



SERVING CITIZENS

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A dual approach to citizen centredness

- Focusing on values and processes
 - How should government organize and manage itself to better serve its citizens, e.g.
 - new skills and capabilities for public servants
 - digital government
 - open government
- Focusing on outcomes:
 - What matters to citizens in service provision?
 - The Serving Citizens' Framework of the OECD
 - Trust in public institutions (the micro-performance hypothesis)



Digital Government



Achieving the digital transformation: what changes?



Analog government

*Closed operations and
internal focus, analog
procedures*

E-Government

*Greater transparency
and user-centred
approaches, ICT-enabled
procedures*

Digital transformation

*Open and user-driven
approaches, process and
operational
transformations*



A paradigm shift

- **Digital by design:** digital technologies not applied over traditional (analogue) structures and procedures but leveraged to **re-engineer and redesign services** and internal processes
- **Citizen-driven:** from top-down assumptions about citizens' and businesses' needs to **empowering users to determine own needs** and collaborate with governments in addressing them
- **Governments as enablers** of public value co-creation, e.g. **government as a platform**



OECD Recommendation on Digital Government Strategies



Openness and Engagement

Governance and Coordination

Capacities to Support Implementation

- 1) Openness, transparency and inclusiveness
- 2) Engagement and participation in a multi-actor context in policy making and service delivery
- 3) Creation of a data-driven culture
- 4) Protecting privacy and ensuring security

- 5) Leadership and political commitment
- 6) Coherent use of digital technology across policy areas
- 7) Effective organizational and governance frameworks to coordinate
- 8) Strengthen international cooperation with other governments

- 9) Development of clear business cases
- 10) Reinforced institutional capacities
- 11) Procurement of digital technologies
- 12) Legal and regulatory framework

