



ORGANISATION FOR ECONOMIC  
CO-OPERATION AND DEVELOPMENT

# Rethinking E-Government Services

## *The Art of eServices*

*ITAPA 2009 International Congress  
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Bratislava, The Slovak Republic*

**Yih-Jeou Wang**

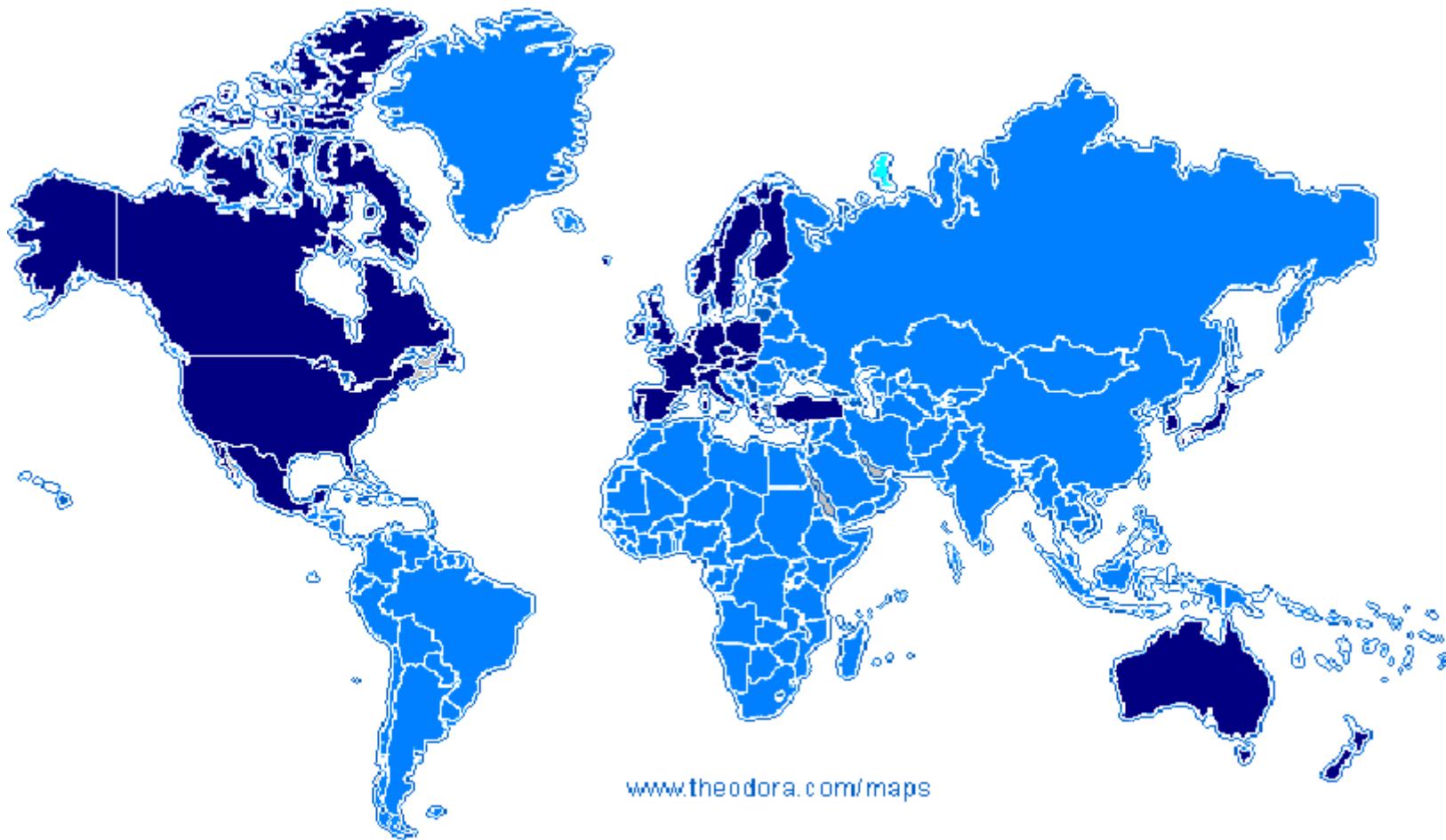
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# OECD: Organisation for Economic Co-operation and Development



# Overview of Presentation

1. E-Government according to the OECD.
2. Why the need to rethink e-government services?
3. Challenges to achieving higher user take-up.
4. How do countries increase user take-up?



