



APEC Workshop “Government to Citizen (G2C) Service Channels. Bringing the State Closer to the people in APEC Economies.

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ONE STOP SHOP. THE NEW PARADIGM OF SERVICE DELIVERY

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One-stop-shop? Why and how

- Respond to users' needs and requests to interact with the public sector and access services, e.g. 24x7.
 - Overcome access challenges to public services.
 - Ensure equality of access and quality of services
- One-stop-shops should emanate from **multi-channel service** delivery strategies.
- One-stop-shops should reflect integrated service delivery approaches: **one front-end** image and point of access mirroring **a single integrated back-office**.
- The **context matters**: Deployment plans should take into account local context, e.g. users' needs, preferred channels, access challenges.



Overview

- Channel strategy
 - Telephone
 - Physical
 - Online
- Integrated back office
- What direction for APEC economies?



Providing the choice of the channel

- One-stop-shops is a service delivery concept implementable through channels.
- Governments need to consider different channels for integrated service delivery to avoid new forms of digital divide.
- Channels selection: telephone hotlines, physical kiosks, online single points of access (portal), mobile apps, social media platforms.
- Different channels serve different user groups, e.g. use of social media platforms may bring young generations closer to governments, while some may stay prefer the physical contact.



Public administration hotlines

- Telephone remains an important channel, cf. national public administration hotlines:
 - D115 (Germany)
 - Allô Service Public (France)
 - 060 (Spain)
 - Linea Amica (Italy)
- Many of them broaden access through:
 - Expanded opening hours
 - Multiple language support, e.g. for migrants
 - Support for impaired users, e.g. SMS, video chat
 - Integration with government online portals



Physical one-stop shops

- Physical access points take into account community preferences and ensure access for all:
 - Digital Community Centres (Mexico)
 - KEPS (Greece)
 - Tas'Heel (UAE – labour services only)
- Many of them broaden access through:
 - Making access more convenient
 - Providing support to all group users, e.g. elderly.
 - Overcoming digital divide problems



Physical one-stop-shop to reduce the digital divide

Mexico: Digital Community Centres

Context: Implemented as part of the initiative e-Mexico and within the framework of the Mexican policy to reduce the digital divide.

Problem: improve access to ICT in rural and remote areas.

Innovation: The idea is not only to provide assisted access to ICT to improve access to services but also to empower citizens by fostering networks of users and sharing of experiences.

Results: only in the first year the number of centres doubled (from 3200 in 2003 to 7200 in 2004) thus increasingly enabling the access of larger segments of the population.



Online one-stop shops

- Online is a growing channel, cf. national portals:
 - Gov.uk (UK)
 - Minwon 24 (Korea)
 - Gobiernoenlinea (Colombia)
 - Borger.dk (Denmark)
- Many of them broaden access through:
 - Access availability 24x7 (anytime, anywhere)
 - Targeted access support and specific services for vulnerable users, e.g. migrants, impaired users
 - Integration with other channels
 - Integration with web 2.0 technologies, e.g. social media and mobile platforms.



Online citizen services portal

Korea: Minwon24

Context: National civil services advancement project
2009-2010

Problem statement: Online services availability was limited and their delivery fragmented

Innovation: Minwon 24 online portal for national and local public services, including digital registers

