

# Digital Service Delivery E-Leaders 2019

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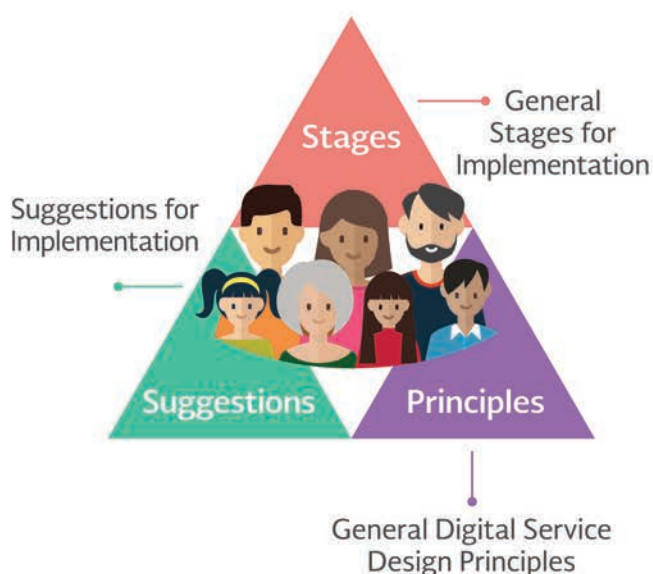
# Where we've come from...



## Digital Service Delivery Team Activities

The Digital Service Delivery Group has had several video conferences in order to discuss a set of General Guidelines for Digital Service Delivery.

### General Guidelines for Digital Service Delivery Framework.



## Proposed General Guidelines for Digital Service Delivery

OECD Digital Service Delivery Team

### Team Members



### Desired Outcome

By revising the best practices and main challenges to deliver standardized digital services and in order to improve the experience of the citizens while interacting with its government, by innovating, simplifying and facilitating users of government services; the team proposes a set of General Guidelines for Digital Service Delivery.

These guidelines should function as a common core for any country that wishes to implement a Digital Service Standard.



### General Stages for Implementation



## General Digital Service Design Principles



**User driven.**- Optimize the service around how users can, want, or need to use it, rather than forcing the users to change their behavior to accommodate the service.



**Security and privacy focused.**- Upheld the principles of user security and privacy to every digital service offered.



**Open standards.**- Freely adopted, implemented and extended standards.



**Agile methods.**- Build your service using agile, iterative and user-centred methods



**Government as a platform.**- Build modular, API enabled data, content, transaction services and business rules for reuse across government and 3rd party service providers.



**Accessibility.**- Support social inclusion for people with disabilities as well as others, such as older people, people in rural areas, and people in developing countries.



**Consistent and responsive design.**- Build the service with responsive design methods using common design patterns within a style guide



**Participatory process updating.**- Design a platform to take into account civic participation in the services updates.



**Performance measurements.**- Measure performance such as Digital take-up, User satisfaction, Digital Service Completion Rate and Cost per transaction for a better decision making process.



**Encourage use.**- Promote the use of digital services across a range of channels, including emerging opportunities such as social media.

## Proposed General Guidelines for Digital Service Delivery

OECD Digital Service Delivery Team

### Suggestions for Implementation

- 1 Establish senior government level priority, endorsement and mandate to implement.
- 2 Form a specialized team with the technical capabilities for implementation.
- 3 Provide a Whole of government approach to service design, back to front, front to back.
- 4 Consider legal mandate and implications for the implementation of the Digital Service Standard.
- 5 Publish standard templates, guides and patterns for easy implementation.
- 6 Create an online manual to correctly assess the implementation activities and a tool repository.
- 7 Increase capability - government schemes or academies to improve understanding - i.e. agile for senior leaders, frameworks to deliver capability where there is a deficient.

one-pager from OECD E-Leaders 2017

# **We live in a digital world, in which data is the most valuable commodity of countries and citizens in the coming decades**

It will be the main fuel for better decision making, evidence-based public policies, combat corruption and use emerging technologies such as Artificial Intelligence to increase efficiency in various industries including in the public sector.

The new globalization and the industrial revolution demand an agile governance, that is why to transform the government several countries have implemented digital services solutions to improve citizens lives at the same time that it lowers costs. In a digital world, government services must be designed to meet the needs of users, in a process of iteration and constant innovation, guaranteeing its availability 365 days a year from any place, time and device with Internet access.

However, even if the digital tools are commonly known, the specific reality of the countries varies tremendously, from its political administration and social composition, to the nature of the problems that each government has to solve. Following this differentiation, the Working Group on Digital Service Delivery proposes a document that unites experiences from the OECD countries on how they solved both political and technical problems to solve the most challenging services and provided a digital tool to its users.

The goal of this document then, is to provide know-how knowledge based in specific cases to OECD Member states and others on how they approached a specific digital service and a direct link to foster cooperation.



# Overview

On the E-Leaders 2017 Meeting of the OECD Working Party of Senior Digital Government Officials at Lisbon on the 21-22 September, and under the topic of “The Digital Transformation of the Public Sector: Making the right decisions to serve the needs of networked societies” The Working Group on Digital Service Delivery worked on establishing a set of General Principles that both member countries and other governments could follow to design Digital Services with a complete approach. These principles were discussed following the several experiences that the member states have acquired while designing and implementing their own digital agendas.

## **General Principles for Digital Service Delivery**

### **E-Leaders 2017**

#### Digital Service Group

- 1.** User driven.- Optimize the service around how users can, want, or need to use it, including cultural aspects rather than forcing the users to change their behavior to accommodate the service.
- 2.** Security and privacy focused.- Upheld the principles of user security and privacy to every digital service offered.
- 3.** Open standards.- Freely adopted, implemented and extended standards.
- 4.** Agile methods.- Build your service using agile, iterative and user-centred methods
- 5.** Government as a platform.- Build modular, API enabled data, content, transaction services and business rules for reuse across government and 3rd party service providers.
- 6.** Accessibility.- Support social inclusion for people with disabilities as well as others, such as older people, people in rural areas, and people in developing countries.
- 7.** Consistent and responsive design.- Build the service with responsive design methods using common design patterns within a style guide
- 8.** Participatory process updating.- Design a platform to take into account civic participation in the services updates.
- 9.** Performance measurements.- Measure performance such as Digital take-up, User satisfaction, Digital Service Completion Rate and Cost per transaction for a better decision making process.
- 10.** Encourage Use.- Promote the use of digital services across a range of channels, including emerging opportunities such as social media.

Using these principles and following the established goal for the 2018 period, we designed a Questionnaire that would simplify information to generate a Booklet on the best cases of Digital Service Design & Delivery among the member countries. Each country selected a Digital Service considering following characteristics:

- It had overcome both technical and political obstacles.
- It follows some of the design principles and suggestions presented by the team last year.
- It presents itself as a good practice that can be adapted to other government environments.

### **Proposed Questionnaire**

1. What is the transactional service that your government has implemented or is implemented in the last 5 years that proved to be the most challenging?
2. What ministry or institution is in charge of its implementation?
3. Why does this service presented a political challenge?
4. Why does this service presented a technical challenge?
5. Does the service follow any of the principles previously suggested in the working group?
6. What is the direct impact on the population since its implementation?
7. Does the service needed a ICT Commissioning and Procurement process?
  - a. If so, how is the process implemented?
8. Does the service implement a User satisfaction measurements for improvement?
  - a. If so, how does it measure it?
9. Does the service provided help bridge gender gaps and how?
10. Does the service use an emerging technology (A.I., BlockChain, BigData, etc) within its implementation?

Upon the answering of the questionnaire, we received and analyzed the information from the member states and established some general findings leaving the focus on each state's experience in an open and participatory process.

# General findings

Among the digital services teams of the member states, we have found a common ground on:

**How many countries used an ICT Procurement process and if not how did they use the process to build in-house solutions?**

**How many countries established a gender view on their most challenging process?**

**How many countries are using emerging technologies to solve political and technical issues within their most challenging services?**

# Country: Japan



## Service:

Farmland information disclosure system.  
Contributed to management judgment of existing farmers and new entry applicants from other industries.

## Ministry or Organization in Charge:

Ministry of Agriculture, Forestry and Fisheries in cooperation with Cabinet Secretariat.

## Political challenge:

Each disclosure system was operated separately among over 1,700 agricultural committees, and each of them planned to prepare for the system with subsidies. Government CIO led the project to persuade them not to adopt the usual procurement procedure, but to create a unified nationwide system.

## Technical challenge:

Because over 1,700 agricultural committees had their own format, wording and so on in their databases. We investigated the operation status, the provided information and the used terms of “farmland information disclosure systems”, and promoted standardizing the data items of agricultural committee systems.

With this system, “the farmland receiver” who wants to expand the scale of business and enter new businesses can now do the following things for free using the Internet.

1. Search for farmland from the entire country.
2. Municipalities and agricultural committees utilize for adjustments of farmland accumulation and concentration.

### \*Future Prospect

This service has integrated producer information, that is, data originally owned by producers that does not change in the production process basically, such as location information of farmland. On the other hand, various agricultural IT systems record and manage agricultural work information and information on the growth of crops, etc. With regard to the information on agricultural products used in this system, terminology were not standardized among agricultural IT vendors. Even in the same system, compatibility is not sufficiently ensured because the names and definitions differ between users. If the interoperability and portability of agricultural information are ensured, it is expected to lead to the creation of new services and new businesses by analyzing big data obtained from agricultural IT systems. We are now working to solve the issue, and have formulated individual guidelines for items such as the name of agricultural work, basic terms like crops, and data items for environmental information as a new step beyond this system. We will continue to revise the guidelines as needed.



## Digital Service Design Principles:

- **User driven**  
You can search for farmland information easily and nationwide on a unified system.
- **Accessibility**  
All information on farmland is available anywhere for anyone.
- **Consistent and responsive design**  
We integrated terms and interfaces based on consistent responsive design.

- **Performance measurements**

We measure operational maintenance cost and the number of users browsing pages. In addition, we have installed a user inquiry section to improve the results.

- **Encourage use**

This unified system is exposed on websites of municipalities and shared much on social media.