# OECD E-Government Definition

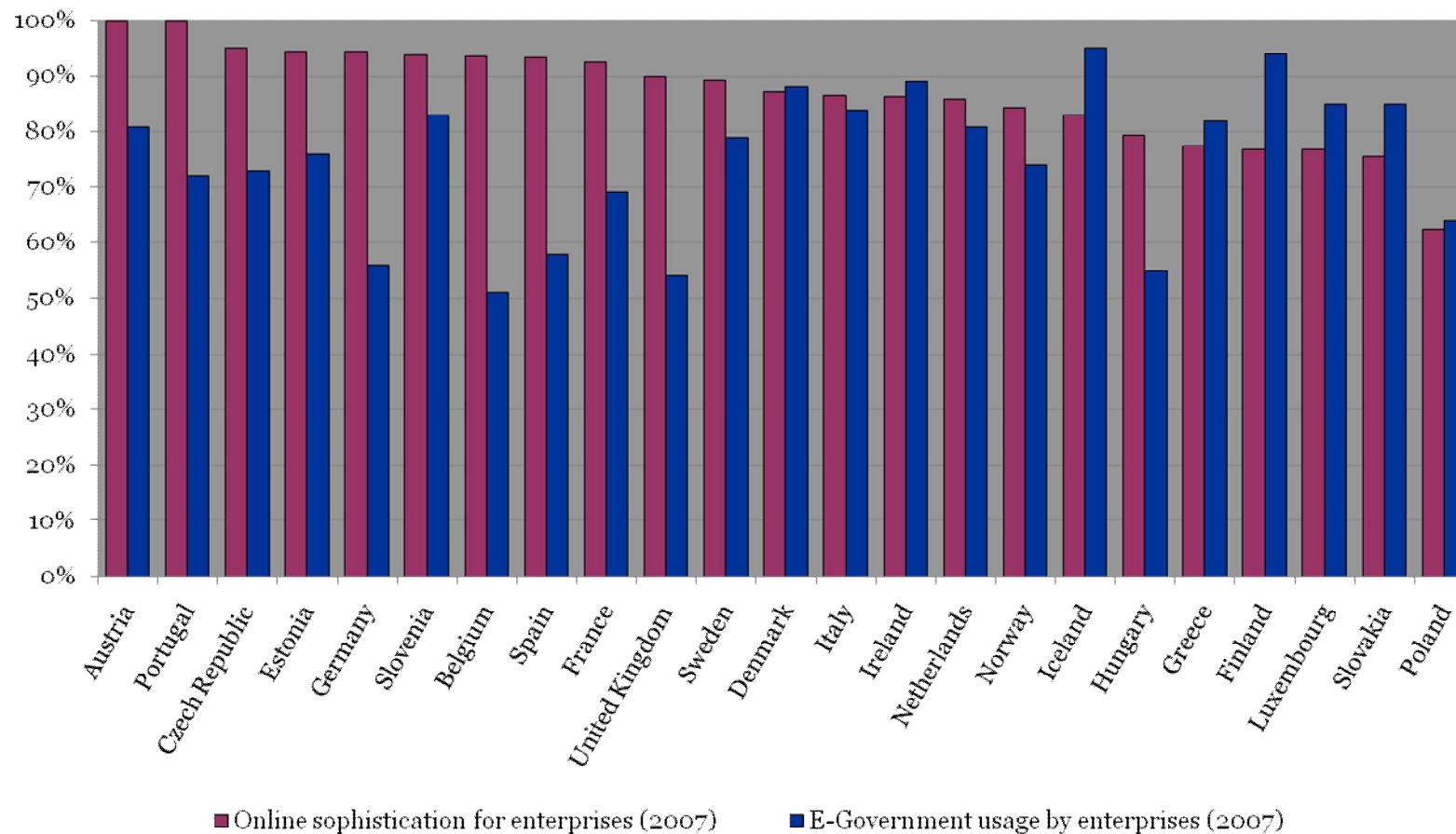
*“The use of information and communication technologies, and particularly the Internet, as a tool to achieve better government.”*