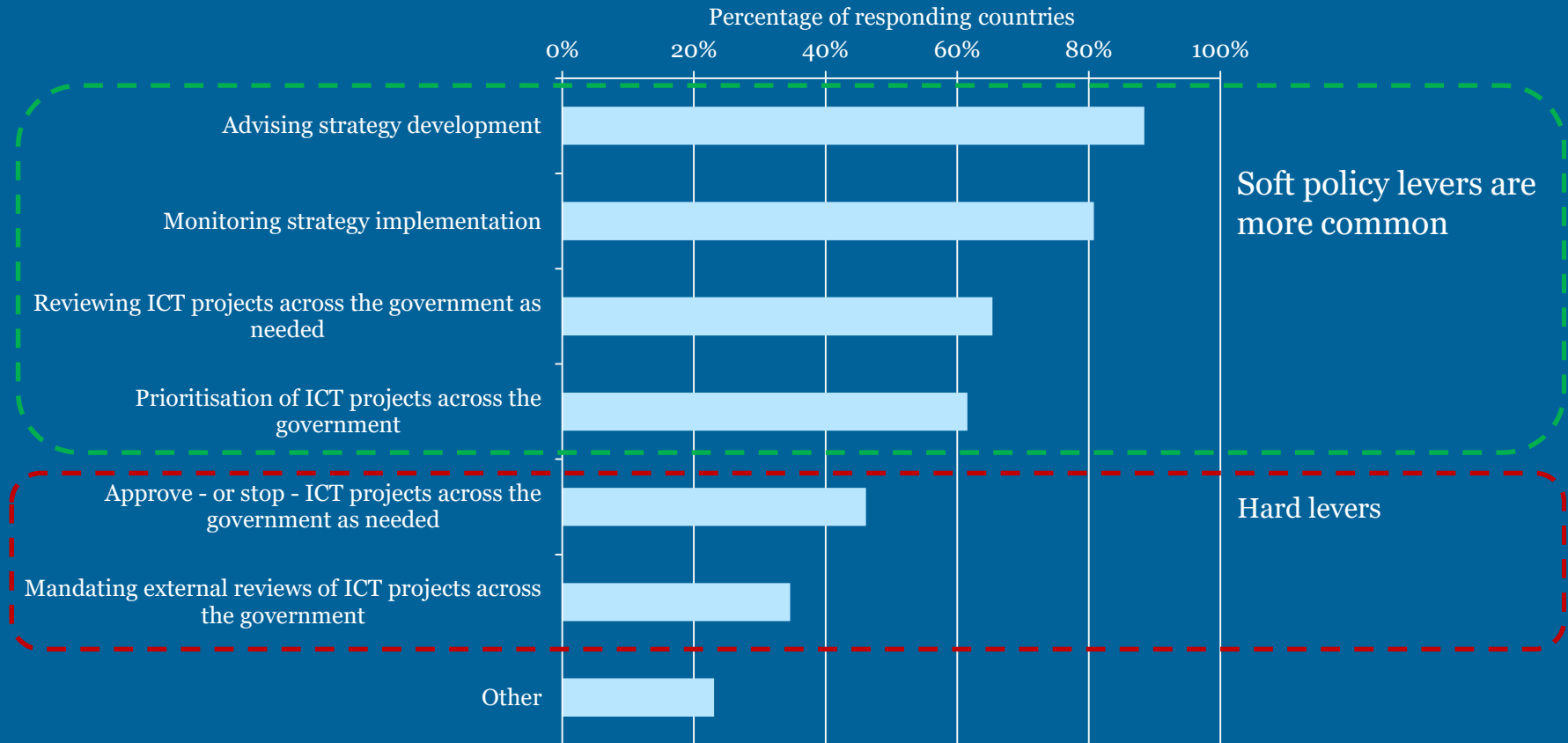
Creating Value Through the Use of ICT

9 non-OECD countries adopted

Non-OECD members: Colombia, Costa Rica, Egypt, Kazakhstan, Lithuania, Morocco, Panama, Peru, Russia



What are the key policy levers mostly used in OECD countries?





Expected impact? More open, participatory and innovative governments...



Which translate into...

- Greater **openness** and **transparency** of governments' decisions, activities and data
- **More inclusive design and implementation** of policies and services
- **Sharing** of *government resources and data*