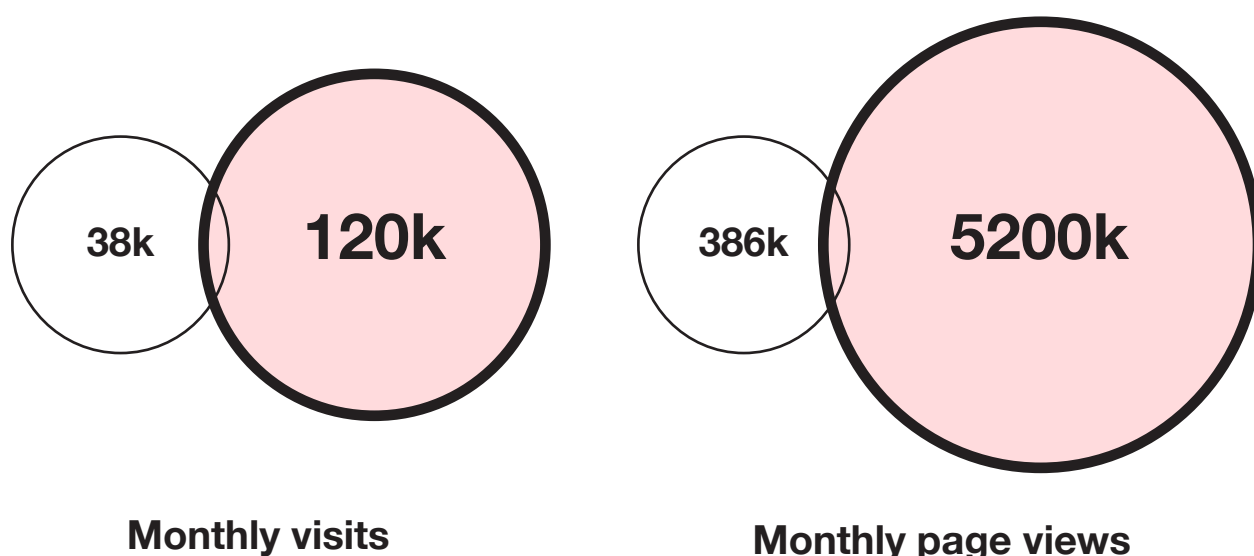


#### **\*Future Prospect**

Beyond this “farmland information disclosure system, we are working on the “Open Standards” factor to satisfy the Digital Service Design Principles in the future.

Farmland information is now computerized, mapped and made public by the nationwide centralized cloud system (Farmland information disclosure system). On the other hand, standardization is required apart from it; for example, the interchangeability of terms is different in each agricultural IT system, with regard to agricultural work information and crop growth conditions.

## Impact:



*Period from April, 2015 to January, 2019*

By maintaining the agricultural land register / map system on the cloud, the operation and maintenance cost has been reduced by 40%.

## ICT Commissioning and Procurement:

Venders were procured through general competitive bidding for design, development, maintenance and data migration of the system

## User satisfaction measurements:

We prepared for counters to hear voices of customers to improve the system:

## Gender Equality:

There is no relationship with gender for this service. This system is for people who want to enter new agriculture or who want to reform agricultural land. We aim not to leave anyone behind.

## Emerging Technology use:

This service provides high-resolution geographic data with a multilayer map.



#### Links

[www.alis-ac.jp](http://www.alis-ac.jp)

#### Point of Contact

**Administrative Management Bureau, Ministry of Internal Affairs  
and Communications, Government of Japan**

[e-gov.gisp@soumu.go.jp](mailto:e-gov.gisp@soumu.go.jp)



# Country: **New Zealand**



## ***What good looks like***

### **Service:**

#### SmartStart

It is an integrated service that provides step-by-step information during pregnancy and early childhood and offers New Zealanders registering their baby the opportunity to share their digital birth record with other agencies, in order for the agencies to take action on their behalf.

### **Ministry or Organization in Charge:**

SmartStart is a cross agency integrated service which is a collaboration between the Department of Internal Affairs (lead agency), Ministry of Social Development, Inland Revenue and the Ministry of Health. The New Zealand College of Midwives and Plunket also provided valuable non-government support.

### **Political challenge:**

While SmartStart was not specifically politically challenging, it was very challenging working across multiple agencies from a governance (both within and across agencies), funding and delivery perspective. Because the benefits fall across multiple agencies, single agencies weren't naturally motivated to prioritise this initiative. We implemented a number of tactics to manage these challenges including shared reporting and taking every opportunity to share progress across and within agencies. Most importantly, we could directly tie the decisions made from a delivery perspective back to

what customers were telling us. This was very powerful in selling the concept of farmland information disclosure systems, and promoted standardizing the data items of agricultural committee systems.

### Technical challenge:

There were a number of technical challenges in the delivery of SmartStart, many of which stemmed from this being the first integrated service. As such, a lot of people were interested and there were many concerns to manage, particularly the technical issues that may be being created if integrated services moved on in the future. We managed these technical challenges by setting a delivery date for the Minimum Viable Product, communicating it widely and sticking to it unequivocally. This helped to drive technical decisions of what could be delivered within the timeframe. However we were clear we would continue to iterate and add value in the future. From a consented sharing perspective across agencies, there was not time to put in the perfect technical solution, but our leadership group agreed the tactical solution would be fit for purpose for the time being and we would see how New Zealanders used the service in order to make further decisions.



## Digital Service Design Principles:

SmartStart aligns with ALL of the design principles.

A few examples are:

- **User driven**

SmartStart was developed using customer centred design, ensuring it was easy to use, understand and provides value.

- **Agile methods**

SmartStart was intentionally delivered as an MVP and communicated widely as such.

- **Accessibility**

SmartStart was built as a responsive web application with accessibility firmly at the forefront. We worked towards the A+ accessibility standard and it was baked into all stories that were written and functionality released.

- **Security and privacy focused**

SmartStart uses RealMe for login. RealMe has been awarded the Privacy Trust Mark by New Zealand's Privacy Commissioner, which is recognition of the way that a service is outstanding in the way that it manages personal information

- **Encourage Use**

We intentionally partnered with the people that were closest to those that would find value in using SmartStart – midwives and Plunket. This was more than consulting with them, they were genuine partners and had a say in the development and delivery of the service. This partnership has meant that we have a ready 'sale force' for the service which money could not buy. We also utilised social media as a means to promote, as well as ensuring we had collateral (both written and digital) in the places that pregnant people would likely look for it.



**Impact:**

Since going live in December 2016 (2 years)

# SmartStart has been visited more than **500,000** times.

For context, over the same period, there were 60,000 births in New Zealand. 97% of parents are consenting to share their digital birth record with another government agency in order for the agency to take action on their behalf. More than 14,000 parents receiving financial assistance have consented to share their digital birth record so their entitlement for financial support can be updated and 70% have not required a visit to the office. This would not have been possible two years ago. Recent research showed New Zealanders clearly see the value in SmartStart with those using it saying it cut in half the time needed to complete transactions with Government. (statistics as at May 2018)

**ICT Commissioning and Procurement:**

Traditional procurement methodology would not have given us the outcomes we needed within the timeframe. We went to the market and asked them how they would deliver this new integrated service. The outcome drove the shorter procurement process. SmartStart won an Australasian procurement award in 2017 for the procurement approach employed.

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## **User satisfaction measurements:**

The service was designed using human-centred design methods. Web analytics are now closely monitored as a way to improve, and functionality improvement test with users before launching. Additionally research has been undertaken to understand the benefits to users of SmartStart.

## **Gender Equality:**

SmartStart is largely about services related to pregnancy, birth and early childhood which are traditionally very female oriented. However, we wanted the service to reflect all who could be using it, from mums, dads, grandparents to friends and family. The design includes featuring men in the illustrations as well as women and there is information provided in SmartStart about “Being a Dad”, about which we have received overwhelming positive feedback. These small actions have helped make SmartStart the inclusive service that it is.

## **Emerging Technology use:**

While SmartStart does not employ specifically emerging technology like that detailed here, the delivery and approach has been something many others have learned from across government and non-government agencies. Additionally, further releases of SmartStart have been delivered in a way that looks to harness common capabilities and deliver value to other services at the same time. Some of the things we have released in SmartStart are being considered for inclusion in other services. We have produced these outcomes in conjunction with the Service Innovation Lab which is an all of government team made up of people from across agencies.

# *What not so good looks like*

## **Service:**

### Best Start

As part of its 100 days commitment the incoming government announced the Best Start Universal payment of \$60 per week for one year for babies born on or after 1 July 2018.

## **Political challenge:**

Best Start was included as part of the Families Package in the Labour Party's election manifesto document. Best Start is described as a payment to help families with costs in a child's early years. It is intended to give all families extra support in the first year of a child's life and, for low and middle income earners, support until the child turns three. The focus is on the first three years given how important those years are for a child's development. For families receiving paid parental leave,

Analysis on uptake was completed within two months of 'go live' and 17% of parents were opting not to apply for BestStart. The Life Events team then surveyed them to find out why. There was a misconception that BestStart was income tested in the first year. As a result, these parents were then offered to apply and changes were made to SmartStart website and Inland Revenues website to make it clear that it was a universal payment for the first year. After these changes were made the number of parents not applying fell to five percent, which was far more palatable.

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Links:

**SmartStart**

<https://smartstart.services.govt.nz/>

Lessons learned for SmartStart, including what not to do:

[www.ssc.govt.nz/sites/all/files/smartstart-lessonslearned-v2.pdf](http://www.ssc.govt.nz/sites/all/files/smartstart-lessonslearned-v2.pdf)

Point of Contact:

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# Country: Portugal



## *What good looks like*

### **Service:**

The Digital Mobile Key (DMK)

National ID mobile solution that allows citizens to electronically identify themselves in websites and perform public digital services, through their smartphones, tablets or laptops. It is made of a permanent PIN, chosen by the user, as well as an automatic and temporary code number sent via mobile, email or other messaging platform, to use in each authentication. The security is therefore based on: a PIN Code of the Citizen + a Security Code sent by SMS, email or messaging platform (including a Government mobile App or a third party platform as Twitter). The mobile app allows the citizen to receive the security code through a push notification in the smartphone.

Besides allowing authentication, the citizen can now sign electronically with the DMK, which is an innovative new feature of this project, and the Electronic Signature also has the added value of the Professional Attributes Certification System (SCAP).

### **Ministry or Organization in Charge:**

The initiative was implemented and is coordinated by the Administrative Modernization Agency (AMA) of Portugal, which acts under the superintendence and tutelage of the Secretary of State Assistant and Administrative Modernization by delegation of the Ministry of the Presidency and Administrative Modernization, which in turn exercises the powers of the Prime Minister's Office

under the supervision and guidance of the Council of Ministers and the Prime Minister himself.

### Political challenge:

The DMK massification was one of the 255 measures of SIMPLEX+, a collaborative and nationwide simplification program launched by the Portuguese government in 2016 to co create new online public services, optimize existing ones and de-bureaucratize the relationship between public institutions and civil society. The SIMPLEX+ program established the expansion of the DMK uptake in the public and private websites, which was successfully achieved during 2015 / 2016. Currently, there are several entities using this electronic authentication solution, including the Citizen Portal, Entrepreneur's Desk, Social Security, National Health Service, Ministry of Justice - Online Criminal Record, Chamber of Solicitors, National Road Safety Authority, iMED - Electronic Prescription of Medicines and the Multichannel Platform of Shared Services.



So, in order to become a viable authentication alternative to the citizen card, the DMK needed to be disseminated and adopted by several public entities that had to accept it as an authentication instrument that allowed access and the provision of services in their own online platforms. Since some of these entities feared to lose some control of their online platforms and security protocols, that was not always easy to do. It took a lot of negotiation to make them realize that this was an initiative that would benefit all.

Another challenge was its adoption by the citizens themselves. To make the initiative known to everyone, and to make citizens realize that this is an easy and secure way to authenticate in most of the public online platforms, took some effort and it is still a work in progress.