Source: *The e-Government Imperative* (OECD, 2003)

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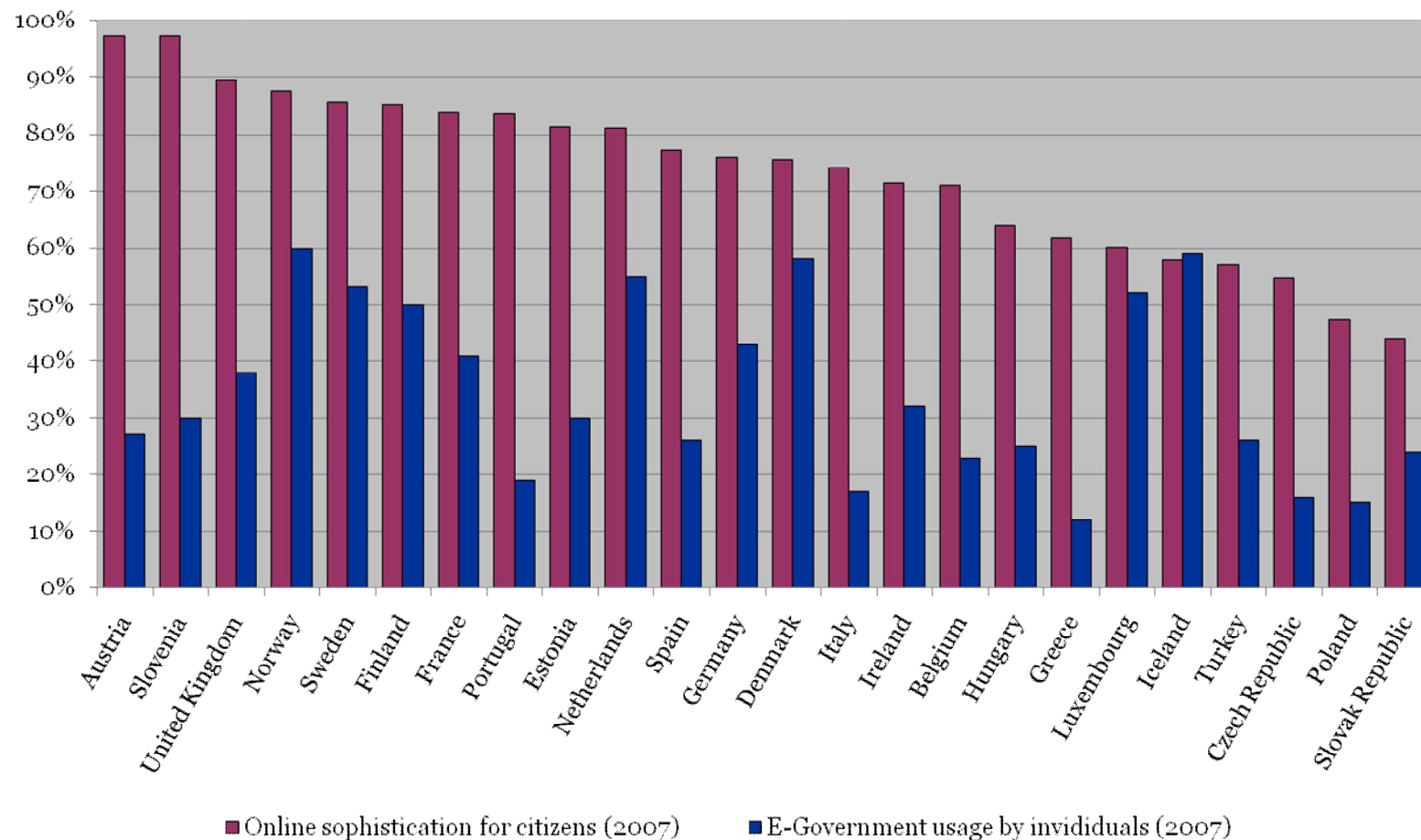
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# Businesses' Use of Services



