

Global Government Services Handbook 2023

Citizen Satisfaction &
Best Practices

**WORLD
GOVERNMENT
SUMMIT 2023**

in collaboration with



Global reference on government
services excellence insights



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Section 1

Executive Summary

The term ‘government service’ does not necessarily conjure up the most fantastical image in the minds of its ultimate customers – citizens or residents of a particular country. Governments, while providing some of the most essential and critical services to their constituents, are not traditionally seen as purveyors of delightful customer experiences, as in the case of contemporary technology companies such as Apple, Amazon, Netflix, or Tesla. This report’s main premise and structure is that governments have all the potential to do so.

The **Global Government Services Handbook 2023** aims to equip government service experience officials with the first global benchmarking reference on citizens' and residents' government service experience and best practices to develop future government service experience strategies. The report pioneers several firsts that will help shape government service priorities in the years to come.

A first-of-its-kind benchmark survey of government service customer satisfaction levels of citizens and residents from 29 leading and emerging countries was conducted. In aggregate, 56% of the respondents were 'satisfied' or 'very satisfied' with their government services (amongst 15 aggregated government services.) Top of the list of government service satisfaction was 'applying for identity documents and vital records.' The top frustration across all government service areas (grouped by 9 frustration types) was that the 'process takes a long time to complete.' On the flip side, the top area respondents want governments to address and exceed expectations in was to 'complete the process in 15 minutes or less'.

A key implication is that while government service satisfaction is above 50%, it is reflective of the 29 leading and emerging countries, who themselves still show significant opportunities for improvements. The survey highlights many areas of opportunities across service experience criteria and needed improvements to exceed expectations.

Ten best practice countries are also profiled based on the report's expert interviews and other research-based analyses to understand government service excellence practices of select high-performance government service countries. The countries profiled (in no particular order) are: Singapore, Denmark, Estonia, New Zealand, South Korea, the United Arab Emirates, Brazil, Canada, South Africa and the United Kingdom.

Five key drivers are enabling government service reforms and strengthening customer satisfaction across government service excellence. These are also revolutionizing governments to embrace a customer-centric culture. The foremost driver is rising customer expectations for service excellence, like that being delivered by the private sector and digital platform companies such as Amazon, Facebook, WeChat, and the like. Other drivers are technological advances, government fiscal constraints, eroding citizen trust, and the COVID-19 pandemic.

The report also presents a view on **the future of government services (next 5-10 years)**. The future of government services is projected to be fast, convenient, user-friendly, secure, anticipatory, and inclusive. The report elaborates on each of these attributes.

Addressing the gap in the lack of a structured roadmap for government officials on driving government service excellence, the report concludes with clear opportunity areas and a structured roadmap based on an original **Government Service Excellence Maturity framework**. It consists of four specific stages of a government's service maturity – starting with prioritizing government service reformation, then building internal and external structural transformation, then satisfying customers, and finally, delighting customers. Each stage highlights major and minor opportunity areas that are prioritized across customer-facing and internal areas to elevate customer satisfaction through government services. The roadmap presents **14 recommendations**, including an implementation checklist.

The **Global Government Services Handbook 2023** is a first attempt to address a known gap in the growing area of government service excellence delivery and help shape government service priorities in the years to come. Who knows, governments may soon become the reference points for the private sector on best practices in delightful customer experiences.

Global Government Services Handbook 2023 at a Glance

Purpose

Equip government services experience officials with best practices and global benchmarking references to develop future strategies.

Definition

Government services are services provided by government functions to all its “customers” (citizens, residents, organizations within jurisdiction across five ‘customer segments’)

Methodology

Global citizen survey from leading 29 countries; 15 expert interviews; proprietary innovation frameworks. (Chapter 2)