- **More tailored and citizen-driven innovative services**
- **New forms of partnerships and collaborations between public sector and a wealth of actors to co-create public value**



Different approaches for Public Digital Service Delivery



Digital by Default – Online service delivery as the primary option to interact with citizens and businesses.

VS

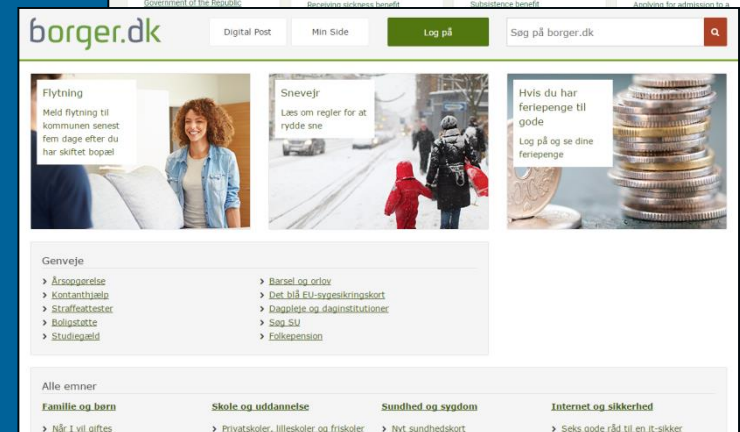
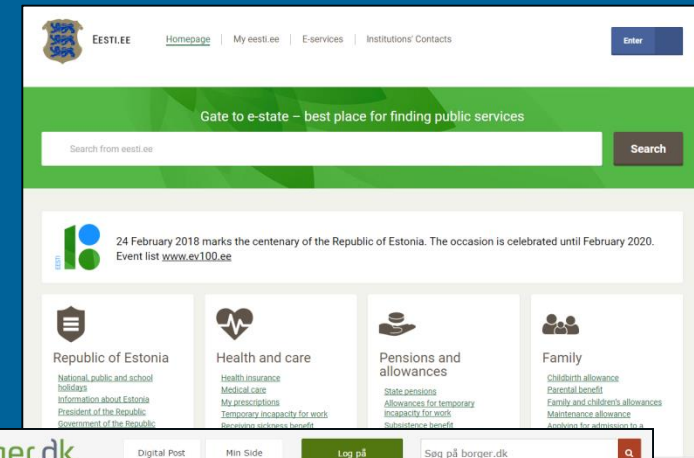
Digital by design - Integrate and embed digital technologies from the start into governments' efforts to modernise service delivery, namely through multichannel approaches