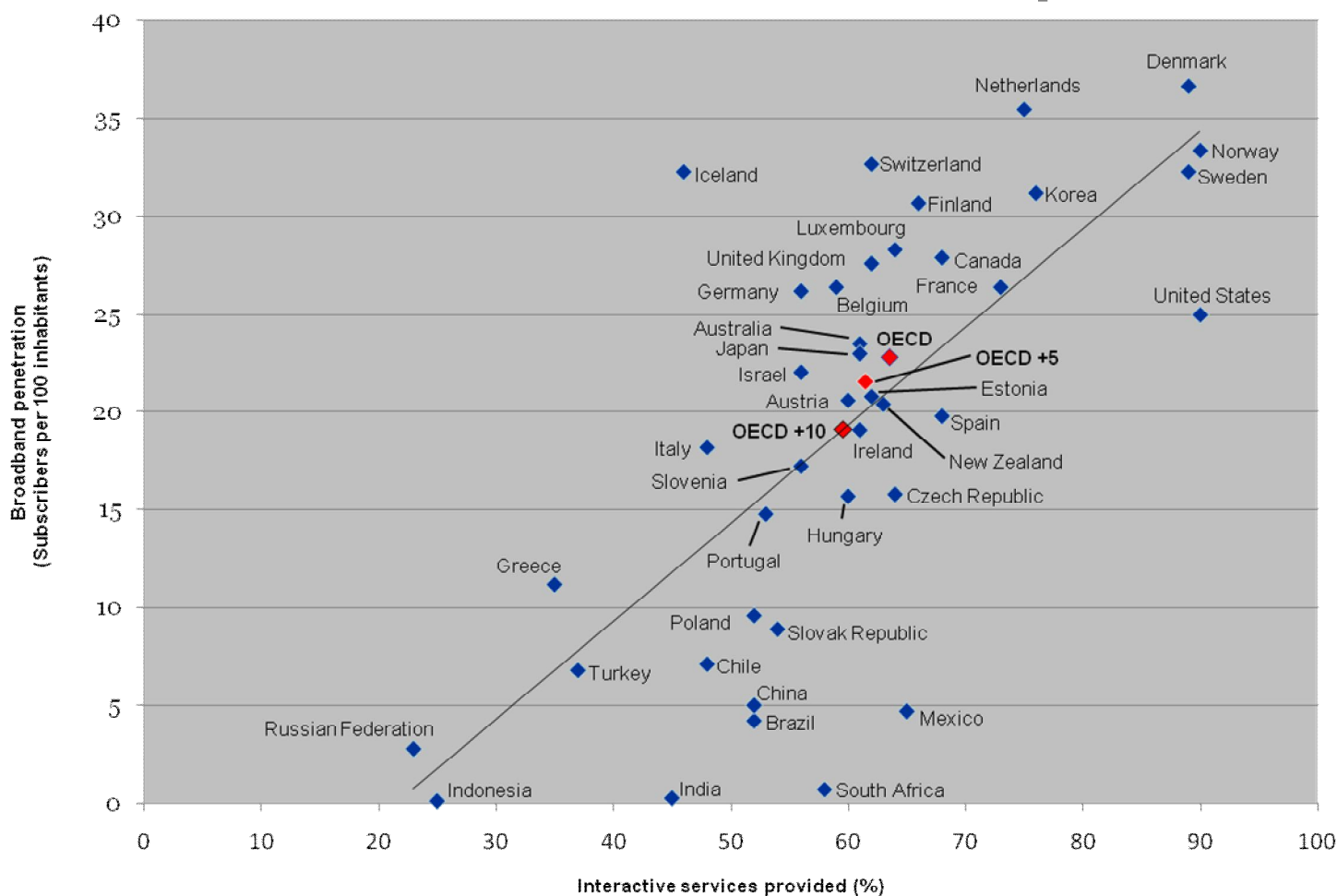
Source: OECD 2008 compilation, based on Eurostat, October 2007 data on e-government usage by enterprises; European Commission (2007), *The User Challenge Benchmarking The Supply Of Online Public Services. 7<sup>th</sup> Measurement, September 2007*, prepared by Capgemini; data on online sophistication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