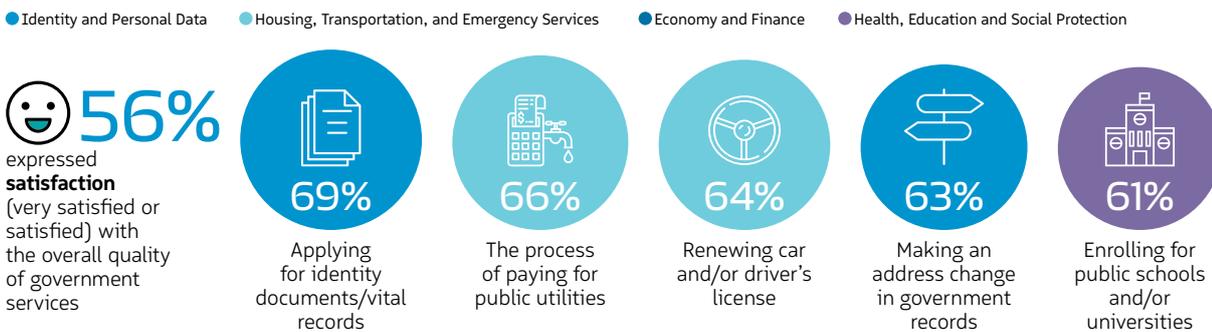
Source: GX

The Voice of Citizens: Exclusive Global Survey

Satisfaction with government services

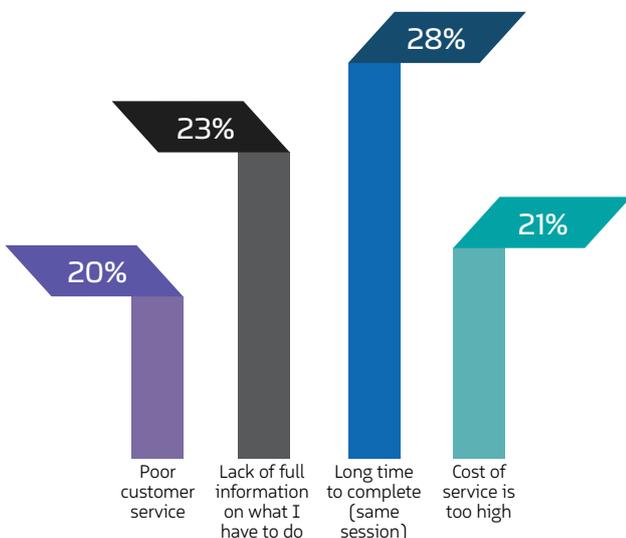
(Refer To Chapter 3)

Most satisfied government service types from **15 service types**:



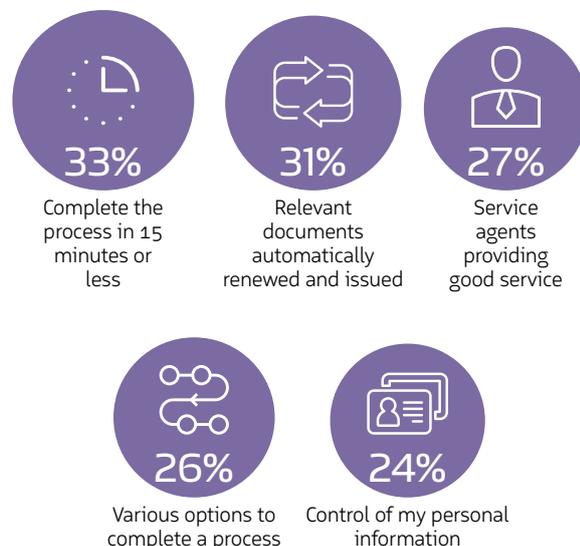
Top Frustrations

Top frustrations with government services from a list of **9 frustration types**.