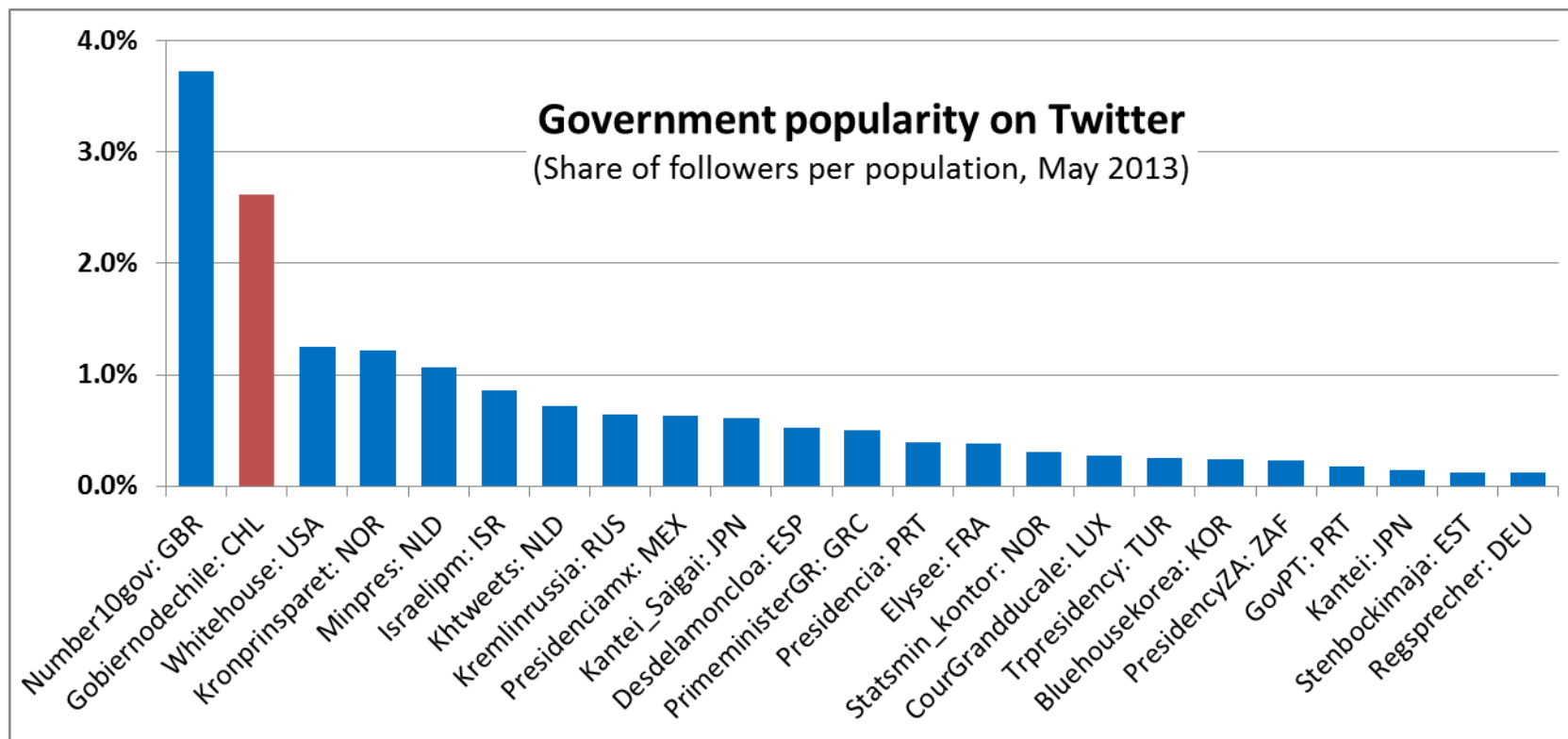
Results:

- Over 3,000 services available via Minwon 24
- Cost reductions, e.g. through online certifications
- More tailored services, e.g. to impaired users, foreigners
- User satisfaction and (inter-)national awards



Social media popularity of government

- Social media is becoming an important channel in the design and implementation of one-stop shops / multi-channel delivery.
- Governments like that of Chile successfully use social media to connect, e.g. to younger parts of the population.





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One-stop-shops require integration

- Integration of services across different levels of government, e.g. borger.dk
- Integration with private sector services as online banking, through secure, electronic single sign-on, e.g. NemID.
- Coordination with electronic ID scheme to target user groups, e.g. Borger.dk and NemID.
- Frameworks for reorganisation of internal processes and functions, e.g. interoperability frameworks and platforms like in Spain, Portugal and Mexico.



Online citizen services portal - national support to joint solutions

Colombia: Gobiernoenlinea

Context: The National Development Plan 2010-2014, and particularly Vive Digital and the E-Government Implementation Plan

Problem statement: Online services availability was limited, and service delivery not coherent.

Innovation: The MinTIC established the gobiernoenlinea citizens portal and in parallel established a national intranet to support the online service provision of public authorities, including for example an automatic online service process generator" .

This enabled national support of interoperability solutions to improve online service delivery, complementing local capacities.

