



Cutting through barriers: Practical steps for implementation

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What I will cover

- Introduction
- Cutting through barriers, practical steps for implementation:
 - ☐ Governance
 - ☐ Customer-centric delivery
- Questions and discussion





Introduction

Introduction

■ About me

- Currently Project Director and Principal Consultant for Gov3
- Previously project leader at OECD, where worked on both e-Government and Information Society issues
- Experience assisting governments in 30+ countries
- Most recently, led e-Government projects in Abu Dhabi, Croatia, Mexico, Turkey, UK, USA, etc.

■ About Gov3

- Gov3 limited is a global strategy consulting business specialized in ICT and e-Government
- We use our 'inside government' experience to advise and support governments and international institutions on IT-enabled change
- Consultants from over a dozen countries, including 4 ex-Government CIOs



Opening thoughts

- Barriers to successful eGovernment are real, and we have highlighted many of the approaches that can be taken to overcome them
- ... however we also should be wary of people using them as excuses for lack of progress!

**“Our ideas would not be successful if there was no political support and will favouring changes.”
– Miroslav Kovačić, Secretary of State for eCroatia**

Barriers to eGovernment

1. Leadership failures resulting in slow and patchy progress to eGovernment.
2. Financial inhibitors limiting the flow of investment to eGovernment innovation.
3. Digital divides and choices, where socio-economic and physical inequalities lead to differences in motivations and competences that constrain and fragment eGovernment take-up and fail to address particular user needs.
4. Poor coordination across jurisdictional, administrative and geographic boundaries that holds back eGovernment networking benefits.
5. Workplace and organizational inflexibility impairing adaptability to new networked forms of information sharing and service provision.
6. Lack of trust heightening fears about inadequate security and privacy safeguards in electronic networks.
7. Poor technical design leading to incompatibilities between ICT systems or difficult-to-use eGovernment services.



Solutions

- Create a network of eGovernment champions
- Calculate the benefits
- Segmentation
- Working with chaotic coordination
- Encourage an “eLiterate” workforce
- Match eGovernment to trust solutions, and use low-trust where possible
- Give citizens ownership of their data
- Use “user-generated” content



Solutions and practical steps

Governance

- Create a network of eGovernment champions
- Working with chaotic coordination
- Calculate the benefits
- Encourage an “eLiterate” workforce

Customer-centric delivery

- Segmentation
- Match eGovernment to trust solutions, and use low-trust where possible
- Give citizens ownership of their data
- User-centric content





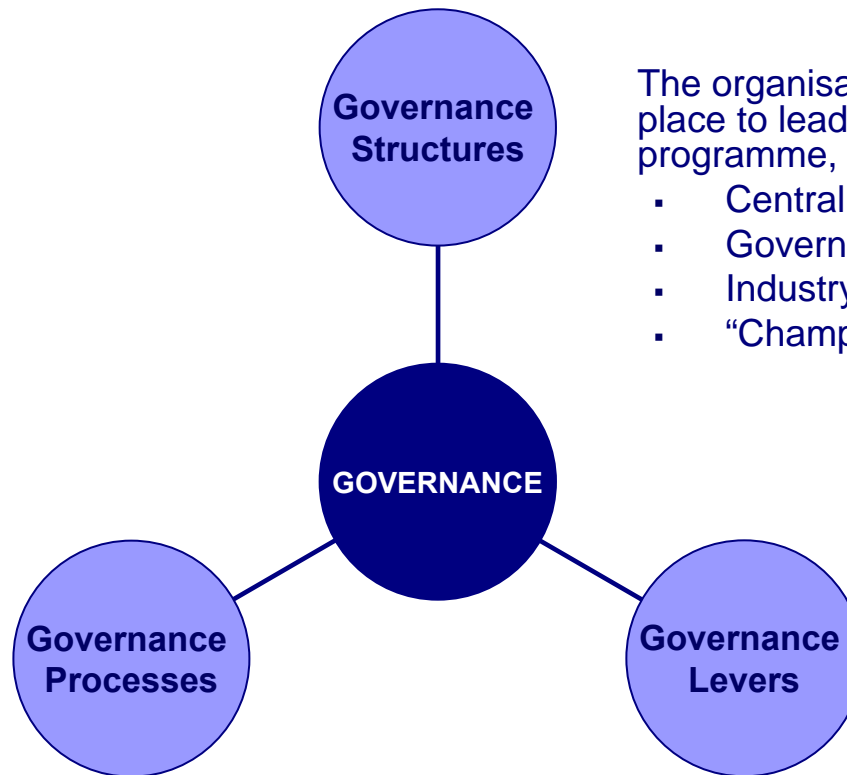
Governance

Governance

- While governance structures vary considerably from one country to the next, they face many of the same hurdles.
- In particular, effective eGovernment requires effective horizontal governance mechanisms
- ... but all the traditional governance mechanisms (budgets, accountability systems, management structures) are vertical