The fact that the DMK consists in a qualified electronic signature also needed to be addressed in terms of legislation, which presented a political challenge. In the beginning, for legal constraints, the qualified electronic signature was only possible using a smart card, but with the eIDAS Regulation (Regulation (EU) No 910/2014), that is no longer a problem.

### **Technical challenge:**

One of the biggest challenges was related to security, and the need to balance security with an easier experience for the citizen. This balance was achieved by the fact that there are different channels (SMS, Internet) to send the PIN and authentication codes, which greatly minimize the security risks inherent in the most common authentication systems, based on just one safety factor (password). The increased security of this mechanism comes from the fact that the citizen uses, in addition to its personal secret code, a complementary one.

Additionally, in April 2018, the DMK made available a server side qualified electronic signature, according to the eIDAS Regulation (910/2014), making it possible for all citizens to sign documents with it. This infrastructure required specific security hardware (HSM), software, and a dedicated team that ensured the high availability of this secure National instrument.

## Digital service design principles:

- **User Driven and Security and Privacy Focused**  
The DMK consists of a keyword (a 4 digit PIN) chosen by the user. When authenticating him/herself in a website, the citizen inserts this PIN and immediately receives a temporary code number in his mobile (SMS text message), email or twitter account, ready to use. As soon as the citizens receive this code, they can authenticate themselves and access the services of the website they have chosen, which brings not only easiness but also efficiency and quickness to the overall authentication process.
- **Open standards**  
The DMK uses SAML2, oAuth 2, CAS 3, among others.
- **Agile methods**  
The whole project has been developed using agile procedures and methods, with two week sprints that ensured the continuous improvement and the prioritization of the development process according to the feedback gathered from the user.
- **Government as a platform**  
Provided to public and private organizations with a standardized and publish API that supports authentication and signature reuse across government and third party service providers.
- **Consistent and responsive design**  
Design methods using common design patterns within a style guide according to [usabilidade.gov.pt](https://usabilidade.gov.pt) guidelines.
- **Performance measurements**  
DMK performance is made available at <https://www.autenticacao.gov.pt/statsautenticacaogov>, providing performance measure regarding Digital take-up and Digital Service Completion Rate, among others.
- **Encourage Use**

To promote the DMK and to make it more appealing to citizens and encourage its use, there was a communication strategy that used a variety of methods like: delivering of promotional products (flyers, posters, brochures), development of a single concept, image, content and communication line for different web browsers; and participation in public events to target multiple audiences (e.g., the media, students and businessmen). Besides that, videos explaining how it works were published on youtube and on social media, and there were several publications on twitter and on facebook, as well as an extensive media coverage, from radio and television, to printed and online press.

### **Impact:**

There are already 108.051 active DMK (April, 2018), so citizens are starting to make the DMK a constant in their lives. There are several entities endorsing the DMK, including central government bodies, municipalities, universities, the National Public Safety Police and the National Post.

By using the DMK, citizens can now access and perform hundreds of online public services in a free, easy and secure way, using a solution that brings greater convenience for citizens when interacting with the public administration, as well as the private sector. Instead of having to rely on several usernames and passwords, depending on the public online platform where the service was being provided, they can now authenticate in most of these public platforms using the DMK.

The authentication can now be performed without a card reader and Portuguese citizens in other countries may also have access to the Portuguese online services using the solution, anytime, anywhere.

### ICT commissioning and procurement:

The process of implementation of the DMK did not need any commissioning services, it was basically done by AMA's internal teams, with some support of private consultants and with technological infrastructures provided by private suppliers.

This procurement process was done in accordance with the provisions of the applicable national law. Its only specificity was the need of a preliminary decision / notice that is mandatory by law in cases of procurement of goods and the provision of services related to ICTs. In this mandatory preliminary notice, the strategic alignment, the ICTs technologies and architecture and its compliance with the reference standards and guidelines were assessed.



### User satisfaction measurements:

There is no specific way of measuring the user satisfaction of the DMK. Nevertheless, AMA is able to monitor the number of citizens subscribing to the DMK and its use, and draw some conclusions by analyzing that data. Additionally, there is a specific email, presented in the authentication.gov website, where anyone can send questions about the DMK and present complaints and suggestions (info.portaldocidadao@ama.pt)

### Gender equality:

The DMK was not designed to help bridge gender gaps specifically, but it was designed to cover all citizens, without exception. A citizen can obtain the DMK via Internet, with a Citizen Card and a smartcard reader, or face- to-face in a Citizen Shop or Citizen Spot (public facilities that deliver services to citizens, managed by the AMA, that are distributed in the national territory), with the assistance of civil servants.

### Emerging technology use:

The technology used is very recent, but it is not considered emergent technology.

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Links:

[www.autenticacao.gov.pt/](http://www.autenticacao.gov.pt/)

Point of Contact:

**Ana Pereira**

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# Country:

# Uruguay



## *What good looks like*

### Service:

Actually, in the case of Uruguay the most challenging initiative is the **digitalisation of ALL services** provided by the central administration. To accomplish this goal, a two-phase strategy was established: The online provision of the initial steps of all services by 2016 - more than one thousand services, and the online delivery of all services from start to end by 2020. Assuming a challenge of this kind was possible thanks to previous actions such as the catalogue of services -available to the public at [www.tramites.gub.uy](http://www.tramites.gub.uy), and simplification plans that were executed years ago, which allowed design a strategy to tackle digitization at 100%.

### Ministry or Organization in Charge:

The Agency for e-Government and Information and Knowledge Society (**AGESIC**), at the Office of the President, is leading it. The initiative is part of the main priorities of the government, announced by the President of the Republic at the beginning of his term of office, and was established by law (2015).

### Political change:

The Program “Trámites en línea” has presented a political challenge in its transversality to the entire central administration and its approach to the totality of services. This program has a high-level political commitment. First, through Decree No. 184/015 dated July 14, 2015, the Presidency entrusted to AGESIC

with directing, organizing, structuring, executing and following up on the initiative “Trámites en línea”. Later, this initiative is established in the Budget Law N 19.355 dated December 19, 2015 where in the Article 73 established the program “Trámites en línea” with the aim of promoting and develop strategies of simplification, prioritization and to enable in line with the procedures of the public organizations that for their nature can be carried out through a different channel than face-to-face, assigning AGESIC the direction, management and control of that program.

It's also a goal in our Digital Agenda 2020 and in our Digital Government Plan 2020.

All this legal framework is very important because established an only-one organization empowered and responsible and for us is a key of success.

Digital **transformation with equity** has become a hallmark of Uruguay nationally and internationally, and people expect satisfactory results.

### Technical challenges:

From a technical point of view, we had the conditions to tackle this challenge: a high-speed network that interconnects public institutions, a high-demand interoperability platform, and a series of shared assets for the digitalisation (e.g. e-form, e-agenda, e-signature, e-notification, single-sign-on, etc.). **The hardest challenge was the change management.** At the beginning of the program we had a meeting with the Directors of each one organization of the Central Administration. We showed them the strategic and the goals of the program. We asked them for the commitment of all of them and for a team dedicated to the program. This team should consist of at least



the following profiles: Technical, Functional, Organization Referent and Change management. This team is in charge of lead the change and make the strategic and technical decisions in the different aspects that are required to enable the web channel for the procedures. The work of this team is supported by a project manager of Agesic who guide it in the good practices and look after the quality of the services to be implemented. Also, nine companies were contracted to provide the development, configuration and deployment of the procedures including the execution of the strategies for the change management defined in each organization.

### Digital service:

- **User Driven**

We have defined eleven categories for the services. In our Innovation Lab we work with citizens and employers to achieve the patterns of each category through the co-participation and cocreation of 35 services of 8 organizations.

- **Security and privacy focused**

In Uruguay and since 2014 we have a Cybersecurity Framework through a Presidential Decree 92 dated 7th April 2014. Also, to enforce the security of the sites where the procedures are available we installed and configured WAF (Web Application Firewall) in each organization. An ethical hacking was performed for all the technical assets and tools used in the configuration of the services and we made the corrections to solve the detected problems.

- **Open standards**

The shared assets were developed with open standards like Java and Php.

- **Government as a platform**

The concept of “government as a platform” is very important in Uruguay. We have a state high speed private network called “Red.uy” and the Interoperability Platform. We have about 160 services published in that platform and are used through Red.uy. So this concept makes possible

the implementation and simplification of all Central Administration procedures.

- **Accessibility, usability**  
We have a specific team working in accessibility and usability. All the procedures on line have to pass the test of Web Quality to be published in the web.
- **Consistent and responsive design**  
We have designed a standard form to be use in all the configurations. This assured that all the services will be responsive, accessible and usable and the experience of the citizens will be the same without care about the tool, the service or the responsible organization.
- **Performance measurements**  
Through the traceability software we can measure the adoption of the web channel and we can work on the sustainability of each service. We are also doing surveys to know the behaviour of the citizens about services available online or face-to-face.
- **Encourage use**  
We have made campaigns to raise awareness among citizens and increase levels of take-up. We used TV, radio, social media and graphic media. We also brought together a focus group to understand user needs and perceptions.

To ensure that all of the above is considered in the implementation of a service, we have developed an Online Services Model with all the technical guidelines and good practices.

## Impact:

Currently, all services can be initiated online and almost half are available from start to finish. The direct impact on the population is multiple: Reducing territorial distribution gaps and concentration of services in the capital, reducing costs and times of commute, democratising access to information and government services, among others.

## ICT Commissioning and Procurement:

On the technological side, large part of the components (shared assets) were already developed. Two bidding processes were carried out: One for the adaptation of the open software SIMPLE, and another for the traceability solution.

On the implementation side, an innovative procurement model was designed. Considering it was necessary to work with the entire central administration simultaneously, nine companies were selected under the same process who received a workload (in hours) according to how their proposals ranked. The price of the hour was previously fixed. The services were distributed in groups to each company, negotiating with each of them the number of hours that would be used for the digitalisation of each package of services.



## User satisfaction measurements:

We measure the overall satisfaction of the population with digital services, and we are designing a standardized model to measure satisfaction with each service, which will be managed by AGESIC to obtain synergies in the application of improvements.

## Gender equality:

Due to the inclusive nature of the initiative, we ensure no one is left behind.

## Emerging technology use:

We are using emerging technologies in some of the steps of services. For example, we are using chatbots to facilitate the access to the single-sign-on. We are also in the process of detecting steps in services where RPA can be applied and we are running some pilots for this. For example, in the press accreditation with the Office of the Presidency, the process of checking the identity of the press representative was automated, reducing times from 3 hours to 15 minutes.

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Links of interest:

**Services Catalogue:** [www.tramites.gub.uy](http://www.tramites.gub.uy)

Here you can find all the services and you can begin them on line. For more than 600 you can already do it from beginning to end.

Online services model:

<https://www.agesic.gub.uy/innovaportal/v/6635/21/agesic/modelo-de-tramites-en-linea.html>

Standard form:

<https://centroderecursos.agesic.gub.uy/documents/45303/93525/Modelo+de+Interfaz+de+Usuario+para+Tramites+en+Linea+v1.pdf/e2321c9f-812d-f9d1-ab78-e9d763767dc0>

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# Country: **United Kingdom**



## ***What good looks like***

### **Drone registration and education service**

#### **Service:**

The Drone Registration and Education Service (DRES) enables drone operators to a. register their drone to comply with air safety regulations of the Air Navigation Order (ANO) 2018 amendment and b. take a test to prove their competency to fly a drone.