Digital by Default



- Can be applied successfully in countries that have high levels of internet use.
- **Denmark** and **Estonia** are two key examples of countries that use the *digital by default* principle





Digital by Design



- Applicable to countries that still have a considerable part of the population that doesn't use the Internet
- Multichannel service delivery approaches are required (e.g. Online, mobile, face to face and digitally mediated access)
- **Chile** and **Portugal** have good examples of integrated and multichannel approaches for Service Delivery



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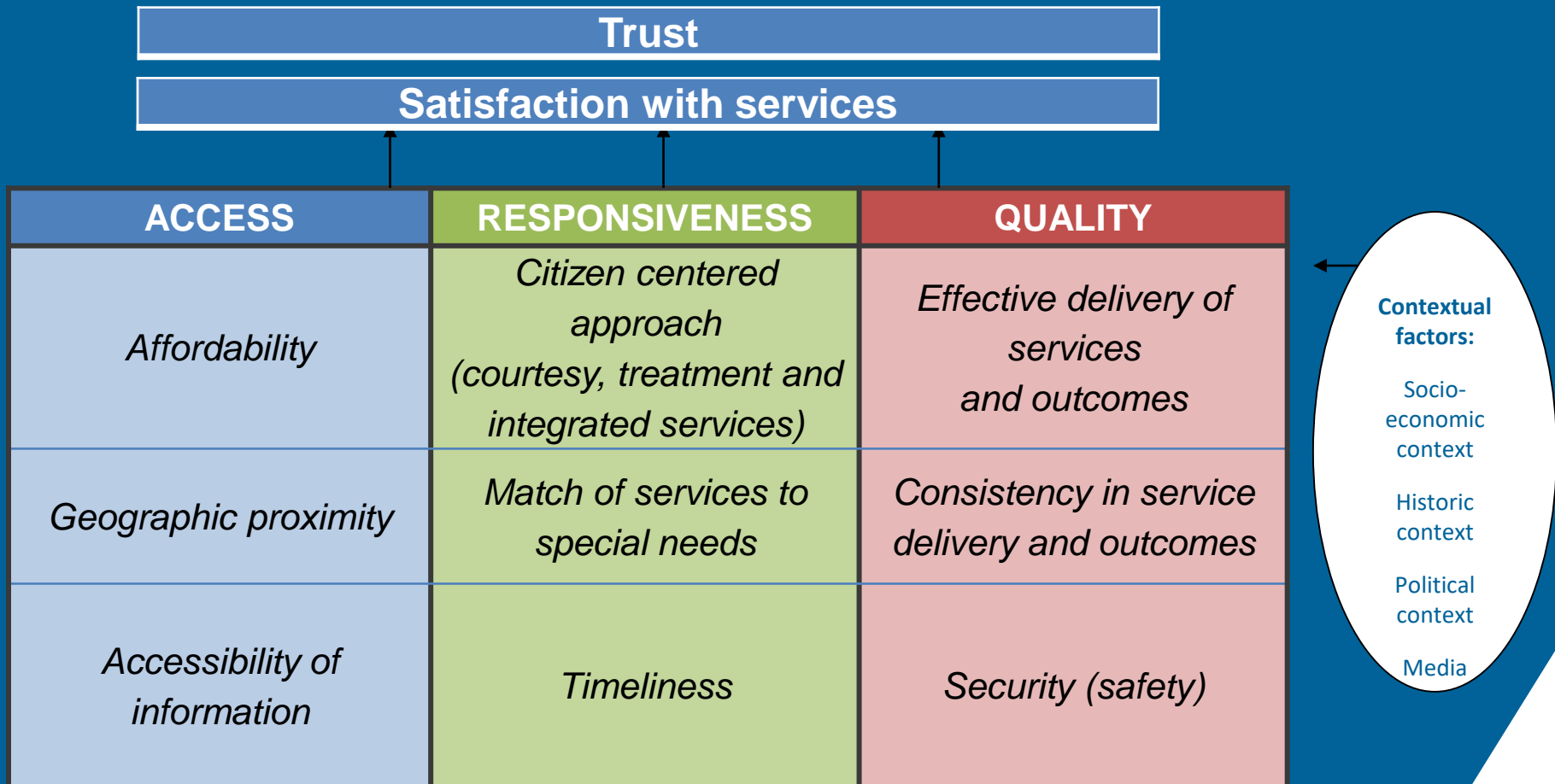


The Serving Citizens framework



Drivers of satisfaction with services

Improving access, responsiveness and quality of services to support greater satisfaction and trust in government





Government at a Glance 2017: Serving citizens scorecards

Pillar 3: Quality of Services

- Top third group.
- Middle third group.
- Bottom third group.