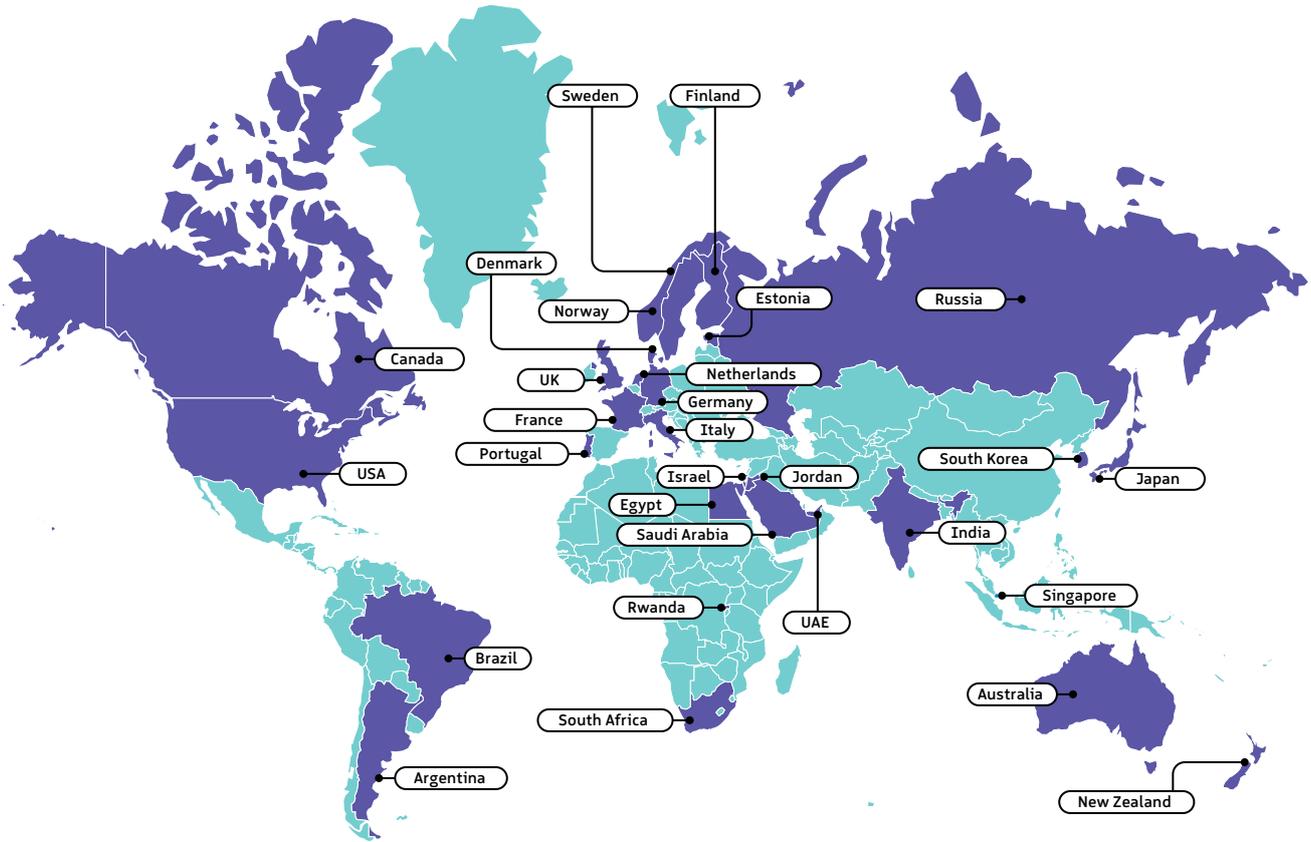
Top Improvements Needed to Exceed Expectations

8 improvement areas were rated



Global Survey Coverage

● Countries Surveyed



Strategic Recommendations

A Government Services Excellence Maturity Model is introduced to present **14 recommendations** including an implementation checklist.

[Refer To Chapter 6]

● Major opportunity & key focus ● Opportunities ● Maintaining the community

			Building stage	Satisfying stage	Delighting stage
1	Completion Time	Speed of completing the process	●	●	●
2	Ease of completion	How complicated or simple the process is	●	●	●
3	How-To	The ease of knowing where to go and what to do		●	●
4	Customer Service	Pleasant experience with government agents in-person or digitally			●
5	Omni-Channel Service Delivery	Convenience of having different ways to complete a government service	●	●	●
6	Customer Segment Inclusion	Including all customer segments and digital appetites		●	●

The Future of Government Services is

- Fast
- Convenient
- User-Friendly
- Secure
- Anticipatory
- Inclusive

Section 2

Context

a) Report Purpose & Approach

Welcome to the Global Government Services Handbook 2023.

At present, those interested in reforming government ‘services’ have few resources to benchmark current practices. Based on a review of existing literature and available tools, as well as through inputs from government service experts, it was determined that very few resources and guides exist focusing on ‘government service excellence’. In addition, no global benchmarking reference on customer satisfaction with government services exists either. This report seeks to address this gap.

As such, the stated **purpose** of the “Global Government Services Handbook 2023” is to equip government service experience officials with best practices and a global benchmarking reference on citizens and residents’ government service experience and to develop future strategies within the Government Experience department.