# 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.

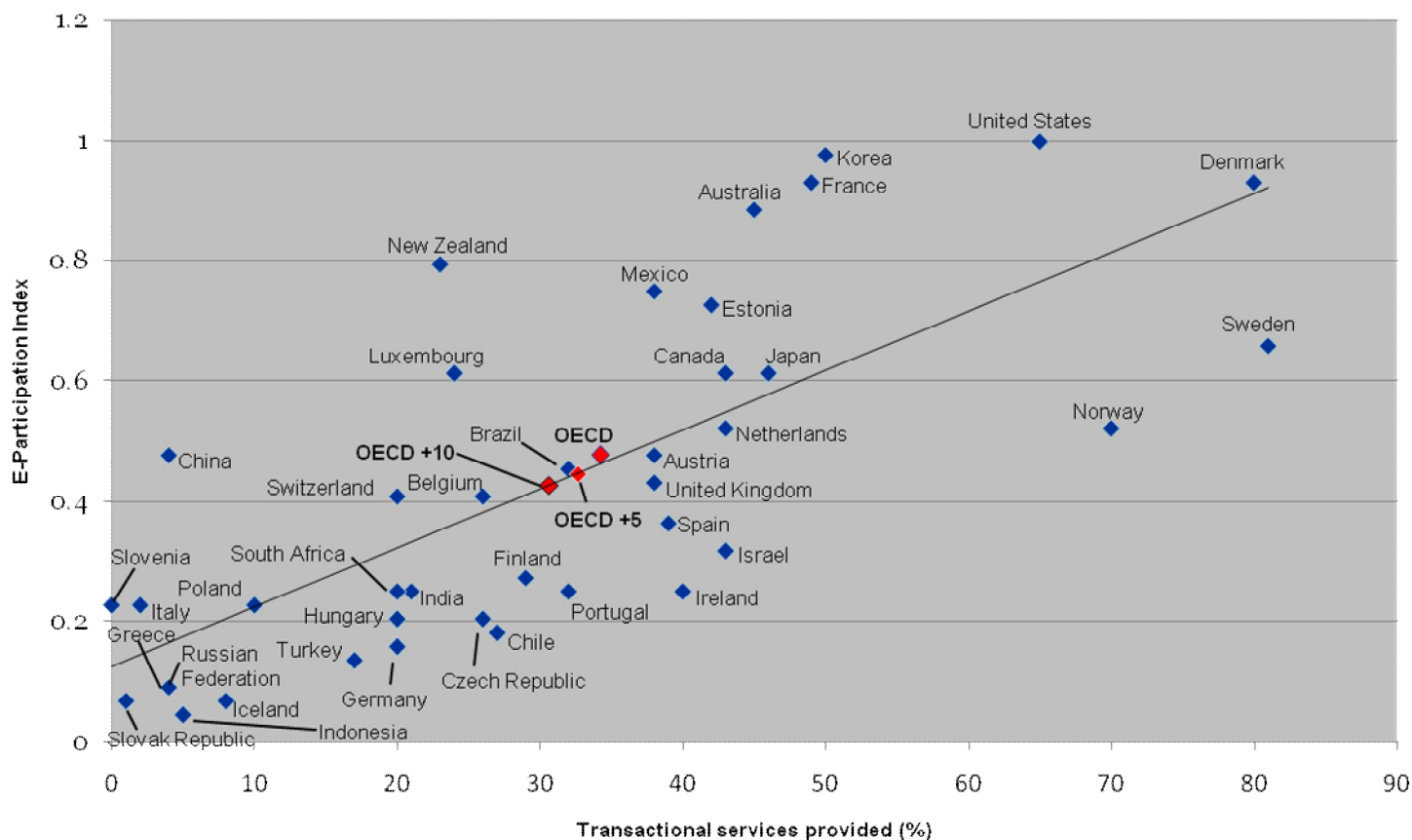
# Infrastructure-driven E-Government Development?