Results:

- Increase in number of services provided online
- Increased interoperability through the use of joint solutions



One-stop-shop for government-internal services

Shared human resources management services centre in the Netherlands: P-Direkt

Context: Government reforms mandate to reduce administrative overhead of service provision (2003/04)

Problem statement: Central government fragmentation of HR services solutions and high personnel intensity of service provision

Innovation: P-Direkt self-service portal and central contact centre for 120,000 central government staff

Results:

- Direct cost reductions for HR services provision
- Faster services, e.g. salary payments
- Increasing satisfaction levels of personnel



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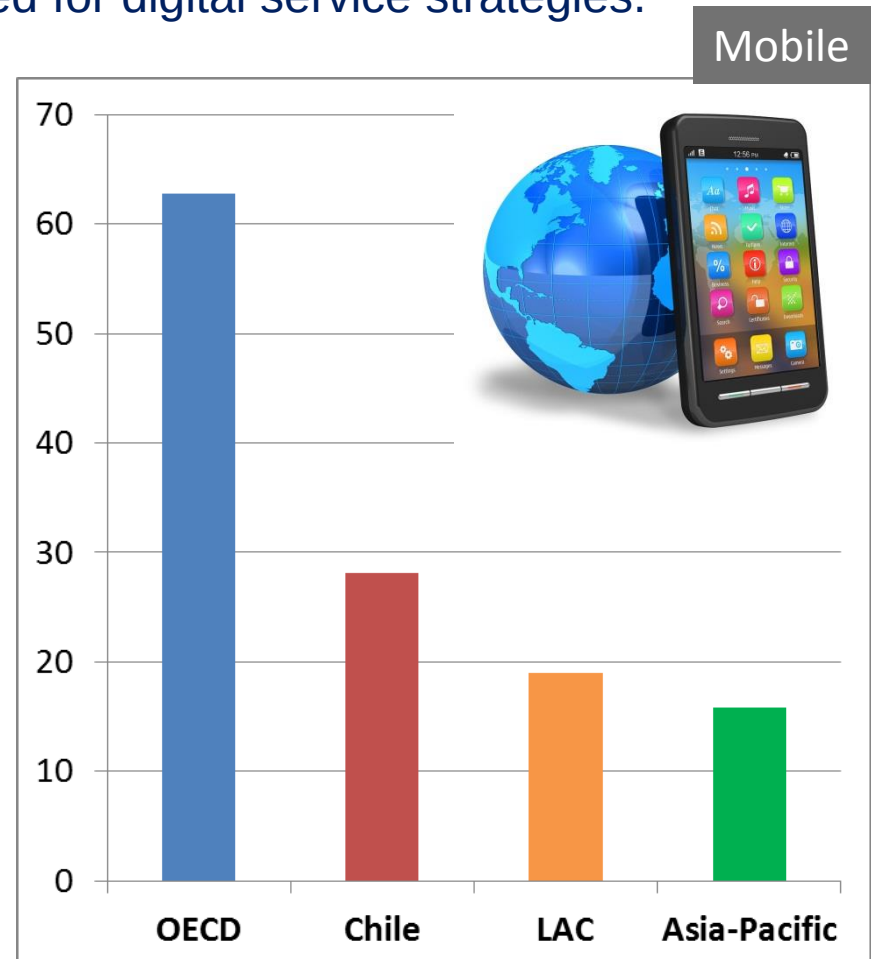
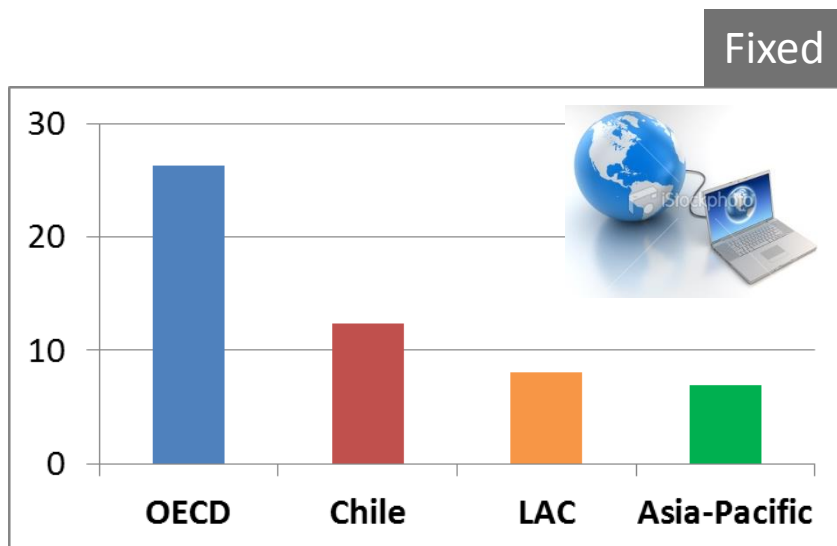


Internet penetration today in APEC

- Digital access gaps in the APEC region more pronounced than in the OECD region.
- This needs to be addressed and considered for digital service strategies.