#### **Civil Aviation Authority (CAA)**

The Civil Aviation Authority (CAA) is the UK's statutory regulator for the aviation sector. Amongst its responsibilities is oversight and administration of the use of drones for commercial purposes, and advice for consumers.

#### **Political change**

As the use of drones has increased significantly, legislation was introduced requiring operators of drones weighing between 250g and 20kilos to register with the Civil Aviation Authority (CAA), and demonstrate their competence to fly a drone. To meet this requirement, CAA began the development of a new 'Drones Registration and Education Service'.



### Technical challenges:

CAA had not previously developed digital services in-line with the UK Government's digital service standard, so sought assistance from the UK Government Digital Service Standards Assurance team to ensure they had the right skills and capabilities to develop the new service, and meet the service standard. The Standards Assurance team advised on how to build the right capability, advising on routes to recruit or procure specialists to ensure that a sustainable, multi-disciplinary team was in place (point 3 of the standard). They also provided expert guidance on the needs of the service users, emphasising the need for effective research and prototyping of any new solution (points 1, 2, 5 and 12 of the standard).

This has led to significant progress in the development of the new service, which has recently been successfully assessed against the service standard for the Alpha phase.

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## Digital Service:

- **User Driven**

The service team has explored and identified 8 different types of user personas, their needs, their previous relationship with CAA and their awareness of the new legislation.

- **Security and Privacy Focused**

The team had considered security and privacy from the user perspective when designing the Level of assurance requirements for the service. They also explored a number of different options for identity verification including GOV.UK/Verify to prevent fraud.

- **Agile methods**

Given the agency was new to digital delivery, they quickly adopted to agile ways of working and saw the benefits of frequently iterating based on user needs.

- **Government as a platform**

Given the agency was new to digital delivery, they quickly adopted to agile ways of working and saw the benefits of frequently iterating based on user needs.

- **Accessibility**

As part of their discovery, the team identified what accessibility needs they will need to plan for and carried out usability testing with users with accessibility needs.

- **Consistent and responsive design**

The design patterns selected were consistent with GOV.UK patterns and the end to end design so subject to multiple iterations based on user feedback.

- **Performance measurements**

The team established clear KPIs and is currently in the process of developing a performance platform in order to capture data that will enable them to track the uptake of the service and the users' feedback on the user journey.

— **Encourage use**

CAA has taken a multi-channel approach to raising awareness of the new legislation and requirements for compliance.

## **Apply for a Blue Badge**

### **Service:**

The ‘Apply for a Blue Badge service’

**enables**  
**3 million**  
**severely**  
**disabled**  
**citizens across**  
**the UK**

to obtain a parking permit in order to park closer to their destination usually for free and without a time limit.

### **Department for Transport:**

The Department of Transport (DfT) is responsible for the central ‘Blue Badge’ policy and legislation governing the scheme and the engagement with local authorities which are commissioned to be devolved administrations to issue blue badges to eligible disabled users.

### Political change:

The previously existing Blue Badge service was managed by a third-party with a contract due to end February 2019. As a result DfT build a new service to replace it and took this as an opportunity to build a new service which meets the needs of applicants and badge holders whilst reducing overall costs and workload for Local Authorities.

### Technical challenges:

The previous Blue Badge service was fragmented and delivered by local authorities in an unmoderated way. The end to end service was managed by a third party for many years and as a result the Department for Transport had lost ownership of the service. The biggest technical challenge for this service was to migrate historical data from the previous supplier and create a service that links up multiple databases and technical environments.

### Digital service:

#### — User Driven

The team have conducted high quality research using a range of methods, with excellent involvement from the wider service team. The service owner understands the value of good user research, has empowered the researcher and uses them effectively to improve the service. The team has iterated their understanding of user needs and broadened the personas they use to represent different user groups. After identifying that 44% of users require assisted digital support, the team explored how different types of local authorities might support these users, informing comprehensive assisted digital guidance for local authorities to use.

- **Security and Privacy Focused**

The team is following OWASP standard for web security. They are using the collaborative team approach for the detailed design and peer review of the design and code. All developers participate in the proposed design. This distributes knowledge around the team as well as being peer reviewed by other developers.

- **Agile methods**

The service team has a good approach to user centred design, agile working and software development. They have focused on due the the remote working of some team members that they are inclusive and have the right tools to enable effective remote working.

- **Government as a platform**

The team are using GOV.UK, GOV Registers and GOV.UK Notify. The team have also proposed the use of GOV.UK Pay.

- **Accessibility**

The whole service was designed with accessibility being one of the key priorities of the team. The use of GOV.UK patterns has enabled the service to be fully accessible to users with accessibility needs.

- **Consistent and responsive design**

Both in content and in its use of the GOV.UK Design System the service presents an experience that is highly consistent with GOV.UK. They have developed some new interaction patterns, which are well-considered and have emerged as solutions to real problems found in user research. The team should contribute these new interactions back to the discussion on the GOV.UK Design System backlog.

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- **Performance measurements**

The team demonstrated strong collaboration between user research and performance analytics, particularly in validating design hypotheses, as demonstrated in the iterations for eligibility guidance. They have also looked at implementing a mechanism to capture data on the proportion of each type of application, to track channel use and support through the next phase of development.

- **Encourage use**

The service design work that the team have done on support for assisted digital users is excellent, especially in the way that they have engaged with the councils who will be delivering it to make it practical and realistic. The model of a council delivering a service using a platform developed by central government is itself novel and will be of interest to other teams in government.



# Country: **Estonia**



## ***What good looks like***

### **Service:**

The entrepreneur account

A public private partnership between Estonian Tax and Customs Board (ETCB) and LHV bank, which provides an opportunity for private individuals to facilitate the fulfilment of entrepreneurship-related obligations. When using the Entrepreneur Account, you do not have to worry about the financial statements, monthly tax returns or payment of taxes – everything is automatically calculated based on the payments to the entrepreneur account.

### **Ministry or Organization in Charge:**

Estonian Tax and Customs Board

### **Technical challenge**

Building a service where one individual could own multiple entrepreneur accounts in different banks and how to inform the banks of the correct amount of tax to be withheld. Up to 25 000 euros of income received to entrepreneur accounts in one calendar year is taxed with 20% tax rate. Income exceeding 25 000 euros in one calendar year is taxed with 40% tax rate.

Second challenge was sharing individuals' entrepreneur account income data with other state institutions (e.g. Estonian Health Insurance Fund, Estonian Unemployment Insurance Fund, Social Insurance Board) to benefit from the withheld tax.

## Digital Service Design Principles:

There are two data exchange services between the bank and ETCB. First service is to notify ETCB when an individual wants to open or close an entrepreneur account in the bank. Second service exchanges information about income received to entrepreneur account and tells the bank the amount of tax to be withheld (and transferred to ETCB).

Estonian Tax and Customs Board keeps a record of tax liability.

## Impact:

The direct impact is yet to be seen since the service is up and running only since January 2019. The entrepreneur account is a country's call for people to become more entrepreneurial by creating bureaucracy free conditions for people

## ICT Commissioning and Procurement:

Multiannual IT framework agreements are in place and one of these was used to outsource this service development. These framework agreements have been procured through public procurement process and if they had not, we should have of course conducted a separate public procurement for it.

## User satisfaction measurements:

The system itself does not have a user satisfaction measurement in place, however, the ETCB regularly looks at taxpayers' feedback towards various e-services and take it into account in developing services.



# ***What not so good looks like***

## **Service:**

Submission of waste report

Persons who have been issued a waste permit, an integrated environmental permit or are registered as waste handlers must submit an annual report to the Environmental Board on their waste activities once a year. These include calculating the amount of waste generated and handled in Estonia; quantities of waste to be imported and exported etc.

## **Ministry or Organization in Charge:**

Estonian Environmental Board

## **Technical challenge:**

Waste Reporting Information System (JATS) has been in use since 2001. It has seen some upgrades over the time, but no major developments have been conducted in the past years, because the state is planning to gather all applying, handling and issuing of environmental permits into a new information system. However, setting up the new system is taking its time and submission of waste reports is not planned to be taken to the new platform just yet. This poses a challenge in terms of using an outdated system for multiple years and not wanting to renew it either.

Another challenge lies in not transferring the same old service procedure to the new information system as this would hinder the development of service.

## **Digital Service Design Principles:**

Estonia has adopted The Once-only Principle, which ensures that citizens and businesses should supply

diverse data only once to a public administration. This means administrative authorities are prohibited to require companies to provide information that is already entered in a public database. The prohibition also applies to information which can be obtained from the relevant register of another state agency. This service does not take once-only into account and asks entrepreneurs for multiple bits of information already existent in state databases. Thus, the service is not user-driven and creates extra bureaucracy for clients.

Additionally, the current system in use (JATS), does not follow a responsive and user-friendly service design principles (e.g., the client cannot use the system before creating a separate account and wait for the Environmental Board's approval of using it).

The Government Regulation "Principles for Managing Services and Governing Information" is in force in Estonia since June 2017. The Regulation sets out the main requirements for management and development of services and information governance in the public sector, including requiring authorities to define their service target groups, describe services they offer via different channels and add KPIs to each service channel. This service does not have in place performance measurements.

### **Impact:**

Estonian entrepreneurs have for years talked about the need for unified databases and registers in order for administrative burden to become lower (<http://www.praxis.ee/wp-content/uploads/2014/03/2012-Vaikeste-ja-keskmiste-ettevotetearengusuundumused.pdf>). Also, an initiative called the Zero Bureaucracy project aims to reduce the bureaucratic requirements imposed on enterprises by the state and make the communication between the state and businesses as well as between state agencies less burdensome. When looking at the first round of proposal sent for the Zero Bureaucracy task

force by entrepreneurs, many suggestions proposed to review the overlapping data provided to public agencies as the data is often already handed to another agency and TOOP is not implemented. It means this particular service contributes to the overall negative mindset against state agencies asking for information they already have and therefore, imposing unnecessary bureaucracy on entrepreneurs. This in turn, negatively impacts Estonia's reputation as a highly functional e-state.

### **User satisfaction measurements:**

The service is not being measured.

### **Emerging Technology use:**

No



# Country:

# Argentina



## *What good looks like*

### Service:

Mi Argentina.

It is the Citizen Digital Profile, a service delivery platform that provides a digital one-stop-shop access to Government services, where users can create their account and customize their experience managing procedures, making appointments, accessing digital credentials and receiving personalized information, among others. The service is available both in website and mobile app version.

### Ministry or Organization in Charge:

Undersecretariat of Digital Government, within the Government Secretariat of Modernization, working in collaboration between Government departments that offer public services.