Government Experience (GX) (the producer of this report) is a global government service excellence digital platform. The platform has global government service experts as mentors and is led by the Government Experience (GX) department, under the UAE Government Services Excellence Program. It was formed as a platform to help improve government services by sharing global knowledge, best practices, and data which could aid countries’ pursuits in increased performance of government services.

The “Global Government Services Handbook 2023” has been developed as an objective global reference, partnering with various global experts and produced independently by the partner entity, DinarStandard – a USA-based global government innovation consultancy.

The **approach** was to focus first on customer satisfaction benchmarks, as customer satisfaction is the ultimate outcome of government service strategies and execution. In addition, insights from global government services experts were collected, capturing experiences and observations across various strategies and initiatives, to better determine service excellence maturity across government entities worldwide. Best practices in government services from leading countries were also gathered to encourage collaboration between countries for the advancement of government services and betterment of citizen satisfaction. Given the above approach, the report addresses the following key **objectives**:

- 1.Contextualize a definition for ‘government services’ and their numerous forms, types and coverage to ensure uniformity in discussion
- 2.Define relevant ‘customer’ profiles for government service entities to better define their strategies

- 3.Highlight best performing service areas, preferred service channels, and key frustrations through a first-of-its-kind global survey on government services’ ‘customer satisfaction’
- 4.Profile best practice countries from amongst the leading recognized governments
- 5.Showcase drivers of government service reforms and future government service trends
- 6.Share recommendations based on an original government services excellence maturity model built on experts and key trends analysis

The research and analysis **methodology** applied three key inputs:

1.An original global citizen satisfaction survey:

A Global Citizen Satisfaction Survey was conducted with a sample of 2900 respondents from a representative demographic mix. The survey was focused on 29 countries across all continents who were identified to be leading governments based on multiple parameters. (See Appendix for full methodology)

2.Government innovation database and analytical frameworks:

An extensive government innovation database of case studies was leveraged by GX, alongside original research and analytical strategy frameworks from DinarStandard (the producing partners of this report) to develop the reports’ macro trend context and analytical frameworks. This includes over four years of the latest government innovation trend tracking, best practice case studies, and strategic advisory.

3.Interviews with experts in the field:

Fifteen experts from across the world, covering various domains and contributing invaluable insights and perspectives around reforming government services, best practices, future trends, the challenges faced, and recommendations to manage change.

Select video interviews were conducted in the period between 2021 and 2022, with the following global government leaders, digital innovation leaders, and industry experts:



Mohamed Bin Taliah

Chief of Government Services
United Arab Emirates



Siim Sikkut

Former Government Chief Information
Officer
Republic of Estonia



Chan Cheow Hoe

Government Chief Digital Technology
Officer
Singapore



Stefano Quintarelli

High Level Expert
Italy



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Founder of Human Future • Professor,
Author, and Former CIO of the City of
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Agency
Finland



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Executive Director, IBM Center for the
Business of Government
United States of America

*The expressed views are the
personal views of the expert
and do not necessarily reflect
the views of the Lisbon Council
or any of its associates.

b) Government Services vs. Government Functions

A government service (or gov service) is an administrative service provided by a government function to all its members (citizens, residents, or businesses) within its physical or virtual jurisdiction. Government services are expected to be delivered in an effective, efficient, predictable, and customer-friendly manner. They are commonly delivered directly by the government or through partnerships with the private sector, vendors, or other parties, and typically delivered either in-person, at kiosks, online, or through a digital website or platform.

Examples include obtaining a license, permit or ID card, or applying for unemployment or a pension. Keywords often used for government services interchangeably include: Public services; Citizen services; Service delivery; Public administration services. Not all functions, however, correspond to government services, as some are government-to-government functions and some are purely internal.

The Organization for Economic Co-operation and Development (OECD) provides a Classification of the Functions of Government (COFOG), which was developed in its current version in 1999 and published by the United Nations Statistical Division to be used as a standard classifying the purposes of government activities. According to the COFOG, government functions are classified as: General Public Services, Defense, Public Order and Safety, Economic Affairs, Environmental Protection, Housing and Community Amenities, Health, Education, Social Protection, and Recreation, Culture and Religion.

For the purpose of this report, including the global citizen survey, government services have been grouped under four categories: 'identity and personal data', 'housing, transportation, and emergency services', 'economy and finance', and 'health, education, and social protections.' In the survey, the following fifteen services were rated, linked to the four categories.