Broadband Internet in 2012

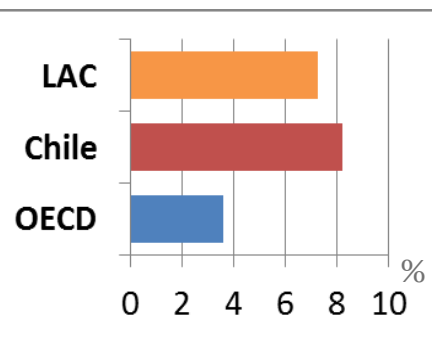
(subscribers per 100 inhabitants)





Internet growth in APEC

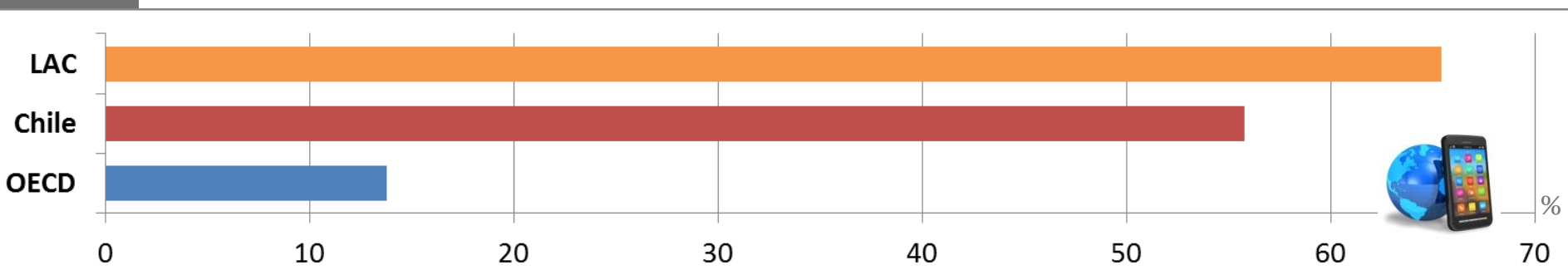
- But APEC countries outpace the OECD region in expanding digital access.
- This is creating new opportunities for connecting citizens, businesses and governments.



Change in broadband Internet during 2012
(increase of penetration share)

Fixed

Mobile





What does it take?

- Knowledge on national users' preferences and needs.
- Reorganisation of internal processes, functions, systems and data integration.
- Governance-related and organisational issues properly addressed.
- Context assessment and selection of most adequate solution.



To conclude...

- Integrated interfaces for service delivery help governments respond to citizens' demand for more equitable access, better service quality, and enhanced transparency in public service delivery.
- But successful one-stop-shops also require the re-organisation and integration of the back office.
- Governance-related issues require a whole-of-public sector perspective across levels of government.
- Governments face common challenges, but operate under different conditions: context determines appropriate channels, mechanisms, incentives and ways of working.



Thank you.

- [OPSI: Observatory for Public Sector Innovation](http://www.oecd.org/gov/public-innovation/oecdobservatoryofpublicsectorinnovation.htm)
(<http://www.oecd.org/gov/public-innovation/oecdobservatoryofpublicsectorinnovation.htm>)
- [OECD Working Paper on Open Government Data](http://www.keepeek.com/Digital-Asset-Management/oecd/governance/open-government-data_5k46bj4f03s7-en#page1)
(http://www.keepeek.com/Digital-Asset-Management/oecd/governance/open-government-data_5k46bj4f03s7-en#page1)
- [Towards More Effective and Dynamic Public Management in Mexico](http://www.keepeek.com/Digital-Asset-Management/oecd/governance/towards-more-effective-and-dynamic-public-management-in-mexico_9789264116238-en#page1)
(http://www.keepeek.com/Digital-Asset-Management/oecd/governance/towards-more-effective-and-dynamic-public-management-in-mexico_9789264116238-en#page1)

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