### Political change:

Building a one-stop-shop service delivery platform starting from scratch, where it was a lack of a unified digital strategy, non interconnected platforms and where services were not focused on users, represented a political challenge and it was part of a bigger goal within the new Government Administration: to modernize and transform the Administration into a 21st Century Government that is citizen driven, digital and open by default, paperless and cross-channel, that works together offering services transversally, changing the experience, procedures and Government culture.

Through Decree No. 87/17 dated February 2, 2017, the President created the Public Sector Digital Platform, formally establishing a single domain strategy (argentina.gob.ar), creating the Citizen Digital Profile Mi Argentina and ordering the integration of other existing dashboards and platforms within it, among others, giving the authority over the Digital Platform to the Government Secretariat of Modernization (Ministry of Modernization at the moment). Later on, through different Resolutions, the Government Secretariat of Modernization (Ministry of Modernization) entrusted the Undersecretariat of Digital Government with organizing, developing, executing and following up on the Public Sector Digital Platform.

Since December 10, 2015, over 1000 websites were closed and information integrated in the new single domain website argentina.gob.ar, over 1000 services were transformed and a service delivery platform was created Mi Argentina with new services added in a daily basis.

### Technical challenge

As Mi Argentina was built from scratch, since there was no preexisting similar one-stop-shop service delivery platform, the process of designing, developing and implementing the platform itself, from a technical perspective, had not represented a major challenge. The team had green light and the conditions to design and build a new service with a good experience that meets users needs whilst interacting with a significant number of government services. Also, the team had the experience gained working in Buenos Aires City Government, where Mi BA, a similar service delivery platform centred in the services provided by the City, was developed with great success.

What became a challenge was the integration of the different preexisting government services within Mi Argentina, each one had their own format, databases, uses different technologies and legacy systems. Also Government departments had their own priorities setted,

so at the beginning small amounts of time were allocated in the customization and developing needed in order to transform services, that were not design as digital, and therefore, their integration in Mi Argentina.

Building small and fast delivered services that meet specific user needs, that no one was tackling, helped overcoming this challenge and started to increase the number of Mi Argentina users accounts. As new services started to be incorporated with success, new departments raised interest in working in a profound transformation of their services, how citizen experienced them, integrations with Mi Argentina, administrative procedures and cultural transformation needed for that ends. A great example of those quick delivered services was the development of the notification system, used at the beginning to remind citizens, by email or push notifications, about tax due dates, benefits collections or even of the next holiday, as the user research team working in Mi Argentina realized that users were searching this information within different websites but not always easily finding official information.



#### \*Digital Driver License

In February 2019 the Digital Driver Licence was launched, becoming the first digital citizen ID, integrated in Mi Argentina, that can be used independently and is as valid as its physical version. It was the first of the digital credentials that Mi Argentina will incorporate during 2019.

The design, develop and customization of the legal framework needed in order to have Digital Driver Licence took only 65 days, from the kick off between the digital services team from the Undersecretary of Digital Government and the National Traffic Safety Agency to the Launch and Press Event with the Ministers.

## Digital Service Design Principles:

Mi Argentina aligns with almost all of the design principles, a few examples being:

- **User Driven**

A dedicated user research team work in the continue optimization of Mi Argentina services in order to keep them aligned with users needs and behaviour.

- **Security and Privacy Focused**

Services that may contain personal or sensible user information require that the user validate its identity. This validation process, that can be made through the mobile app, compares the biometrical data of the citizen register in the National Registrations of the Persons, office that issue the National ID, with the one provided by the user.

- **Open standards**

The platform was developed with open standards, like OpenID Connect.

- **Agile methods**

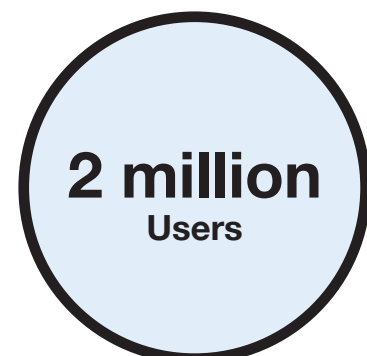
Building Mi Argentina and the integration of services it's a continue iterative process.

It also aligns with Government as a platform, Accessibility, Consistent and responsive design, Performance measurements and Encourage Use principles.

## Impact<sup>1</sup>:

Mi Argentina accounts:

As an example of potential reach, almost **19 million** Drivers Licences are currently valid in Argentina.



## ICT Commissioning and Procurement:

No ICT commissioning and procurement was needed, as it was developed by in-house Government teams.

## User satisfaction measurements:

Each delivery iteration includes a user satisfaction research process that may include, depending on the services that were released in the last months or are near of being released, web analytic analysis, users interviews, digital services overall satisfactions measures, among others.

## Gender Equality:

Not specifically. Its use is available wide open for citizens and people visiting or living in Argentina.

## Emerging Technology use:

Not used at this time.

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Links:

**Citizen Digital Profile**

<https://mi.argentina.gob.ar/>

Information:

<https://www.argentina.gob.ar/miargentina>

Available services list:

<https://www.argentina.gob.ar/miargentina/servicios-disponibles>

Point of Contact:

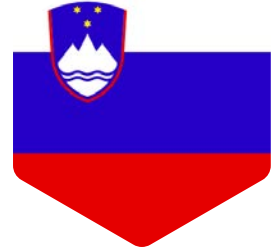
**Daniel Abadie, Undersecretary of Digital Government**

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<sup>1</sup> July 2019 data.

# Country: Slovenia



## Service:

State portal eGovernment (eUprava) for citizens.

Portal eUprava is the main point for e-services for citizens. The target group are all citizens, youth, elderly, blind and partially sighted users, users with dyslexia, the deaf and hard of hearing and all other users. Some services contain only a description, some have an application form attached (mostly PDF, some in Word); some services are completely electronic (electronic applications) and are prefilled with the data from state registers. An important function of the portal is enabling an insight in submitted applications, monitoring their resolution and get the answer from the state institutions.

We believe it is necessary that citizens know the data their government have about them. With respect to that we have developed a special module »Moja eUprava / My eGovernment« in the State portal eUprava for citizens. Through this module, citizens can access to some of their data stored in the official records. Access is enabled with a digital certificate. The content is constantly increasing by introducing new sources to the portal. Data access and sharing among public authorities is technically realized with the use of horizontal building blocks for data exchange. The building blocks were developed and are managed and maintained by the Ministry of Public Administration.

Electronic applications; these applications are created in the background (by the editors), so they can be linked to the national registers and the user does not have to enter personal data which can be accessed only using digital certificates.

## **Subsidized transport ticket for students**

### **Example of a good service**

A single subsidized ticket is available to students for transport during schooling on a portal eUprava. This means that a student can travel from place of residence to the place of studying with one ticket, with different means of transport (train, bus). The state substantially subsidizes the price of the ticket.

A student must apply for a subsidized ticket before the academic year. From the year 2017 they can apply also electronically on a portal eUprava. It is not necessary that a student by himself types his personal data in his application, because the data are obtained from the state registers automatically. The application knows which student want to apply an application form, because they must use their personal digital certificate or SMS authentication. The student must fulfil only the entry and exit stop. Upon approval, a student receives a code with which he can then pay the ticket on the web site of the carrier. A ticket is automatically loaded on his ticket card at the first ride with a bus or a train.

To develop this application, we have cooperated with several ministries, companies and students. At the time of testing of the application, we intensively worked with students and most of their comments were considered when upgrading the application.

What are the benefits?

- Fast service for citizens (students), services are available outside office hours
- Higher efficiency gains
- Easy to use

**State portal eGovernment(eUprava) for citizens****Example of learning**

Bad practice that we notice in using service for subsidized transport ticket for students via portal eGovernment, is that students are not used to using our service. In many cases they even don't know for e-service. They usually buy tickets at carriers' companies, as they did for many years till now. They do not rate our service as trustworthy yet. We also contacted schools and ask them to help us to promote our service as trustworthy, but also there they advise students to buy a ticket in the way that they were used to using it till now or to buy tickets via our service. We notice that students would rather use the old, slow way of buying tickets, the way they know it well, than trying something new. It's also true, that for buying ticket via our eGovernment portal, they must have digital certificate or SMS authentication, which they usually don't have yet. Even if they can get the digital certificate for free, they don't take time to go and get it.

Ministry or Organization in Charge: Ministry of Public Administration in cooperation with the Ministry of Education, Science and Sport, Ministry of Infrastructure, external companies, carriers and students.

**Political challenge:**

The subsidized ticket service for students is not so much a political challenge, as is the challenge of organizing the cooperation between several ministries, companies, carriers and students among themselves. We made a lot of hard work to make the acquisition of the subsidized transport ticket for students as easy as possible and reachable in the shortest possible time.

Another challenge was its adoption by the students themselves. To make the service known to everyone, and to make students realize that this is an easy, secure and fast way of getting subsidized transport ticket, took some effort and it is still a work in progress.

### Technical challenge:

Several state databases and also the Geo systems are involved in the service, which are important in deciding whether the student is justified to get subsidized transport ticket or not. Several ministries, companies and students participated in the development of the service. Joining all the parties was a demanding job. And we really wanted to do the hard work to make the service as user-friendly as possible.

### Digital Service Design Principles:

Service subsidized transport ticket for students aligns with most of the design principles. A few examples are:

- **User Driven**  
Service is developed using customer centered design, ensuring it was easy to use, understand and provides value.
- **Agile Methods**  
Our development base on SCRUM agile metod. We have months sprints, internal and external testing , user testing and production.
- **Accessibility**  
service for buying subsidized transport tickets was built as a responsive web application with accessibility firmly at the forefront. We are working towards the A+ accessibility standard.
- **Security and Privacy Focused**  
to access subsidized transport ticket service, a user needs to register (sign in) with a qualified digital certificate issued for an individual by the issuers SIGEN-CA, SIGOV-CA, SMS PASS, POŠTA@CA, AC NLB or Halcom-CA. The user performs the authentication (signing in) by means of the online registration service and the e-signature SI-PASS.
- **Encourage use**  
In developing the service subsidized transport ticket for students we intentionally partnered with students, for who this service was developed. It was more than just consulting with them, they were genuine partners and had a say in the

development and delivery of the portal and service. This partnership has meant that we developed the service, that students and their parents would use. We also utilized social media to promote, as well as promoting the service with advertising on web pages, television, radio, websites of carriers ... on all the places that students usually look for information on how to buy subsidized transport fares.

### **Impact:**

This service is created in the background of the portal eGovernment. Service is linked to the national registers and the user does not have to enter personal data by himself, because data can be accessed by digital certificates that students use. So, by using digital certificates students can get their subsidized transport ticket using only their computer. They can get their ticket faster, services are available outside office hours and service is easy to use.

### **ICT Commissioning and Procurement:**

Developing the service for subsidized transport ticket for students was paid from the funds for upgrading and maintenance of the eGovernment portal, which is partly financed from European funds.

### **User satisfaction measurements:**

We use web analytics Matomo (Piwik) and we closely monitor the use of a service for subsidized transport ticket to improve the services. This way we see how much users use our services.

We also use our Call center to tell us what are the most frequently questions that students have regarding the subsidized transport ticket.

But in our opinion only monitoring statistics it's not enough. We also go out, among people and ask them

how they would suggest improving the use of the service even more.