Service category	Services
Identity and Personal Data	<ol style="list-style-type: none"> 1. Applying for identity documents/vital records (e.g., personal identity card, passport, ID card, birth certificate, death certificate) 2. Making an address change in government records 3. Filing a complaint about a public government service
Health, Education and Social Protection	<ol style="list-style-type: none"> 4. Applying for a government health program 5. Applying for government payments such as unemployment support, affordable housing, grocery payment support 6. Enrolling for public schools and/or universities 7. Applying for children, women, and minority support services
Economy and Finance	<ol style="list-style-type: none"> 8. Applying for a permit (e.g., building, business, inspection, zoning, smog permits) 9. Filing personal income taxes 10. Registering a business 11. Paying government-related fees or fines (e.g., parking)
Housing, Transportation, and Emergency Services	<ol style="list-style-type: none"> 12. Renewing car and/or driver's license 13. Submitting paperwork for renting, buying or selling a property 14. Paying for public utilities (e.g., water, energy) 15. Getting the police and/or ambulance to respond in case of an emergency

Source: GX analysis

From the customers' point of view, they interact with government services at a local, regional, and federal level, with countries typically delivering up to 3,000 government services (big and small, simple and complex). Though an estimated 200 services are frequently used, these services tend to be distributed across various government entities. Government entities are commonly responsible for delivering their sector's government service.

What are government services?

Common Government Services

- Identity and Personal Data
- Health, Education and Social Protection
- Economy and Finance
- Housing, Transportation, and Emergency Services

1. Applying for identity documents/vital records (e.g., personal identity card, passport, ID card, birth certificate, death certificate)



2. Making an address change in government records

3. Filing a complaint about a public government service

5. Applying for government payments such as unemployment support, affordable housing, grocery payment support

4. Applying for a government health program



6. Enrolling for public schools and/or universities

7. Applying for children, women, and minority support services

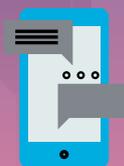
How Are Government Services Delivered?



Service center



Kiosks



Phone or SMS



Email



Online government website



Government mobile app, QR codes



Common Gov. Entities Involved

- Education
- Public utilities
- Marriage & divorce registry
- Healthcare
- Emergency services & public protection
- Environmental protection
- Employment & job training
- Courts
- Taxes
- Waste management
- Transportation
- Social protection
- Identity records
- Child services
- Telecommunications
- Disaster relief
- Visa authority

Social media
(e.g., Facebook, WhatsApp)

Digital assistance
(e.g., Alexa, chatbot)

Source: GX

Illustration: Hugo Moedano

c) Who are the Government Services “Customers”?

The term ‘government services customers’ refers to citizens, residents, and organizations that are part of the physical or virtual jurisdiction of a specific government and need to carry out a needed government service. Today, the needs of these customers are addressed by various current government functions and are delivered as services highlighted in the previous section. This report focuses on government to citizens and residents (GtoC or GtoR), or government to businesses

(GtoB). Note that we do not include government to government (GtoG) or government to NGOs (GtoN) customers in this report to first focus on the primary audiences of governments. These additional customers will be considered for future studies.

Who are The Customers?

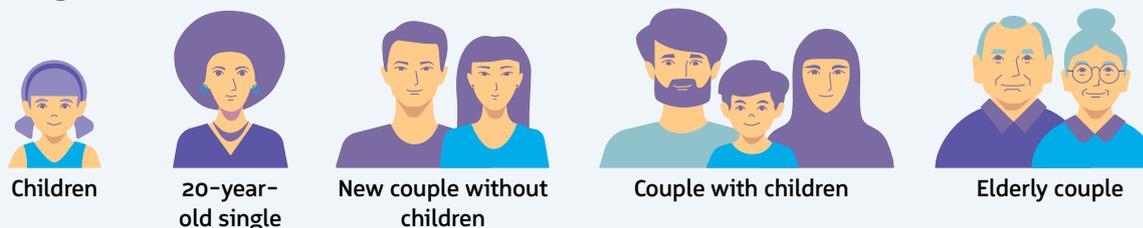
The customer refers to citizens, residents, and businesses residing in a jurisdiction.

