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WSIS Forum 2016
Geneva
5 May 2016

Questions for Discussion

- How do you think e-government should evolve in the coming years?
- How can UNDESA assist stakeholders as facilitator of this action line moving forward?

“Digital Dividends” Global Findings

After 20 years, where’s e-Government?

- “Citizens use e-government mostly for getting information, not transacting”
- “Use remains surprisingly low”
- “Many investments in e-government fail to have any impact”
- “To have impact, e-government systems need to be accompanied by administrative reforms”
- “high failure rate of e-government projects”

Source: http://www.worldbank.org/wdr2016/

Why are those who led in “e-Government” moving to “Digital Government”

- Economic Conditions
- Citizen Expectations
- Data-Driven Policy
- Effectiveness
- Joined-Up Government

Channel	Relative Cost
Digital	1
Telephone	20
Post	30
Face to Face	50

What Digital Government needs to be depends on who you are

Citizen View

- Wherever
- Whenever
- Mobile device
- Individualised
- Task-orientated
- Trusted
- ***Better*** than alternatives

Government View

- Data, not documents
- Digital from end to end
- Unified data across Government
- Integrated sensors
- Integrated analytics
- Automation of routine decisions, resources used proactively

What is needed for Digital Government?

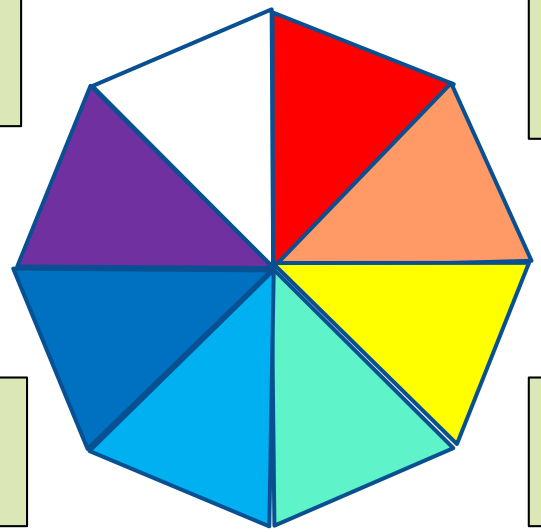
Digital Government Services

- Digital By Default
- Device-agnostic and mobile-centric
- User-centered service design
- Digital from end to end
- Government as a Platform

Leadership and Skills for Digital Government

- Leadership and Governance
- Innovation within Government
- Culture and Skills
- Digital Inclusion

Digital Government Assessment Framework



Leadership and Organisation

User Focus

Business policies, processes & change

Data Driven Analytics and Decisions

Common/Master Data & Registers

Unified, Shared Infrastructure

Capabilities, Culture and Skills

Cybersecurity and Privacy

Recommendations for Russia

- Renew strategy to adopt Digital Government best practices by 2020 onwards
- Administrative processes should be transformed to be “digital by default”
- Build new infrastructure for digital government (Cloud, Skills, Data)
- More integrated institutional focus
- Continuing tackling Digital Inclusion issues
- Use Assessment Model to benchmark

Digital Government Strategy 2020 for Russia

- Revising, extending and consolidating the Strategy for Digital Government in Russia
- Developing a detailed “Digital Administration Strategy” for the transformation of each federal authority
- ICT master-plans for each federal authority

How do you think e-Government should evolve in the coming years?

- Future Government will be F.A.S.T. (Flatter, Agile, Streamlined, Technology-enabled)
- Electronic Government will become Digital Government
- Public services will become Digital Government Services (Digital By Default, Device-agnostic and mobile-centric, User-centered service design, Digital from end to end)
- Government will become a Platform for self-service by citizens, businesses and communities

How can UNDESA assist stakeholders as facilitator of this action line moving forward?