## Gender Equality:

Portal eGovernment is the main point for e-services for citizens in Slovenia. No matter what gender they are.

## Emerging Technology use:

We cannot say that we are using new technologies. What is new in developing this service is, that several ministries, companies, students participated in the development of the service. Several state databases are involved in the service, which are important in deciding whether the student is justified to get subsidized transport ticket or not. When all information about the student is collected (address of residence, title of school, study status, desired driving relation ...), the student submits the application online. Students don't need to know the exact name of the bus stop at home and at school, because they can select them on the map (we use geo location). Within three minutes, he receives a decision to his safe box on the eGovernment portal, whether or not a subsidized ticket belongs to him. In case he is entitled to such ticket, he can buy it online right away. The new ticket is sent by the carrier to his home or charged to the old ticket.

To make the process easier we offer students to get an old application form and just make some changes if they are needed.

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Links:

<https://e-uprava.gov.si/podrocja/izobrazevanje-kultura/visoka-in-visja-sola/subvencionirana-vozovnica.html>

Point of Contact:

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00386 1 478 8612

# Country: Canada



## Service:

### Improving Services to Veterans in Canada

Launched in July 2017, the Canadian Digital Service (CDS) supports Canada's first-ever Minister for Digital Government, partnering with federal departments to build services designed for the people who use them. CDS has recruited top talent from across Canada and around the world, demonstrating that the digital delivery unit model can deliver results in the Canadian context and confirms the enormous potential of applying agile and human-centred design methods across its government.

One of these partnerships to date involved CDS working with Veterans Affairs Canada (VAC) to develop a new tool to help Canada's Veterans and their families easily find and access the benefits or services that are relevant to them.

## What was the problem?

VAC serves a range of people with diverse needs - from World War II Veterans to recently retired military members, as well as their families. Only 18% of Canada's roughly 650,000 Veterans are currently in receipt of benefits and services from VAC. Through discovery, it was learned that of the total Veteran population, 600,000 are from modern conflicts. These are recent Veterans with their own, new challenges. The team began conducting research to dig deeper into the Veteran's experience. They spoke with Veterans, family members, and still-serving members of the Canadian Armed Forces to understand what needs and goals Veterans have, what barriers they face, and how might VAC bring them closer to fulfilling those goals.

The team initially ran into challenges conducting design research with Veterans, which as a new practice within the Government of Canada was being confused with the process for Public Opinion Research. The CDS policy team worked with stakeholders to establish new government-wide policy guidance that carved out clear space for the team and others to proceed.

One of the most critical parts of working as a multidisciplinary team is that it breaks down functional silos. All functional communities move along with the development of the service from the start, to understand perspectives and decisions. Every member of the CDS team working with VAC, whether they were a developer or a policy analyst, got the chance to empathize with a real story and take what they heard into building a better product for Veterans.

The research uncovered five key findings:

- Veterans feel a stigma when admitting they need help. There is a lot of effort and resources put into outreach and communications, yet the message itself and acting on it are not things Veterans are yet ready for.
- Veterans do look for more information, but they end up getting lost in the content. This happens because as new Veterans, they don't always know what they need or what their lives should look like after the military, or they don't know where to begin. They need some guidance to help them get started.
- Veterans find the information on the VAC website complex and overwhelming. They spend more time navigating through pages of information than they spend learning about the benefits that might help them. They need plain and direct language, which has been recently aided by VAC's efforts to improve its website.
- Information on the website alone isn't enough for them to make the decision to apply for a benefit. It is the first touchpoint, but they are looking for

human guidance on what makes sense for them.

- Veterans want to understand the process and know what to expect ahead of time, like what are the realistic wait times, what does all the amount of paperwork involve, and knowing what makes a good application are all factors they take into applying.

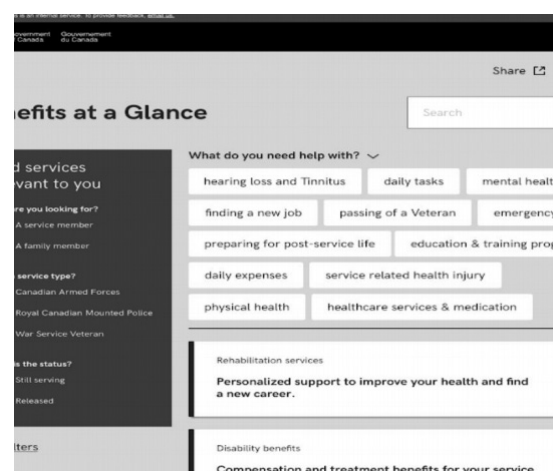
Based on the problem space and the research findings, the team established the product vision: to help Veterans and their family members find VAC-provided benefits that are relevant to them, in language they understand, and to guide them so they can confidently take their next steps.

## Developing a first working prototype

To get started, the team mapped out how VAC benefits and services related to one another. Which benefits were a gateway to other benefits, who each benefit was for, if one benefit was required to access another, or, if you could not access one benefit because you were already receiving another.

This work was complicated, but it helped the team understand the information they were working with and how best to present this back to Veterans. This was the hard work worth doing so that Veterans don't have to. The team put together a clickable prototype that shows the full list of the 38 benefits that VAC offers with the benefit name and a simple one-line description that was created in the workshops.

To make this less overwhelming for Veterans, it started off with 3 questions to filter the benefits down as efficiently as possible. Users can also filter benefits by categories, which brought awareness to the kinds of benefits offered. For example, someone can quickly see VAC can help with finding a new job or preparing for post-service life.



## Iterating based on feedback

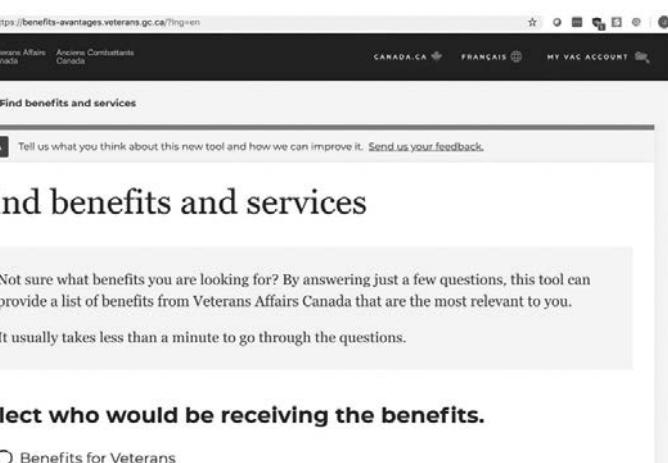
The team conducted four rounds of usability testing throughout the Alpha phase. To get a quick product out there to test for the first round, they used a clickable prototype built with screen mockups that linked to one another. By the second round of testing, the team had built a product using open source code.

The findings stayed consistent with the five key findings from discovery research. The first prototype was information overload and there wasn't enough guidance. Veterans still had a hard time knowing where to start. Much was also learned about what words weren't resonating with military members so all the content went through multiple iterations.

In a span of three months, the team made a lot of iterations to the product. They used key performance indicators that were tracked in each round of usability testing, to verify that the changes made were the right ones. This included things like the average number of unfamiliar words reported per participant, the percentage of key tasks completed, a user's confidence in having found the right benefit, and how many users encountered a problem with the interface when completing tasks. More information on the measurement of the product [can be found here](#).

Usability testing continued throughout Beta in four locations across Canada, in English and French, involving

nearly one-hundred Veterans, frontline staff, still serving members and their families. The finished Beta product was handed off to VAC in spring 2019. The product took important steps towards better meeting Veterans' needs: it began in an



environment with telephone channels being Veterans' main source for information, due to the complexity of content presented through digital channels; the perception that benefit programs are "money or nothing"; and improvements in online services taking months to reach Veterans in some cases.

The product introduced language that came straight from the Veterans themselves that is focused on their needs, saw service improvements shipped multiple times daily, and roughly 70% of Veterans being confident during testing that they'd found the right services for their needs. Building capacity for the long term CDS's mandate is not to simply build better services, but also to build capacity across government for serving people better. This was an important part of the partnership with VAC, where throughout the beta phase, VAC established its first multidisciplinary delivery team that worked alongside CDS members. This offered coaching opportunities in new methods and practices so that they are better able to keep working this way after the partnership had ended.

# Country: **Australia**



## **Service:**

govX life events initiative.

The govX life events initiative helps government agencies in Australia to develop services that meet the needs of people and businesses as they experience particular life events. For example, having a baby or growing a business.

The Australian Government's Digital Transformation Agency works with agencies from across the three levels of government in Australia to map and understand people's experience during key journeys. We use this as a starting point for identifying and prioritising opportunities to transform services and deliver improvements.

To date, we have mapped eleven life events and we are doing research to inform our twelfth life event map on retirement. We continually update a set of top ten common pain points that we find across these life events.

By putting the experience of people at the centre, this approach breaks down the silos between agencies and government jurisdictions and creates a view of government service delivery that is truly human-centred.

Collaboration across agency and jurisdiction silos is the key to this approach. At the core of govX are several life event communities, which are professional networks where federal, state and local government staff come together to work on improving life events, across the organisational boundaries that might otherwise constrain what they do.

## Ministry or Organization in Charge

The govX life events initiative is led by the Australian Government's Digital Transformation Agency but relies on collaboration and partnership with agencies from federal, state and local government.

This approach is overseen by the Australian Digital Council, a ministerial council established in 2018 to encourage better cross-government collaboration on data and digital transformation. This collaboration drives smarter service delivery and improved policy outcomes for people and businesses.

The state governments of the Australian Capital Territory, New South Wales, Victoria and Queensland are all actively working with the DTA and other federal agencies to apply a life events approach.

## Political challenge

For a long time, service delivery has been the responsibility of individual agencies, which are part of discrete portfolios and report to individual Ministers. By nature, people's needs during key life events span multiple agencies, portfolios, levels and jurisdictions of government. This does not support the collaborative effort required to deliver real improvements to service delivery for people and business in Australia.

A life events approach disrupts this model of accountability and allows government to reconsider how services are governed, delivered, funded and managed.

## Technical challenge

Looking at the transformation of services through a life events lens raises several technical challenges for government in Australia, including:

How we provide a more personalised digital experience, noting people often need to traverse many websites and digital products to meet their needs.

How data is shared in a way that is efficient and protects the privacy of end users to enable more connected and joined up services.

The need to identify elements of operating environments that rely heavily on legacy business practices and systems that require improvement or remediation.

How we create a foundation of digitally enabled, machine readable legislation, policy and rules to support the services delivered across Australia. This will help users navigate their obligations and entitlements.

## **Digital Service Design Principles**

The govX life event initiative addresses all design principles:

### **— User Driven**

This initiative is designed to put the needs of people at the centre of everything we do, regardless of agency or jurisdiction boundaries. The govX approach uses life event journeys, and the pain points people experience throughout the end-to-end journey, to drive a collaborative program of service improvement.