Sample Customer Segmentation

Individuals: Citizens & Residents

Source: GX

Life-stage based



Special-needs based

- Physically or mentally impaired
- Minorities

Socio-economic demographic based

- Homeless
- Living in poverty

Emergency-needs based

- Victims of natural disaster
- War victims/damage
- Refugees

Affinity based

- Religious
- Digital adoption levels

Organizations*

- Businesses of all sizes
- Not-for-profits
- Other government organizations including international organizations

Sector based

- Food/Agri
- Health
- Tourism



* This report does not cover government to government (GtoG) or government to NGOs (GtoN) customers.

To better cater the research to the customer’s needs and tailor the outreach, it was important to understand customer segments. This is also because government services are often organized based on various customer segmentations. Across the best-practice countries reviewed, government services are currently being segmented in the following main five ways:

Life-stage based: addressing the needs of customers that are life-stage specific from birth through old age and death. E.g., birth certificate registration, elderly care, marriage registration, college student loans, etc.

Special-needs based: addressing the needs of various subcategories of special needs. E.g., physical or mentally impaired, minority status, other.

Socio-economic and demographic status based: addressing the needs of customer-based income level, gender, and other status-based unique needs.

Emergency based: addressing the needs of customers dealing with crises such as floods, snowstorms, earthquakes, famine, or any other natural disasters.

Affinity based: such as religious affinity, digital adoption levels, other.

d) How are Government Services Evolving?

As part of the government services benchmarking and gap analysis, it is also important to understand the evolving developments in government services. We look at three specific development areas: service delivery trends, service digitalization trends, and service customer engagement methods and level trends.

Service delivery

It used to be that one of the only ways to complete a government service was to visit a government authority office or by phone.

Today, there are many more options or channels ("omni-channel") for customers to choose from, making it more convenient. These options range from phone, email, and SMS, to completing a service on a government website or portal.

All-in-one government service mobile apps are also used for customers to instantly interact with multiple government services from various sectors at once (to pay a parking fine, apply for a birth certificate, or make a complaint about trash collection on your street).

In Italy, you can access a government service through your digital ID single sign-on, or you can choose to complete a government service via a registered email, which will be legally binding as long as you attach proof of ID to the email.

In the UAE, you can log onto Dubai Now, to renew a license or visa, pay utility bills, and even pay some private bills. It takes great effort to set up the back-end correctly to share data across government entities and to deliver government services in multiple delivery channels.

In 2019, Austria, Belgium, Czech Republic, France, Iceland, Italy, Japan, South Korea, Netherlands, Norway, and Spain led the way in using a combination of common interoperable frameworks, single digital identity systems, shared ICT infrastructure, shared services, support for the use of open-source software, and a common data architecture infrastructure to enable efficient government service delivery.

Delivery Methods



Service center



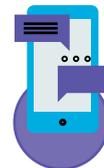
Phone



Kiosks throughout the city



Social media



SMS



Email



Government website



Government mobile app and/or government-as-a-platform



Digital 1.0 assistants

Source: GX

Service Digitalization

Technology developments world-wide and the recent pandemic have forced many to leap from a traditional Government-Centric Services Model toward a Customer-Centric Services Model, Gov Services 2.0.

Gov Services 2.0 refers to the next stage of government services that are simple, fast, user-friendly, intuitive, efficient, anticipatory, and oftentimes automated. Whether delivered in-person or digitally, these gov services are designed around increasing customer satisfaction.

E-government (or e-gov, digital government) is sometimes used interchangeably with gov services. E-gov refers to the use of IT (e.g., internet, apps, or other digital formats) to deliver gov services while the former includes both digital and in-person services.

Customer Engagement

The level of customer engagement has been evolving. This includes effective and efficient two-way communication. Yet the progress varies from country to country, and various engagement methods exist, as depicted in the figure on the opposite page.

Traditionally, government engagement with customers has been at the 'inform' level (see Figure), engaging through circulars, public meetings, or website instructions. Several governments are now moving toward the 'consult' level of engagement. This enables them to connect with customers in a much more engaging way, utilizing surveys, real-time customer satisfaction feedback, analyzing big data directly from sensors, or capturing intel from customer focus groups or social media platforms to reduce major customer frustrations.

In the UK and Iceland, government customers are systematically consulted about draft regulations, both during early and late stages, via websites, email, or social media. Unfortunately, many countries are not as proactive, and consult with customers less often during the early stages.