Multi-Dimensional Governance



The organisational arrangements put in place to lead the eGovernment programme, eg

- Central unit(s)
- Governance boards and councils
- Industry partnership board etc
- “Champions”

The processes by which the central team and departments and agencies interact, eg:

- Reporting and accountability processes
- Risk management processes
- Issue escalation processes
- Stakeholder engagement processes etc

The set of levers available to drive change through these governance processes and structures. Will vary by government, but typical levers being deployed include:

- Central mandates
- Political leadership
- Personal performance incentives
- Administrative championship
- Earned Governance



Earned Governance

- More and more countries are recognizing the importance of “earned governance” rather than simply mandating from the center or introducing bureaucratic processes that add little value
- Earned governance empowers and helps individual agencies meet their own specific needs and objectives
- The role of the center is to challenge and support ministries and agencies
- Can be a powerful governance tool



eGovernment Champions

- This study found that eGovernment champions can be a powerful method to build momentum for eGovernment initiatives
- The method of formulating the champions will depend on your specific institutional framework and political climate
 - Bottom up understanding – organizations may already have people working on eGovernment or related projects, and they can organize themselves for a common purpose
 - Top down central leadership – form a board or council to champion the initiative, and ask all ministries/agencies to nominate a participant
- Need to institutionalize your champions so that the governance will remain strong over the long term



Working with chaotic coordination

- This study has examined the benefit derived from using IT to allow us to work with chaotic coordination
- Chaotic coordination can apply on the business side too
 - In the early days of a project, you are unlikely to have all the right people as part of your cross-government board or council – or the right people are unlikely to have the right skills
 - It is practical to work with the people you have, even while working to improve their skills and/or get the right people
 - Especially true if you need to move fast – the process itself can help build momentum, as the leaders demonstrate the benefits or collaboration to the others



Financial barriers

- It is very rare that an organization implementing eGovernment will have enough funding. In my experience, I have only come across one organization that did not say it had financial barriers to implementing eGovernment.
- Calculating the benefits, and developing a business case is an essential component to receiving the funding we need.
- In practice, it can also be useful to build momentum – start small if you need to, but get a project rolling so that people can see real tangible benefits.
- And start smart. Invest what you have efficiently, put strategy and business before technology, engage stakeholders – most of the difficult changes are likely to be organizational.



Encourage an eLiterate workforce

- Training is an essential component to meeting skills requirements
- Part of this means providing real benefits to those using technology.
 - Example (UK): Teachers using a new system to track students across multiple schools and learning institutions – they will only use the technology if it makes life easier for them, not if it is an additional overhead
- And part of it is about demonstrating the benefits of technology. This can be especially powerful in a peer to peer environment.
 - Example (Mexico): Senior Official asking people every week over “team breakfast” who used the Internet this week, and why? Peer to peer learning





Customer-centric delivery

The problem: traditional “e-government” is not citizen-centric

- Thousands of government websites, all organised around structure of government not needs of customers
- Confusing customers – with agencies competing to provide similar services
- Replicating the offline offer (“digitalization”), rather than exploiting the benefits of technology to create new value for citizens
- Incoherent or inadequate branding and marketing
- Absence of systems to learn about the customers government do have, so they can offer them targeted services

Putting a portal on top of this does not help!



Insights on citizen-centricity

- It is easy to build a portal that won't work
- There is no shortcut to citizen centricity (USA example)
- Learn the right lessons from the countries that have done it before
- Global business is customer-focused – and on the Internet, global business sets the standards
- A citizen-centric approach is critical to service uptake

Knowing what your users want is essential



Segmentation

- Poor understanding and segmentation of user needs is a common reasons for eGovernment delivery failure
- The best customer segmentation is based on a thorough understanding of user needs gained from customer research
- International customer research shows striking similarities – customers want joined-up information based around customer segmented clusters
- Not life events



Trust (1/2): Using low-trust solutions

- The greatest benefit to users frequently comes from relatively inexpensive low trust solutions
- Customer research around the world has shown that citizens consistently value content designed for them as more important than transactions
- Many of the most successful citizen solutions do not have secure sign-on, or only use it for a few select services