- A new framework for the Digital Government assessment is necessary because the models used for the previous generation of e-Government do not measure some of the key differences between e-Government and Digital Government
- Existing assessments (such as the UN e-Government Survey) need incrementally adopt measurements of Digital Government

Links to the Report

- High-Level Roundtable "Digital Development in Russia" (April 12, 2016, Moscow, Russian Federation)

http://www.worldbank.org/en/events/2016/03/24/wdr2016-workshop#2

- Digital Government 2020: Prospects for Russia

http://pubdocs.worldbank.org/pubdocs/publicdoc/2016/4/840921460040867072/Digital-Government-Russia-2020-ENG.pdf

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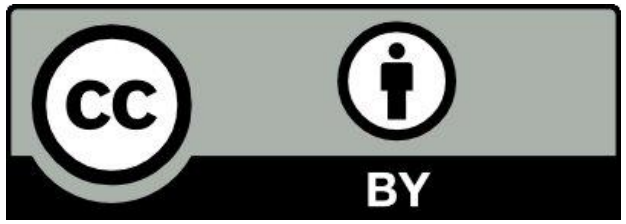


Addendum

Why are those who led in “e-Government” moving to “Digital Government”

- Economic Conditions
- Citizen Expectations
- Data-Driven Policy
- Effectiveness
- Joined-Up Government

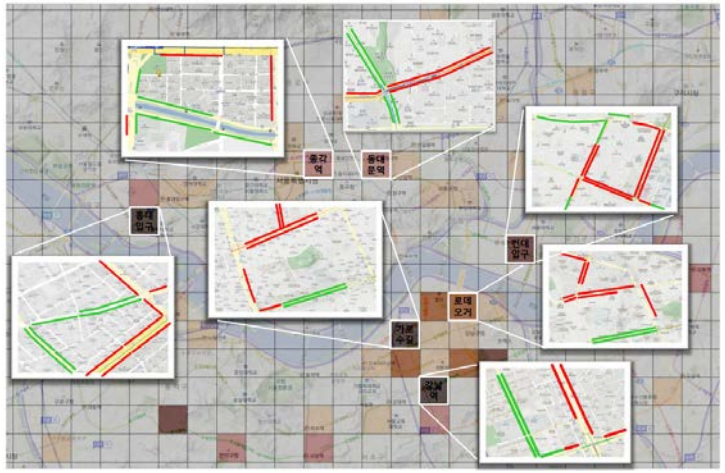
Economic Conditions

- Digital unit cost is much cheaper
- Need 80-90% online to reduce fixed costs of other channels
- “Classic” e-Government often only 20-40%

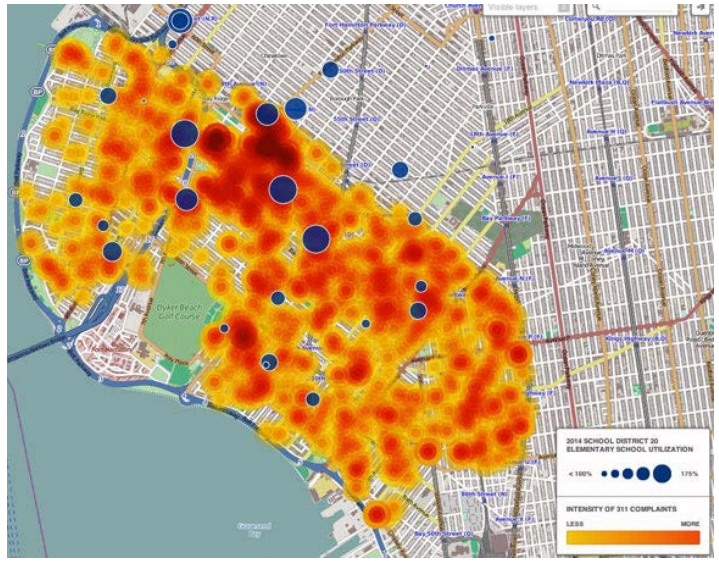
Channel	Relative Cost
Digital	1
Telephone	20
Post	30
Face to Face	50