Note: Countries are listed in alphabetical order. The number in the cell indicates the position of each country among all countries for which data are available. The arrows indicate whether the situation is improving (↑), staying the same (→) or worsening (↓) in absolute terms (i.e. not relative to other countries). Years of reference for each indicator are specified in the figure notes. No symbol means no trend data available.

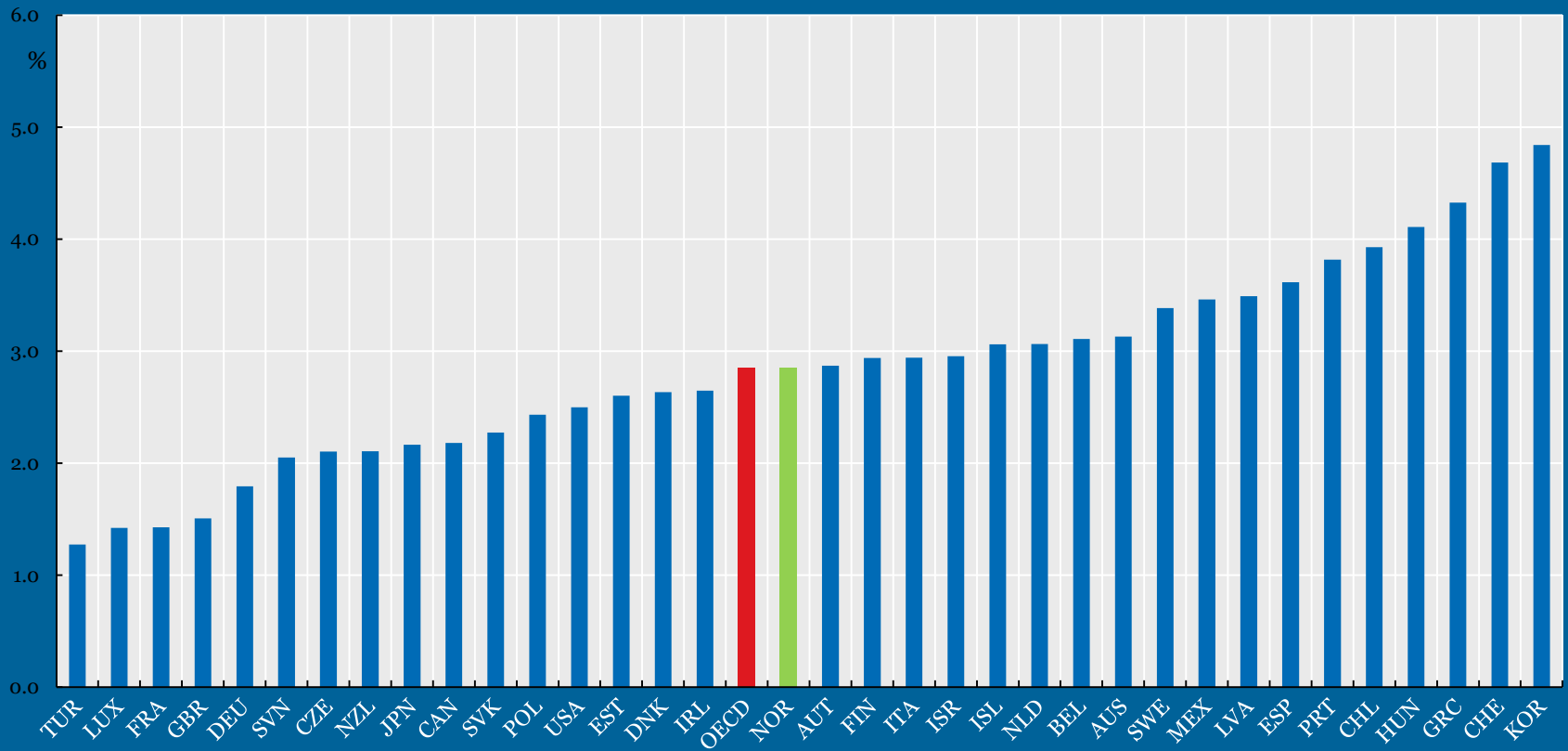
Indicator	Health care (including prevention and care)			Education			Justice		
	Mortality rate - Acute Myocardial infarction (heart attack)	Mortality rate - Cerebrovascular disease (stroke)	Breast cancer mortality in women	PISA mean score in science	PISA mean score in mathematics	PISA mean score in reading	Effective enforcement of civil justice	Civil justice is free from improper government influence	People do not use violence to redress personal grievances
Australia	15↑	8↑	10↑	8↓	18↓	13	10	5	12
Austria	20↑	9↑	19↑	20↓	15	25	5	10	6
Belgium	14↑	12↑	31↑	14	10↓	17	11	12	13
Canada	18↑	3↑	15↑	4	5↓	1	13	6	5
Czech Rep.	26↑	29↑	12↑	23↓	21↓	24	16	14	4
Denmark	10↑	18↑	35↑	15	7	15	8	3	3
Finland	29↑	22↑	7↑	3↓	8↓	2↓	6	7	2
France	1↑	1↑	23↑	21	19	16	15	19	22
Hungary	31↑	33↑	30↑	28↓	28↓	30	25	26	10
Italy	11↑	24↑	20↑	27	23↑	26↑	27	20	26
Japan	2↑	17↑	4→	1	1	6↑	4	15	7
Korea	5↑	25↑	1→	5	2↓	5↓	9	17	19
Mexico	35↓	19↑	3→	35	35	35	28	27	27
Netherlands	9↑	13↑	28↑	11↓	6↓	12	7	1	16
New Zealand	33↑	23↑	22↑	6↓	16↓	8	14	11	9
Norway	23↑	11↑	9↑	18↑	14↑	7↑	1	2	8
Sweden	25↑	14↑	8↑	22	17	14	2	8	1
United Kingdom	17↑	15↑	26↑	9	20	19	12	9	15
United States	16↑	5↑	13↑	19	31	20	17	18	18