Trust(2/2): Identity management

Put the citizen in charge of their own data

Convenience: I don't need to make an effort

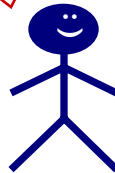
- Don't need multiple passwords etc
- Quick and simple – or invisible – registration and enrolment
- Most services don't need any authentication, and those that do take a risk-based approach in order to ask the minimum possible action by me

Control: I can manage my own data, or choose some one to do it for me

- See all key data held on me by Government in one place
- Able to update (eg change of address) one time for all of government
- Able to upload own data alongside data kept on me by government:
 - eg monitor own blood pressure and then associate the results with my Electronic Patient Record
- Able to nominate intermediaries to act on my behalf

Choice: I can choose from different identity management options

- Able to choose from a range of devices to authenticate myself (eg smart card, SIM card)
- Able to authenticate myself to government through ID management systems established by private sector (eg banks, telcos)



Checkability: I can check who uses my data

- Online access to records of :
 - which agencies have accessed or used my data
 - and for what purpose

Compelling Content: I see personal benefits in exchange for consent to data sharing

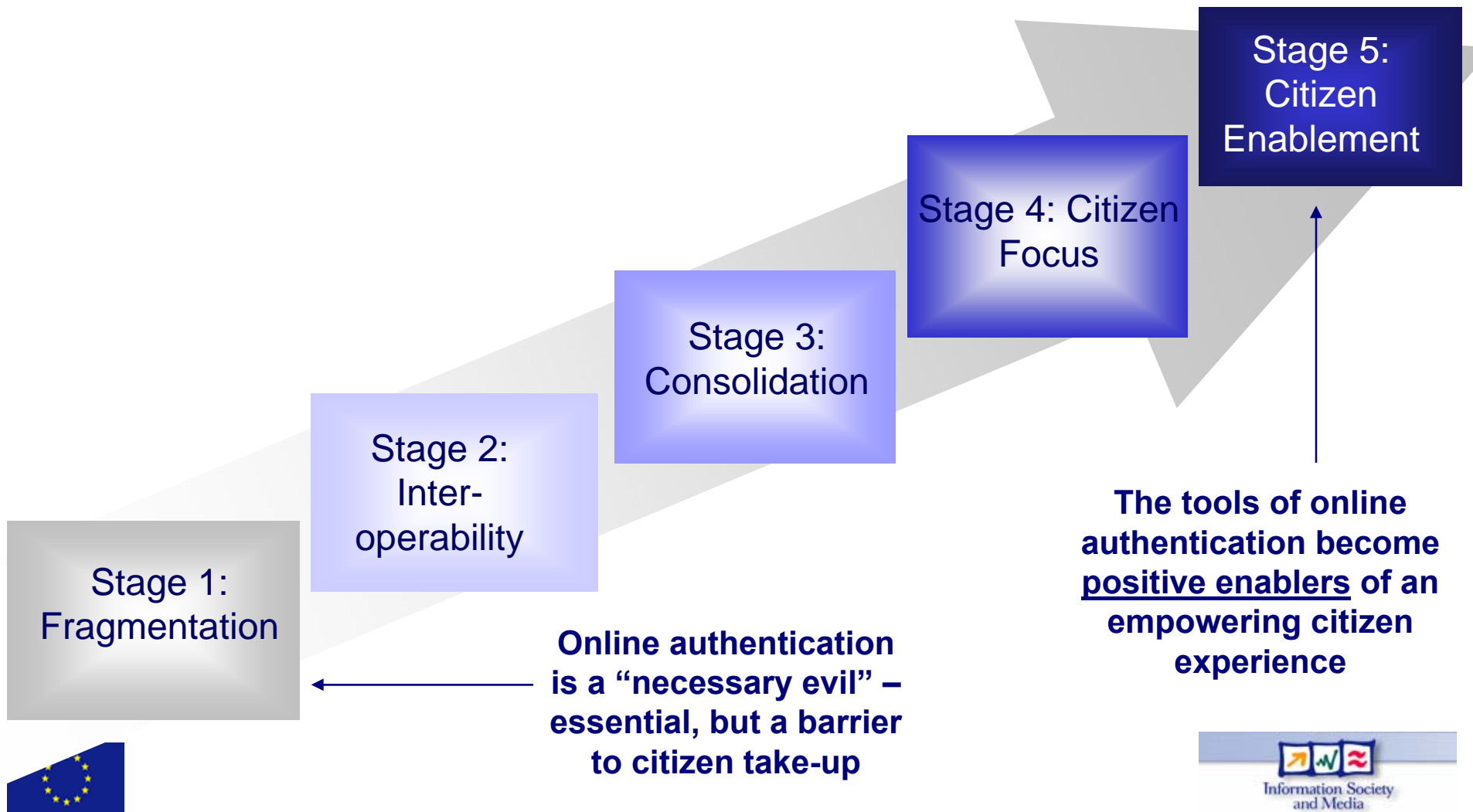
- Examples:
 - **alerts** – eg I get emailed when my neighbour submits a planning application
 - **personalisation** –government services are automatically focused on my specific circumstances eg as a self-employed parent)
 - **services become “invisible”**
 - **joined-up public-private sector services**