### **— Accessibility**

Accessibility and inclusion are key criteria within the Australian Government's Digital Service Standard (DSS), which also applies to this work. By considering people's end to end needs, a life events approach sometimes identifies issues that might otherwise not be surfaced if considering individual services. For example, for someone caring for a child on the autism spectrum it can be difficult to access and use government services. Part of our research showed that attending an environmentally unfamiliar service centre, in person, to meet the requirements to prove identity, does not always consider the accessibility needs of the person.

- **Consistent and responsive design**

The use of consistent and responsive design, open standards and common platforms are key criteria within the DSS and are applied to the govX approach. These criteria are based on best practice and user reach, ensuring govX work is simple, clear and fast for all users. They also allow for the acceleration of work and reduced costs.

- **Performance measurements**

The DTA is developing an approach to measure the performance of the program and connected initiatives. This approach will look to monitor the success of the program across multiple agencies and jurisdictions. This will complement the approach taken to gauge customer experience improvements.

- **Encourage use**

Many of the opportunities identified by applying a life events approach are centred around encouraging use of government services. For example, agencies are starting to develop content that helps people navigate through complex life events and directs them to individual services they might need.

## Impact

In just over 12 months, GovX has mapped 11 life events, covering multiple agencies and jurisdictions. This has resulted in four cross-jurisdictional life event projects that are already underway including on:

The experience of having a baby, looking for work, the death of a loved one, retirement.

GovX has also identified the top 10 common pain points for people and developed a prioritised backlog of improvement opportunities and corresponding solution hypotheses. The program has progressed three experiments to experiment (Alpha) stage, which test the potential for WofG implementation.

Finally, the program has established six life event communities, with more than 350 people from 40 local, state and federal agencies, to collaborate and build the capability required to deliver improvements.

## **ICT Commissioning and Procurement**

The life events approach has identified several opportunities where a whole of government approach to an ICT solution would benefit to end user. The life events approach also helps agencies to discover the technical complexity of legacy systems and opportunities for improvement or remediation.

## **User satisfaction measurements**

The DTA is developing an approach to measure customer experience across agencies and jurisdictions.

## **Gender Equality**

The life events-based approach allows the DTA to consider broader issues such as gender equality as part of service improvement. For example, the DTA and NSW Government are collaborating to improve government services during retirement. A key consideration is the gap between the average retirement savings of different genders and the systemic issues this can cause. Focussing on individual government services does not always allow these types of issues to be considered.

## **Emerging Technology use**

While emerging technologies are considered as part of identifying service improvements, the govX program is designed to ensure solutions are driven by the needs of users and not technology trends.

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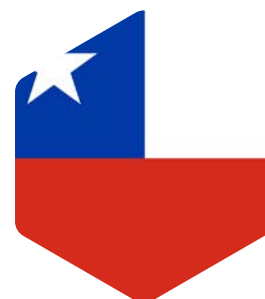
Links:

<https://www.dta.gov.au/digital-transformation-strategy/3-strategic-priorities/government-thats-easy-deal>

Point of Contact:

[govx@dta.gov.au](mailto:govx@dta.gov.au)

# Country: **Chile**



## ***What good looks like***

### **Service:**

ChileAtiende Self-Service Kiosks.

Many Public Services have implemented self service kiosks, allowing citizens and users to access services in this self attended mode. A survey carried out in 2017 accounted for over 800 kiosks nationwide. In all cases, each kiosks offers services exclusively from each institution. At some locations, up to 4 kiosks from different services could be found side by side. A pilot project was setup to determine the most frequently used services, and develop a software that would integrate them into one kiosk. This was developed under the same principles of the ChileAtiende one-stop shop.

During 2017, this platform was developed, integrating 14 services (including the creation and delivery of the ClaveÚnica, a unique authentication password for citizens to interact with the state, by the use of biometric identification to verify the identity of the user), from 6 services. This semi- one-stop-kiosk was deployed in 39 locations, including ChileAtiende offices in all regions of the country.

The kiosk platform allows for new services to be easily added, and a second software version includes personalisation options for each institution, as well as a central monitoring system for operation and management.

The pilot experience has generated over 370.000 transactions since, and the ChileAtiende Kiosk network is expanding during 2019 to all major ChileAtiende offices, as well as local government locations, and is being adopted by 3 of the 5 most demanded institutions. In this way, users can now obtain the most needed certificates and services at one place, in any location on of these units is present. This is particularly important for obtaining the ClaveÚnica, which due to the need of identity verification, cannot as yet be obtained via web, and of which over 30.000 have been handed by the kiosks.

The initiative's goal is to replace most of the mono-function kiosks with this integrated platform. Institutions still buy or rent, and manage, their kiosks, but run the integrating software provided by Digital Government.

Though most of the services provided are obtainable through the internet, many users still concur to offices, not being convinced of the digital channel for these services, or not trusting it yet. The ChileAtiende kiosk has proven to be the first step towards migrating users to the digital channel, since many times their first digital interaction occurs through the kiosk, but assisted by a public servant. Ideally, the need for the kiosk should diminish, as the use of online services rises.

It is important to note that this implies a change in the service model for institutions, a challenge that has been taken on by forming a Service Delivery Council, with the participation of the main face-to-face service providers.

### **Ministry or Organization in Charge:**

The initiative was implemented and is coordinated by the Digital Government Division of the Ministry General Secretariat for the Presidency

### Political challenge:

Until this initiative, each institution managed its own, mono-functional kiosk projects. Changing from this model to a network model poses an important political challenge. Each integrated institution should now adhere to a third party standard and operation model. Another major issue is that public servants can see this kind of technology as a threat. As an example, at the best performing offices, one kiosk could represent over 20% of the service production. Nevertheless, a strong case was made as to reducing servants role in “quick certificate delivery”, which is a service of low added value, and augmenting their role as a citizen advisor in their relation with the State. This naturally means that, on average, the time spent tending to users will notoriously increase (given that quick attentions would be increasingly handled by the kiosk), and therefore any related KPI would have to be re-defined. In most cases, both challenges have been succesfully overcome, and early estimates indicate that over 350 ChileAtiende kiosks could be in place by the end of 2020, with another 150 to be replaced by them in following years, as the old mono-functional ones end their life-cycle.

### Technical challenge:

There is no major technological challenge, other than defining and agreeing on technical standards among the main institutions that would adopt this solution.

### Digital Service Design Principles:

#### — User Driven

A UX and service design team was commissioned to study and determine users needs and willingness to use this kind of service.

#### — Accessibility

Multi service kiosks allow people to access multiple services from one same location. This has a particularly important effect in remote areas, where many public services are not physically present. ChileAtiende kiosks, then, enhance coverage for the

main, most demanded services.

— **Agile methods**

The software was developed using agile methods, achieving and deploying the first version in under four months.

— **Performance measurements**

usage level, amount of transaction, kind of transaction, interrupted transactions, uptime, among others were all continuously measured and analyzed in a monthly committee to study adoption and impact on the whole service model.

— **Encourage use**

one of the main purpose of this initiative is to encourage the use of digital channels, particularly for easy and widely used services. Having the possibility to “skip the queue” to obtain the service through a kiosk, being assured that it has all the same legal property of paper certificates, encourages reluctant users to use the web next time. The kiosk is to be the first step of digital adoption.

## Impact

There are multiple important impacts to be taken into account. On one hand, people who have already travelled to a public service office where a kiosk is present, can reduce waiting time considerably by using the kiosk instead of waiting in queue to be attended. Secondly, this person will now know that the service he sought (as well as many others), is available digitally. Hopefully after one or two times this happens, he/she will adopt the digital channel as first option. In third place, the added value of public servants job is significantly increased. “Handing in paper” will be solved by the kiosk, leaving them time to give better and more valuable attention to users. This is an important re-signification of public

servants labor. Finally, this produces an important optimization of State resources, allocating one kiosk where multiple ones were needed to provide the exact same service. Furthermore, the experience for the user is unified.

## **ICT Commissioning and Procurement**

The project was developed using the Public Procurement directives, was subjected to the approval of the modernisation committee in the ministry of Finance, and was commissioned to private development, both on user experience design, software development and hardware.

## **User satisfaction measurements**

User satisfaction was not considered directly in the 2018 pilot, but a quick survey will be included in the next release of the kiosk software.

## **Gender Equality**

Gender equality was not a consideration of this project, given that it is intended for all users without exception.

## **Emerging Technology use**

The technology used is not considered emergent technology.

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Point of Contact:

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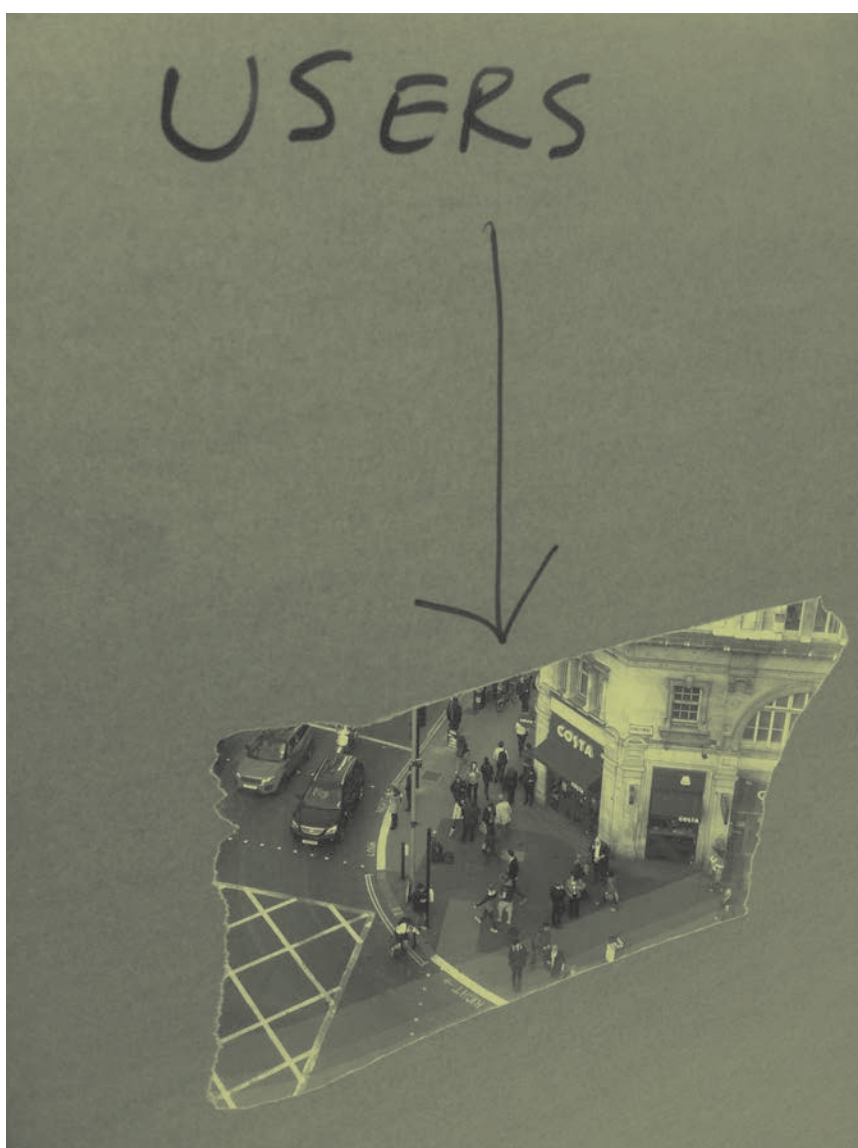
# Driving user centred design

As stated on the Recommendation of the Council on Digital Government Strategies, adopted by the OECD Council on 15 July 2014,

***“digitally enabled participation and production of services is changing people’s expectations about their relationships with governments. As a result, new public governance approaches are needed to support a shift from governments anticipating citizens’ and business’s needs (citizen-centric approaches) to citizens and businesses determining their own needs and addressing them in partnership with governments (citizen-driven approaches).”***

These services are also changing how we interact with our citizens and how we face the different challenges that establishing public policy analysis entails, and it is also changing the tools we are using. We see upcoming trends in the use of emerging technologies and ICT procurement developing in the design of digital services for the country.