For detailed description of the indicators see "Chapter 14: Serving Citizens"



Example: access to healthcare

Out of pocket medical expenditure as a share of final household expenditures, 2014

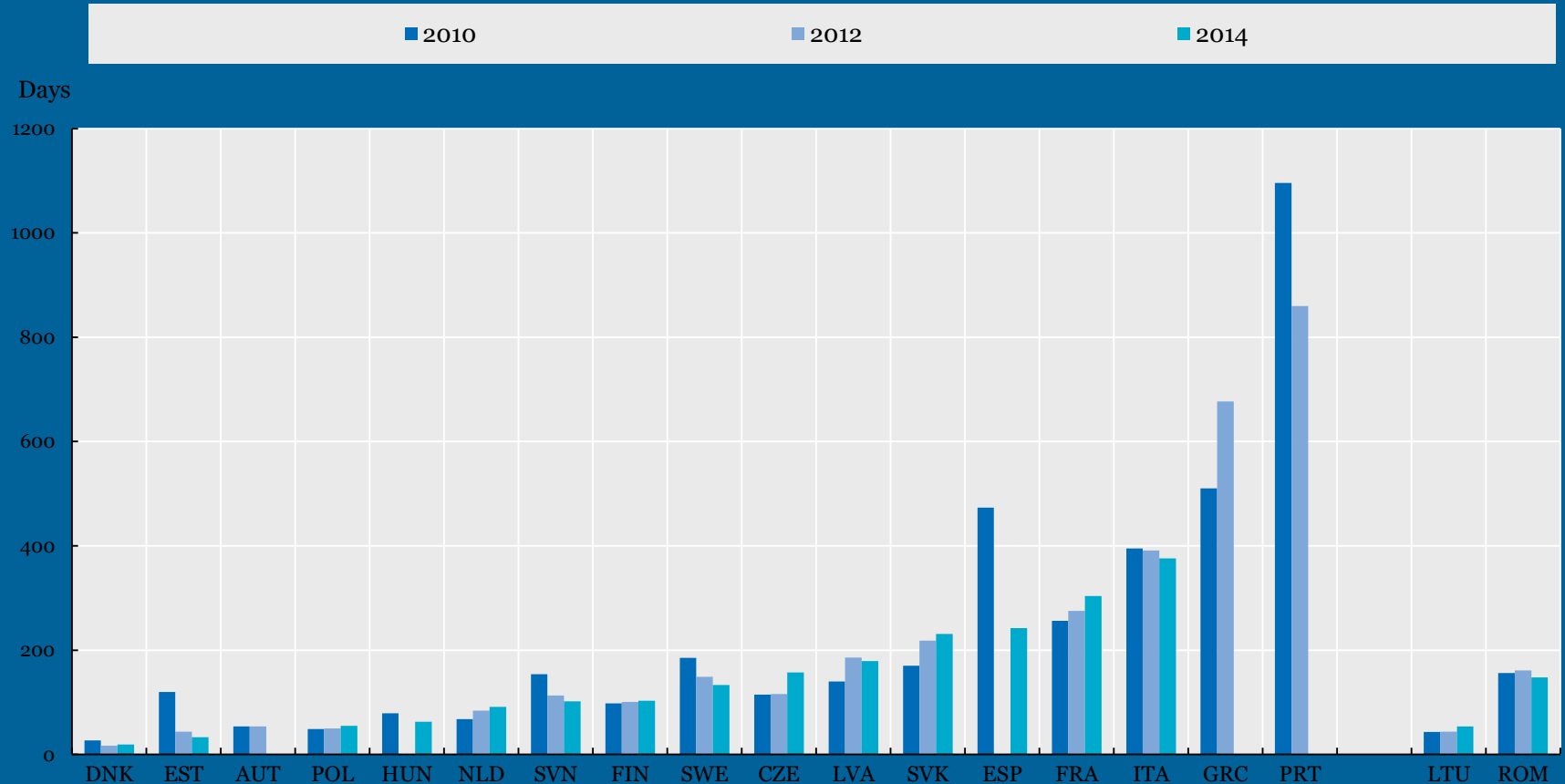


Source: OECD Health Statistics 2016



Examples: responsiveness of the justice system

Time needed to resolve civil, commercial, administrative and other cases (first instance / in days)