Consent: I can choose to permit greater sharing of my data

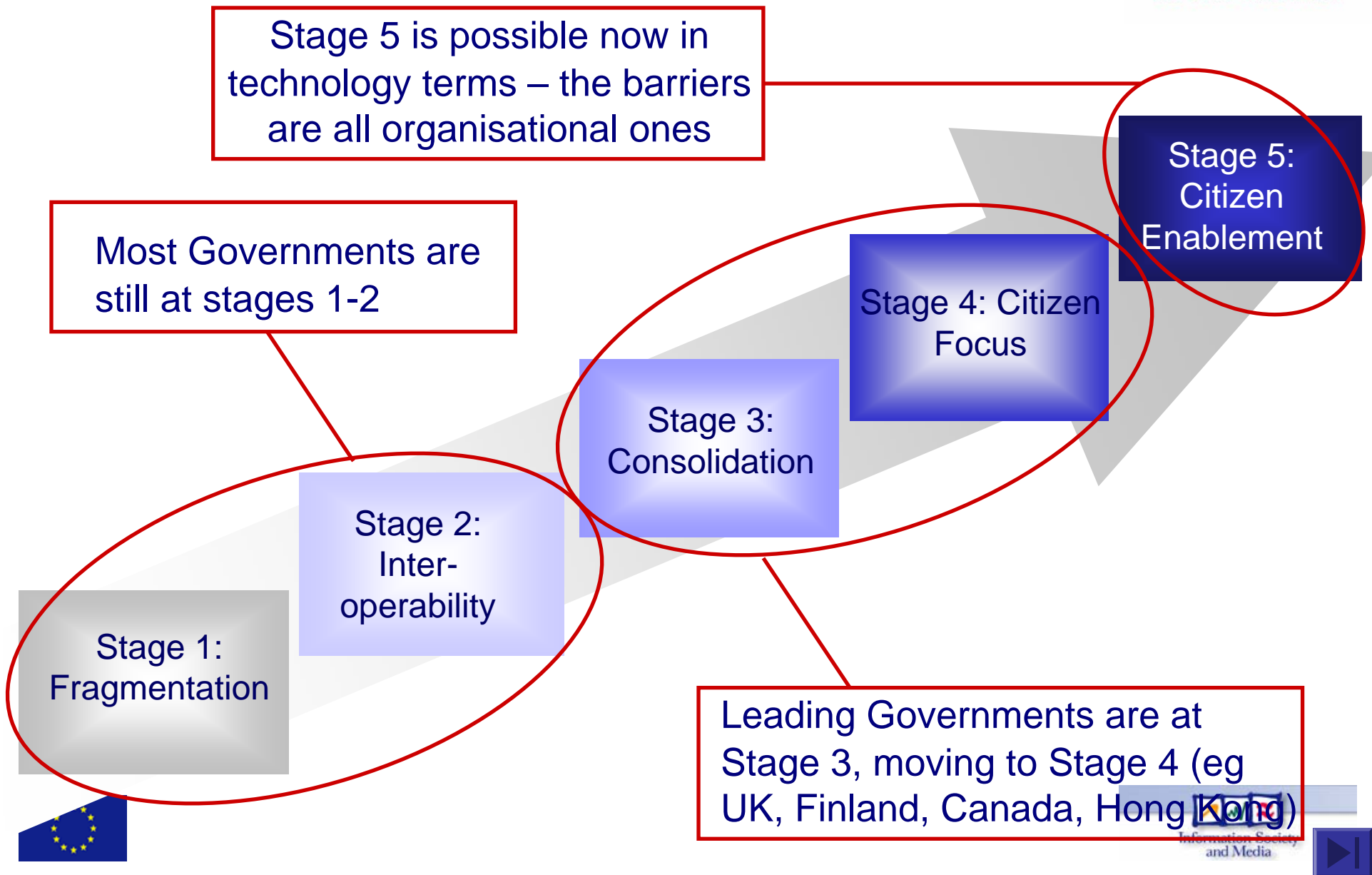
- Able to agree cross-agency sharing of some of my data in return for value-add services



Stages of maturity in Identity Management



Stages of maturity in Identity Management





Thank You - Discussion

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