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

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  

#### Governance and Coordination

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  

#### Capacities to Support Implementation

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

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

9 non-OECD countries adopted
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.
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
The Serving Citizens framework
Drivers of satisfaction with services

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

<table>
<thead>
<tr>
<th>ACCESS</th>
<th>RESPONSIVENESS</th>
<th>QUALITY</th>
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<tbody>
<tr>
<td>Affordability</td>
<td>Citizen centered approach (courtesy, treatment and integrated services)</td>
<td>Effective delivery of services and outcomes</td>
</tr>
<tr>
<td>Geographic proximity</td>
<td>Match of services to special needs</td>
<td>Consistency in service delivery and outcomes</td>
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<tr>
<td>Accessibility of information</td>
<td>Timeliness</td>
<td>Security (safety)</td>
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Source: Adapted from Government at a Glance 2015
Government at a Glance 2017: Serving citizens scorecards

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.

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

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Regional editions

Country editions
Upcoming SeA Government at a Glance

- Public finances
- Public employment
- SHRM
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- Digital government
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Thank you
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