Source: *Rethinking e-Government Services: User-Centred Approaches*, OECD 2009. Figure 2.2

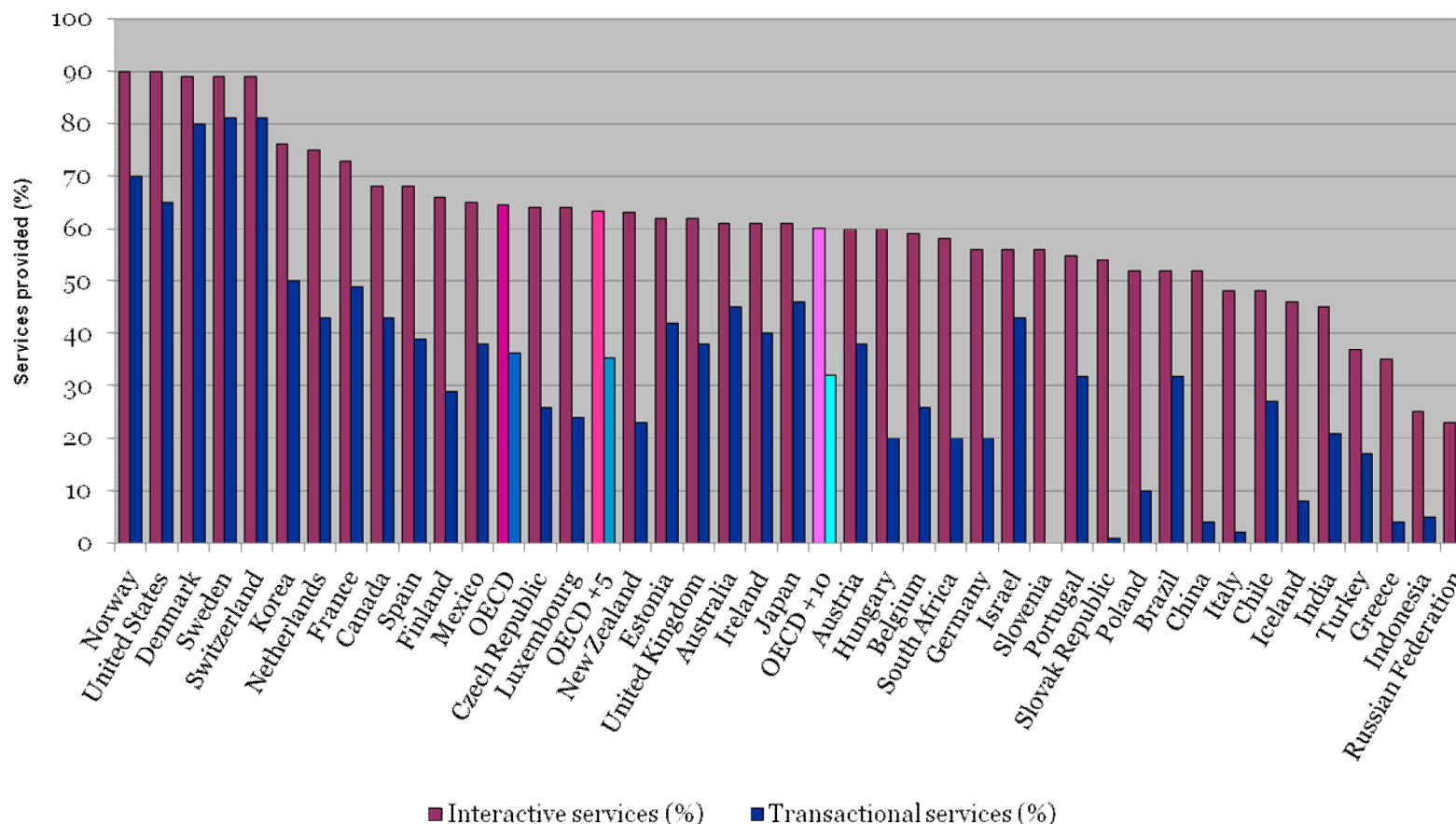


# Engaging Citizens and the Provision of E-Services



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) and Table 8 E-Participation Index 2008.

# Sophistication of Service Provision



Source: OECD compilation, 2008, based on the United Nations (2008), *UN E-Government Survey 2008 – From E-Government to Connected Governance*, UN, New York, Table 7, Service Delivery by Stages 2008 (% Utilisation).

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# E-Government in *formal* Crisis Response Packages

	Countries
E-Government <i>is</i> a part of the national crisis response	<b>Austria, Iceland, Ireland, Germany, Japan, Korea, Luxembourg, Netherlands, New Zealand, Norway, Slovenia*, Sweden, Switzerland, United Kingdom, United States.</b>
E-Government <i>is not</i> part of the national crisis response	<b>Australia, Belgium, Czech Republic, Denmark, Hungary, Slovak Republic, Turkey.</b>

\* Accession country to the OECD.  
Source: OECD, 2009.

# Key Outcomes

<b>Expected key outcomes</b>	<b>Countries</b>
Cutting costs in government budgets.	Australia, Iceland, Japan.
Improve efficiency and effectiveness/Increase productivity.	Australia, Austria, Belgium, Czech Republic, Denmark, Hungary, Iceland, Germany, Ireland, Japan, Korea, the Netherlands, New Zealand, Slovenia*, Switzerland, United Kingdom, United States.
Administrative burden reductions.	Czech Republic, Germany, Hungary, Luxembourg, the Netherlands, Slovenia*, Switzerland.
Improved coherency and quality of public service delivery.	Austria, Belgium, Czech Republic, Hungary, Ireland, Luxembourg, the Netherlands, Norway, Switzerland, United Kingdom.
Transparency, accountability and citizen participation.	Korea, United Kingdom, United States.
Stimulating the private sector through public sector spending on ICT.	Germany, Korea.
"Green IT" goals	Germany, Luxembourg.

\* Accession country to the OECD.  
Source: OECD, 2009.

# Innovation-lead Crisis Response

- Maximise efficiency and effectiveness.
- Achieving coherent and simple public services.
- Strengthening trust in government using the “ITARI principle”:
  - Integrity
  - Transparency
  - Accountability
  - Responsiveness
  - Inclusion