Citizen Expectations

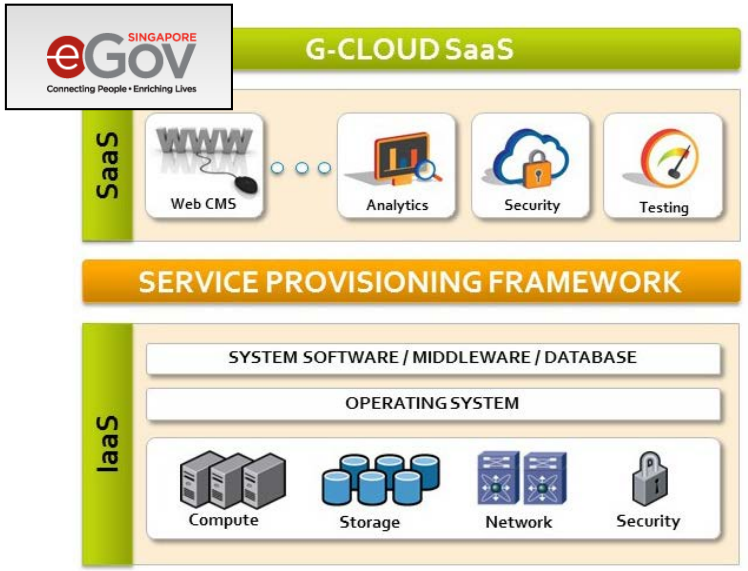
Data-Driven Policy



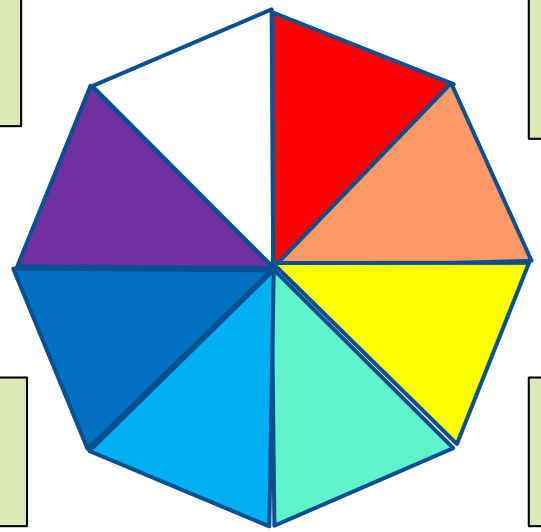
Effectiveness



Joined-Up Government



Digital Government Assessment Framework



Leadership and Organisation

User Focus

Business policies, processes & change

Data Driven Analytics and Decisions

Common/Master Data & Registers

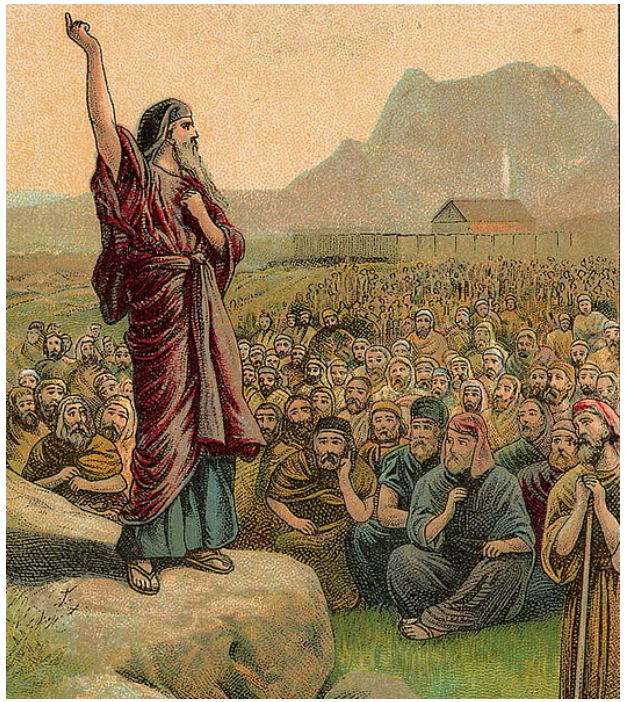
Unified, Shared Infrastructure

Capabilities, Culture and Skills

Cybersecurity and Privacy

Digital Government Assessment Dimensions

1. Leadership and Organisation

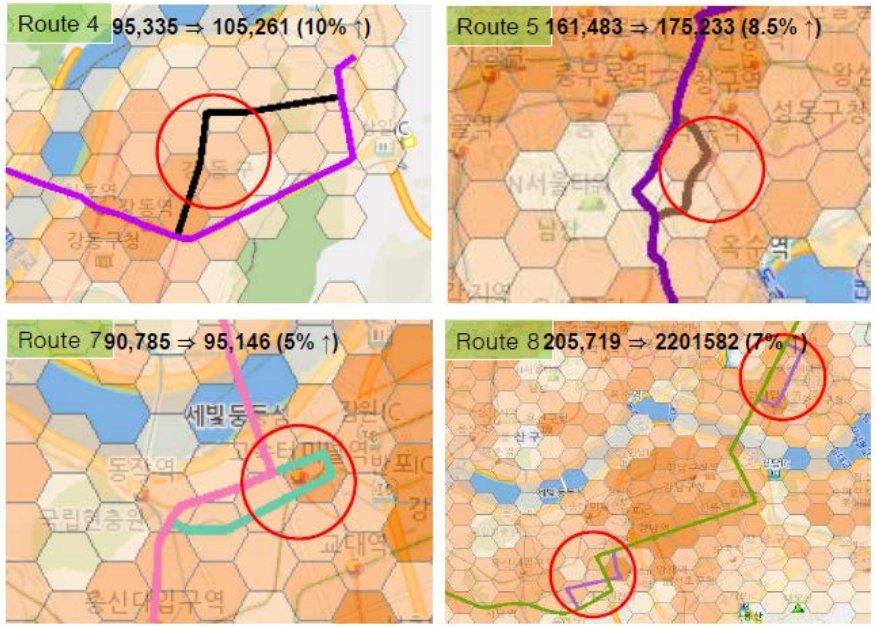


2. User Focus

Digital Government Assessment Dimensions

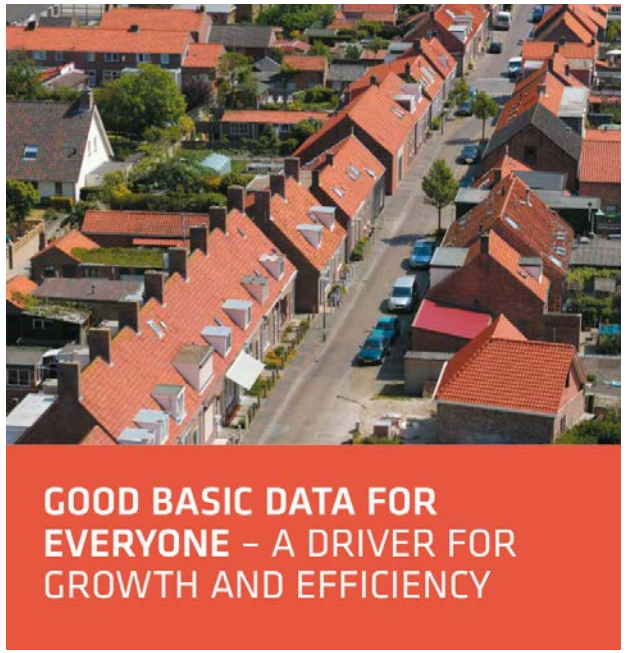
3. Business policies, processes & change

4. Data Driven Analytics and Decisions



Digital Government Assessment Dimensions

5. Common/Master Data & Registers



6. Unified, Shared Infrastructure

Digital Government Assessment Dimensions

7. Capabilities, Culture and Skills

8. Cybersecurity and Privacy

Finally: the emerging world of "GovTech"

FedRAMP

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Case study: Russia

Digital Government Strategy 2020 for Russia

- Revising, extending and consolidating the Strategy for Digital Government in Russia
- Developing a detailed “Digital Administration Strategy” for the transformation of each federal authority
- ICT master-plans for each federal authority

Applying the Principles of Digital Government Services

- Digital By Default
- Device-agnostic and mobile-centric
- User-centered service design
- Digital from end to end
- Government as a Platform

Applying the Principles of Digital Government Services

Digital By Default

1) Adopting an unambiguous “Digital by Default” business design principle
2) Repositioning Multi-Function Centers

Applying the Principles of Digital Government Services

Device-agnostic and mobile-centric

1) Use of mobile devices to handle transactions from end to end
2) Provide native mobile alternatives for key existing e-services
3) Introduce mobile-based identification and authentication mechanisms
4) Develop a set of standardized tools to build mobile applications

Applying the Principles of Digital Government Services

User-centered service design

1) Developing all new services placing the user at the start and in the center of the system life-cycle
2) Taking a Government-wide view of user needs in key life episodes or business situations
3) Piloting User Centered Service Design on a number of frequently used transactions
3) Developing a central advisory capability in User Centered Service Design
4) Recognizing and incentivizing user centered design, by setting a target take up for digital services