The experiences portrayed in this document show the different aspects and views that governments can follow, at the same time that it enables a network of contacts within the OECD countries to continue sharing specific know-how on how to tackle the next digitalization obstacles. The group recognised to enable authorities to continue the best practice shown so far it needed to ascertain the countries maturity at a macro level.

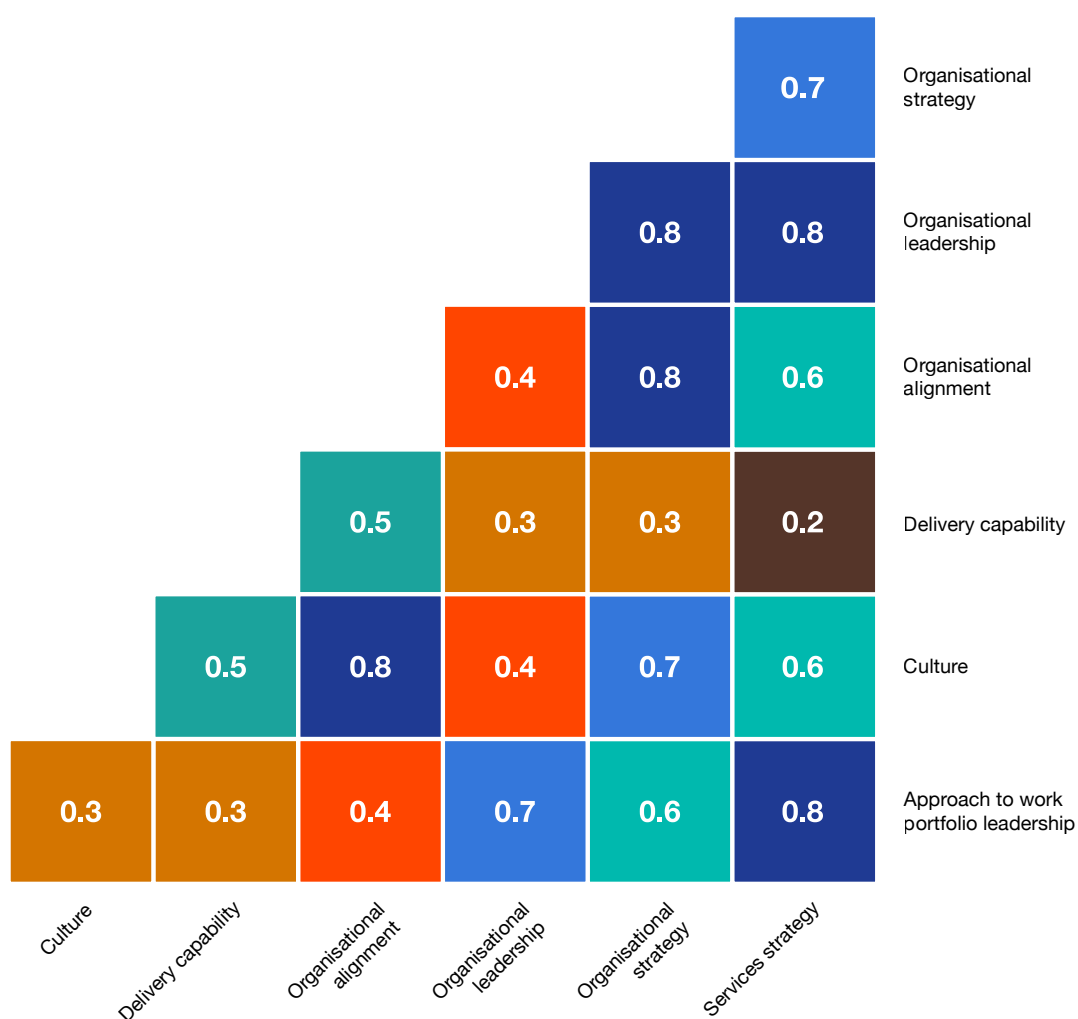


# Country self assessment results

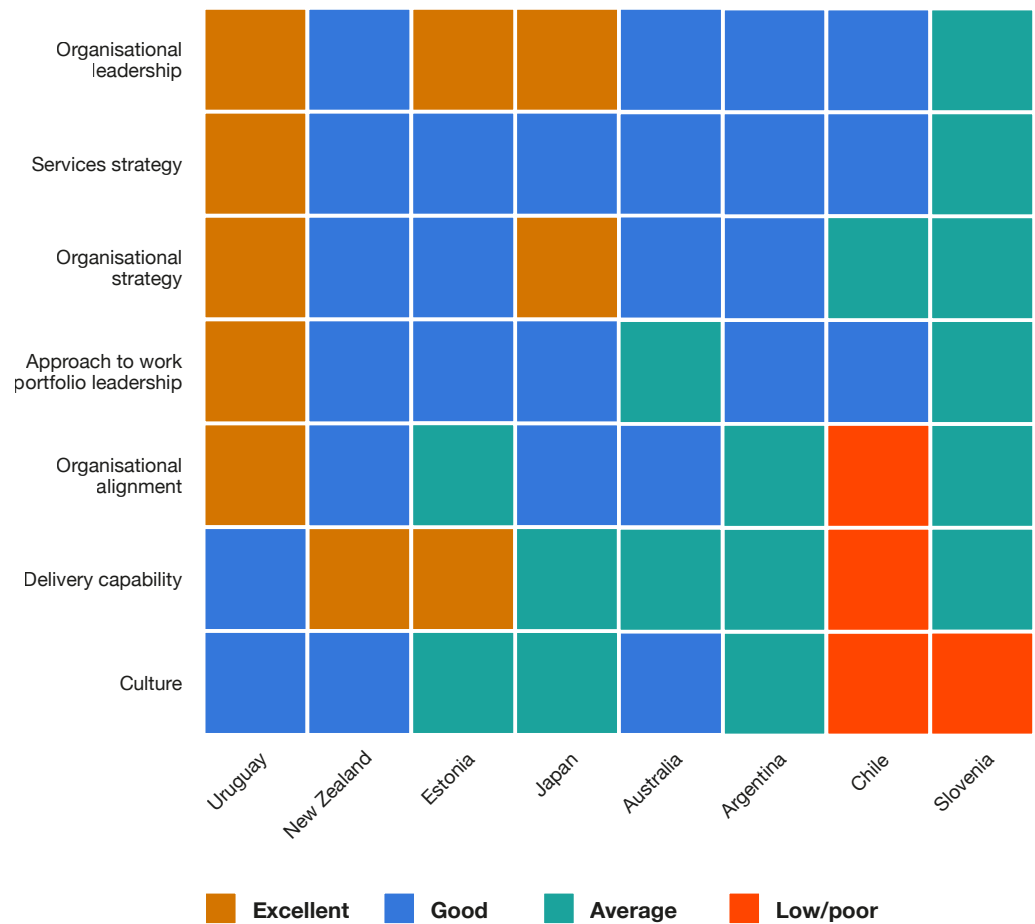
**Graph A:** shows the number of responses in each category for each question. The questions on the y-axis are ordered with the highest rated question at the top and the lowest rating at the bottom.



**Graph B:** shows the Pearson correlation between the answers to the questions. For example the answers around Approach to Work Portfolio Leadership are closely correlated to Services strategy, but less to Organisational Alignment.



**Graph C:** is an overview of all the answers to all of the questions by all of the countries. The countries and questions are both ordered by their total rating.



# What we could do next...

Delivery Capability was key to the group and an important measure in the rubric.

The maturity rubric was tested and found to be a useful tool from a macro perspective in evaluating an organisational approach to user centred design. It was felt that further work and application to a devolved or agency level would be a useful lever in stimulating a whole of government change.

An objective from developing the rubric further with implementation guidance would be how the rubric is used to change and empower governments to enable reforms quickly.

Areas of the rubric received high scores in criteria such as Organisational Leadership, Organisational Strategy and Work Portfolio Leadership. Member countries highlighted it would be beneficial to learn why certain countries evaluated themselves so highly and demonstrate how they got to that position.

There was a disconnect pattern from Services Strategy and Work Portfolio Leadership compared to delivery capability. An area to look at in future could be why there is such a gap and how it can be addressed.

A unanimous low score for culture highlighted the importance of the measure in the rubric. It was recognised as hard by most countries, both in building culture in the organisation itself and delivering services meeting the needs of the demographic culture the digital services were intended to serve.

Countries in the group agreed it was still a challenge to change the way the digital services were used.

Common queries emerged on how do you actually deliver a digital government from the top, a subsequent theme emerged on how E-Leaders drive change from a people perspective instead of making it a technology prerogative.

In leadership of the digital agenda, it was raised how it can be driven from the top without leading to a vertical and silo based mentality.

Further work would be beneficial looking at how E-Leaders can operate outside of their institutional boundaries. If E-Leaders want to deliver services in these confines they can make it happen, start small and take an incremental approach delivering often. Whilst code is cheap, how can government help ensure it does not make it expensive.

# Annex

## 1

### **UK | Service Design Maturity**

The majority of government policies are dependent on – or seek to affect – people’s judgments and decisions. A range of interventions can be used to influence the population, from regulations that restrict choice to tax incentives and persuasive marketing campaigns. The problem is they are often time-intensive, high-cost and built on an outdated understanding of human behaviour. The result is a range of programmes with a firm rationale but minimal impact.

[www.designcouncil.org.uk](http://www.designcouncil.org.uk)

## 2

### **NZ | Working Group Update**

Purpose and value of Digital Maturity Model (DMM)

Transparency of digital capability progress/maturity providing confidence to Ministers that agencies have the right skills and capability to achieve digital transformation

Inform system insights and opportunities to help realise outcomes and government vision/priorities

Establish industry-aligned and public sector focused digital capabilities

[www.dia.govt.nz](http://www.dia.govt.nz)

## 3

### **Estonia | Service Design Maturity**

Maturity level aims for BSR countries. Moving from level 2 to an agreed level of 3<sup>1</sup>

[www.interregeurope.eu](http://www.interregeurope.eu)

## 4

### **OECD Digital Services Maturity Rubric**

A co-designed model was made in to a maturity prototype:

OECD Maturity Rubric.pdf