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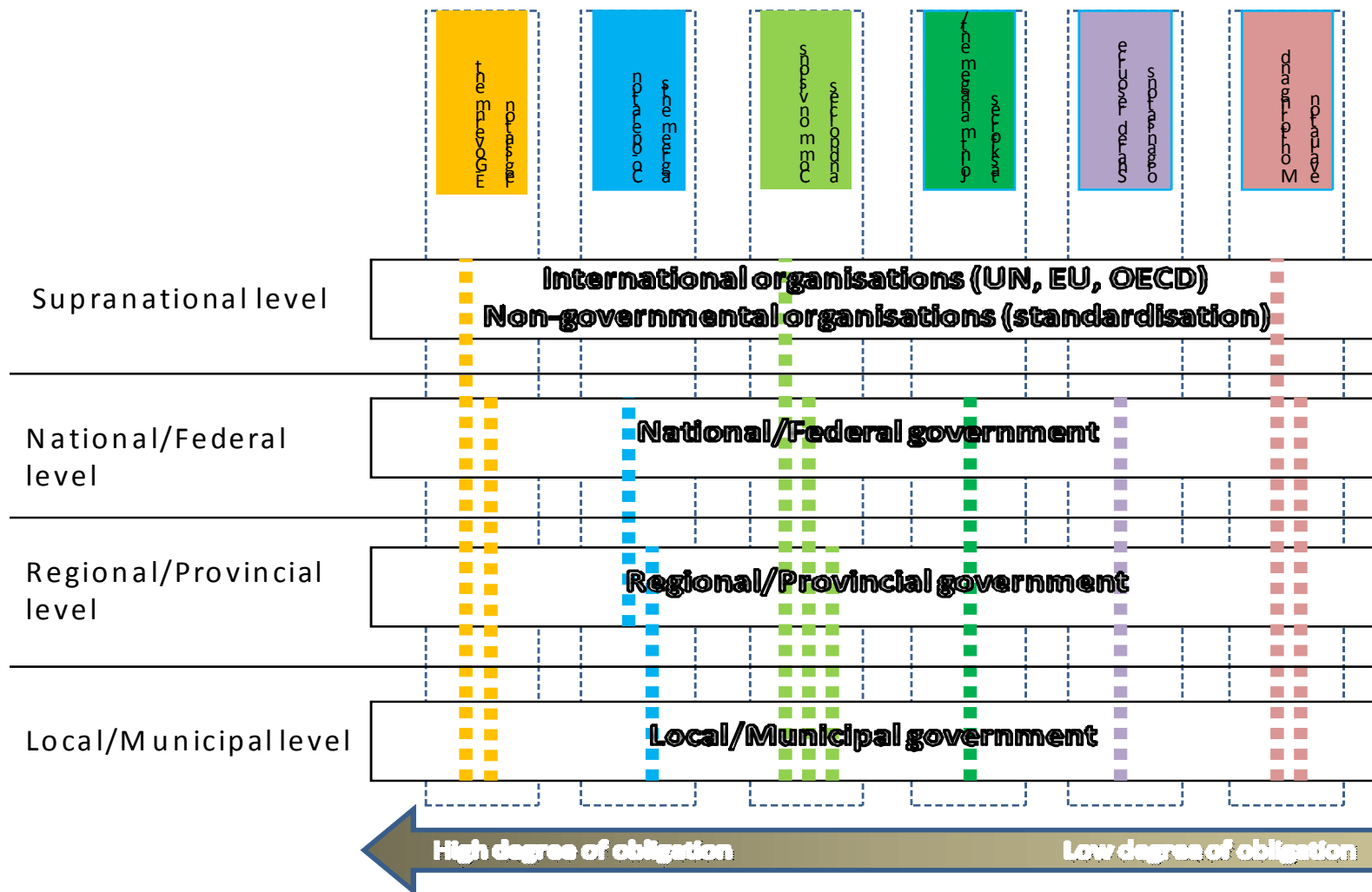
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# Public Sector Challenges

- 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

# Approaches to Increasing User Take-up

Type of approach	Focus
<b>Organisational and administrative simplification</b>	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.
<b>Situation-bound</b>	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.
<b>Participatory and inclusive</b>	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.
<b>Marketing and channel management</b>	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
  - *Rethinking e-Government Services: User-Centred Approaches* (2006)
  - *E-Government Partnerships across Levels of Government* (forthcoming 2009)
- **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.)
  - *2009-2010*: Greece (public management), Finland (public management), Denmark
- **Thematic Studies**
  - *Benefits Realisation Management*, OECD 2007.
  - *E-Government as a Tool for Transformation*, OECD 2007.
  - *An Economic Framework to Assess the Costs and Benefits of Digital Identity Management Systems for e-Government Service* (forthcoming 2009)

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