Applying the Principles of Digital Government Services

Digital from end to end

1) End-to-end redesign and re-engineering of business processes as part of the recommended pilots in User Centered Service Design
2) Automation of routine decision-making or case-handling activities
3) Transition from physical documents to authoritative database records including changes would need to be made to the legal framework

Applying the Principles of Digital Government Services

Government as a Platform

1) Providing open Application Programming Interfaces to new government digital services
2) Promoting development of additional open and commercial solutions for access to government services

Creating the Building Blocks for Digital Government

- A Single Portal
- Unified data shared across the public sector
- Cross-government shared services
- Shared government Infrastructure
- Improved sensor networks and analytics
- Cyber security and privacy

Creating the Building Blocks for Digital Government

A Single Portal

1) Agreeing plans for each federal Ministry to integrate its services onto the portal
2) Defining the common services to be provided by the portal infrastructure (rather than by individual Ministry systems)
3) Consider how e-services from regional and municipal tiers of government should be integrated into a consistent portal experience

Creating the Building Blocks for Digital Government

Unified data shared across the public sector

1) Creation of digitally born databases and reengineering of traditional national databases to the digital databases
2) Extending the application of interoperability of systems throughout government
3) Agreements on data standards, data quality and data security
4) Use of common core geospatial reference data to all levels of government

Creating the Building Blocks for Digital Government

Cross-government shared services

1) Providing core common institutional applications as Software-As-A-Service from a Russia Government Cloud

2) Providing necessary digital services for regions and municipal governments as a “Digital Government in a Box” solution on the Government Cloud

Creating the Building Blocks for Digital Government

Shared government Infrastructure

1) Developing and mandating a common infrastructure architecture suitable for Digital Government
2) Implementing a portfolio of Russian Government Cloud services
3) Develop shared platform to improve Government ability to deploy e-Services
4) Using the Government Cloud as the platform to offer common "Software as a Service" solutions
5) Creating a next-generation version of e-Government Service Bus
6) Implementing a common, secure, data transmission network among public authorities
7) Ensuring that there are demanding service level agreements for shared infrastructure

Creating the Building Blocks for Digital Government

Improved sensor networks and analytics

1) Develop a strategy for the deployment of sensors and for the management and use of the data they produce.

Creating the Building Blocks for Digital Government

Cyber security and privacy

1) Cyber-security and the protection of personal data should be built into the architecture of Digital Government from the start

Building Leadership and Skills for Digital Government

- Leadership and Governance
- Innovation within Government
- Culture and Skills
- Digital Inclusion

Building Leadership and Skills for Digital Government

Leadership and Governance

1) Extending the remit and membership of the Government Commission on the use of ICT
2) Bringing together policy responsibilities for public service transformation, business process engineering, use of ICT in government and co-ordination of administration between federal, regional and municipal governments
3) Establishing a Digital Government project office
4) Establishing key leadership roles for digital government in Russia
5) Creating a Digital Government Centre of Excellence

Building Leadership and Skills for Digital Government

Innovation within Government

1) Running Innovation contests including “corporate crowdsourcing”
2) Establishing Government Innovation fellowship program

Building Leadership and Skills for Digital Government

Culture and Skills

1) Develop specialized training for government leaders
2) Develop specialized training of civil servants

Building Leadership and Skills for Digital Government

Digital Inclusion

1) Understand the drivers and barriers for different groups of citizens moving to digital channels
2) Improve the ICT competencies and confidence of citizens, particularly older people and those in rural areas
3) Harness the project to modernize the current ICT and broadband infrastructure and extend it to smaller cities and rural areas
4) Ensure that poorer citizens can access digital government services without having to buy expensive equipment and services
5) Promote the value and ease of use of digital government services to citizens

Developing measurement of Digital Government

- Creation of an effective system for monitoring Digital Government development in Russia

- A “maturity model” for building blocks of Digital Government
- A coherent set of Key Performance Indicators for Digital Government
- Indicators should be similarly applicable to federal, regional and municipal levels
- Synchronizing the Russian monitoring system with the international one

Conclusion

Recommendations for Russia

- Renew strategy to adopt Digital Government best practices by 2020 onwards
- Administrative processes should be transformed to be “digital by default”
- Build new infrastructure for digital government (Cloud, Skills, Data)
- More integrated institutional focus
- Continuing tackling Digital Inclusion issues
- Use Assessment Model to benchmark