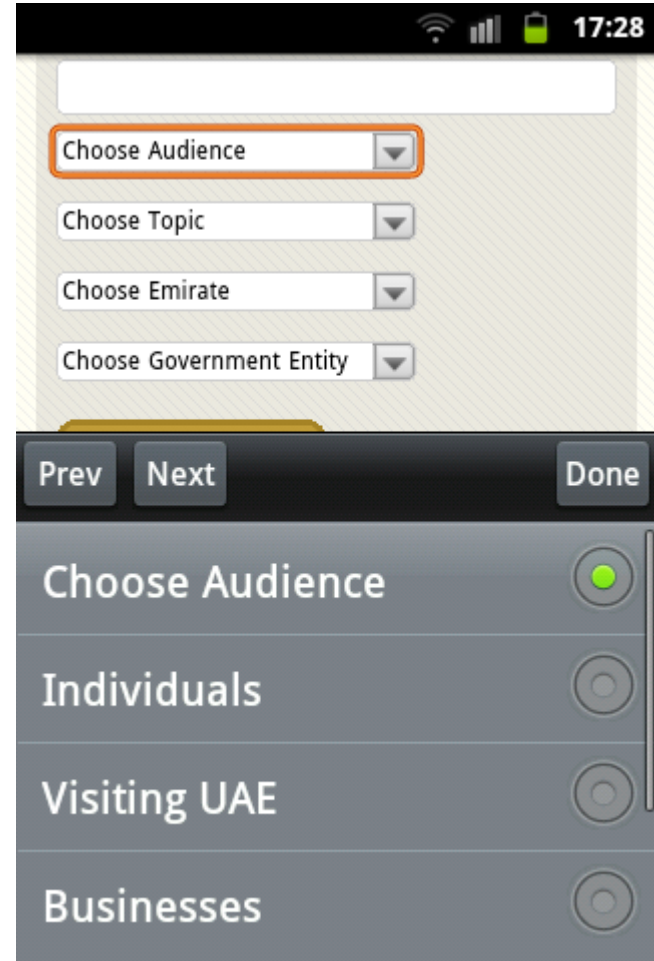
with automatic re-direct



Device-responsive



Device-responsive



Device-responsive



Welcome to GOV.UK

The best place to find government services and information
Simpler, clearer, faster



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Includes holidays and finding a job

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[Citizenship and living in the UK](#)

Voting, community participation, life in the UK, international projects

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Includes renewing passports and travel advice by country

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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

This website replaces



[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



14:36

https://www.gov.uk/

GOV.UK

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Search GOV.UK

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14:37

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14:37

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Most active

- [Universal Jobmatch job search](#)
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- [Running a limited company](#)
- [Driving theory test](#)
- [Car tax rates](#)
- [Get a car tax disc](#)
- [VAT rates](#)



Writing for the Web

source: gov.uk

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>

Oops!

Australian Government
Department of Human Services

Home Search Locate Log on

People with disability

Key tasks

- ▶ [Payment Finder](#)
- ▶ [Receive monthly updates from News for people with disability](#)
- ▶ [Watch our disability videos](#)
- ▶ Log on to:

myGov

http://www.gov.au go...

Apply for Passports

Federal Government Minister's Offices

Business in Pakistan

Prime Minister's Office

“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

driving take-out rather than take-up

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...

Text Message
Today 14:07

“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 07800000

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

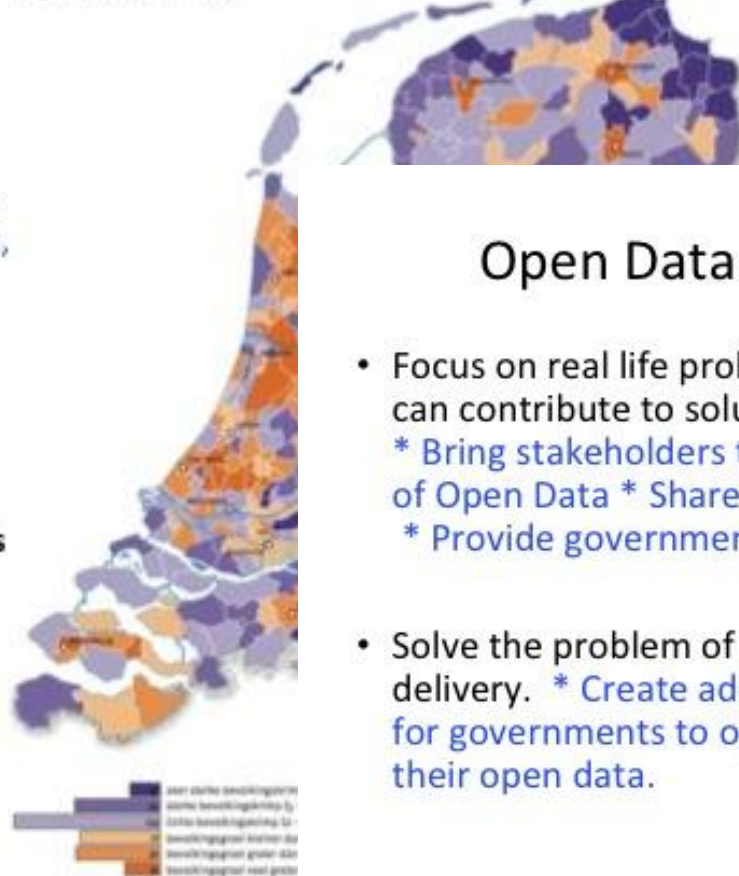
Focus on real life problems

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

Procentuele groei en teruggang van de bevolking per gemeente van 2008 tot 2015



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 – 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

eGovernment – a muddle of jargon and puzzles

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

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?



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