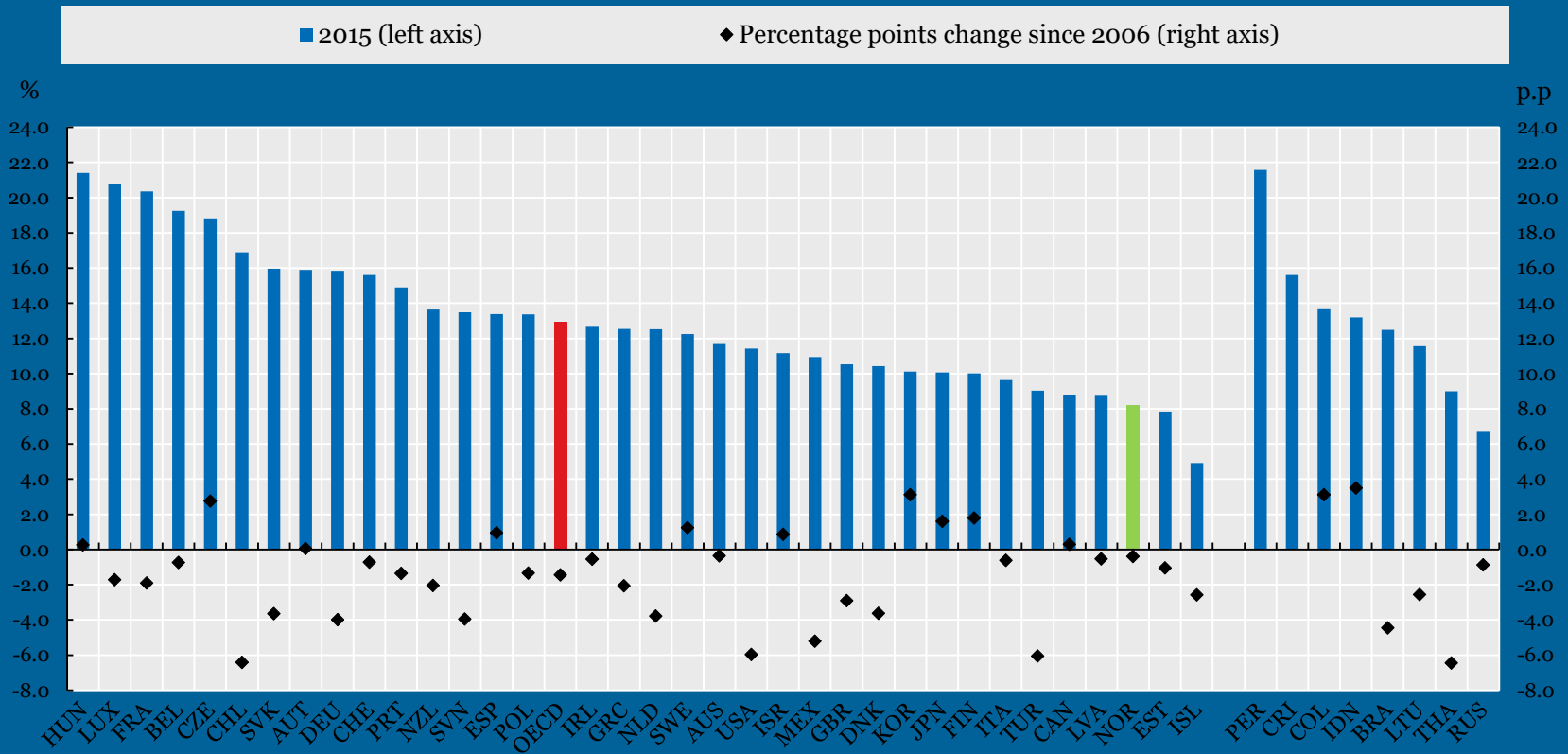


Source: EU Justice Scorecard, Based on the European Commission for the Efficiency of Justice (CEPEJ)



Example: performance and equity in education

Percentage of variation in science performance explained by students' socio-economic status, 2015

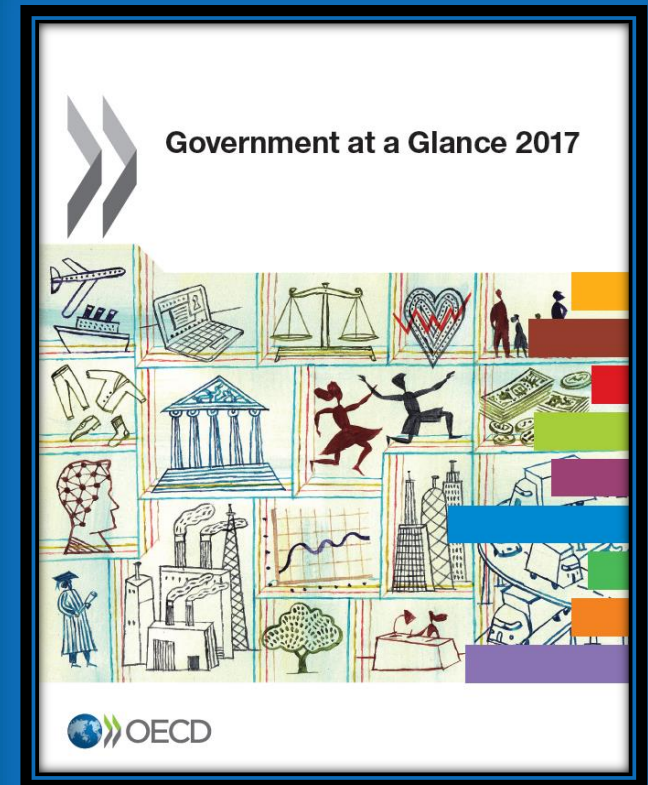


Source: OECD, PISA 2015 Database,



The Government at a Glance family

Regular editions (since 2009, every two years)



Regional editions



Country editions





Upcoming SeA Government at a Glance

- Public finances
- Public employment
- SHRM
- Budget practices and procedures
- Digital government
- Open government/data



Thank you
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