According to The Lisbon Council, which published findings in its 2021 State of Co-Creation reports for Europe, more than 80% of public administrations in Europe say they have important, viable co-creation projects underway. Eleven EU member states have already launched co-creation initiatives in their national digital plans and strategies.



“Have customers participate at the beginning of the process, not just answering a feedback question after they have completed a process.”

Tim Unwin

Chairholder UNESCO Chair in ICT4D • Emeritus Professor of Geography, Royal Holloway, University of London

United Kingdom

The most ambitious appears to be Estonia, where the government's digital agenda 2020 seeks "to support the development and cooperative creation of services." Estonia is the only country out of 28 European countries that explicitly foresees co-creation for all digital service innovation projects of the national digital agenda.

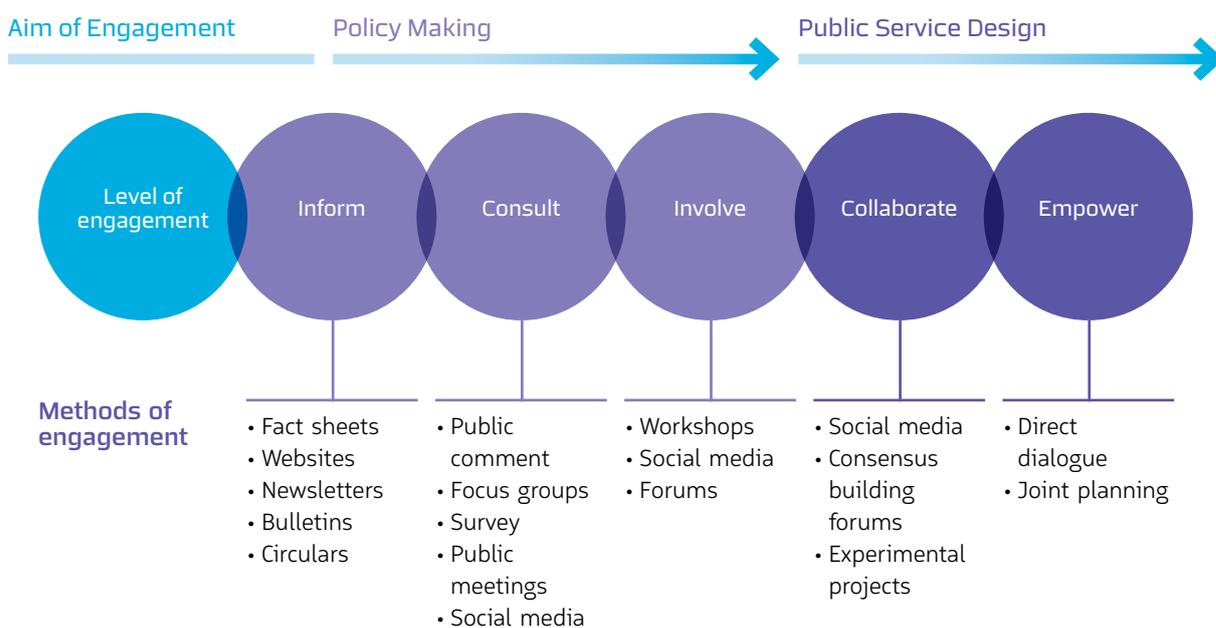
Co-creation is at the heart of France's development of the digital-transformation pillar (piloted by the directorates-general of all ministries), and includes an open and collaborative dashboard. Citizens are called on to inform the central administration, whose services are yet to be digitalized.

Where co-creation has been adopted, most governments typically employ traditional methods, such as interviews with citizens, population-data studies, or brainstorming sessions. Advanced methods such as 'design thinking', 'prototyping', or setting up 'digital transformation teams' are still the exception, accounting for fewer than half of all existing co-creation pilots and projects.

Keywords used for Gov Services 2.0 interchangeably

- Citizen-centric services
- Digital public services
- Digitized services
- Digital transformation
- Human-centered design
- User-centered design
- Customer-centered design
- Personalized services
- Data-fueled services
- E-gov
- Digital government
- Civic participation
- Civic engagement

Stakeholder Engagement Framework Model



Source: World Government Summit, Government in 2071 Report

Section 3

Government Services Satisfaction Benchmark

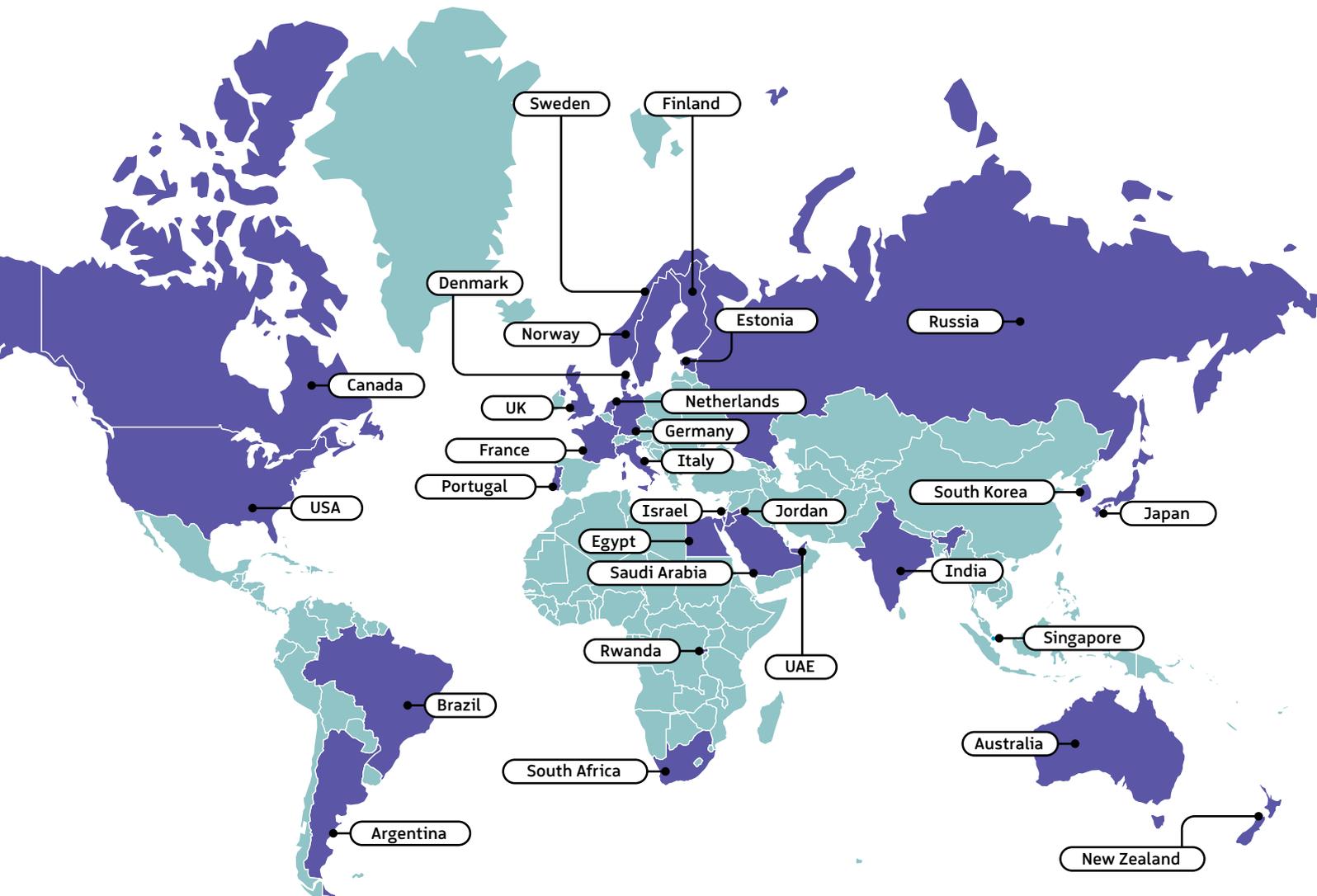


a) Global Survey Approach & Summary Insights

A first-of-its-kind global survey was conducted to assess satisfaction level with government services based on interactions within these services over the last year. The survey asked citizens and residents of **29 leading and emerging countries**, selected based on multiple global benchmark rankings, as well as the latest recognized service best practices (See Appendix for survey respondent sample size, profile, and methodology).

Global Survey Coverage

● Countries Surveyed

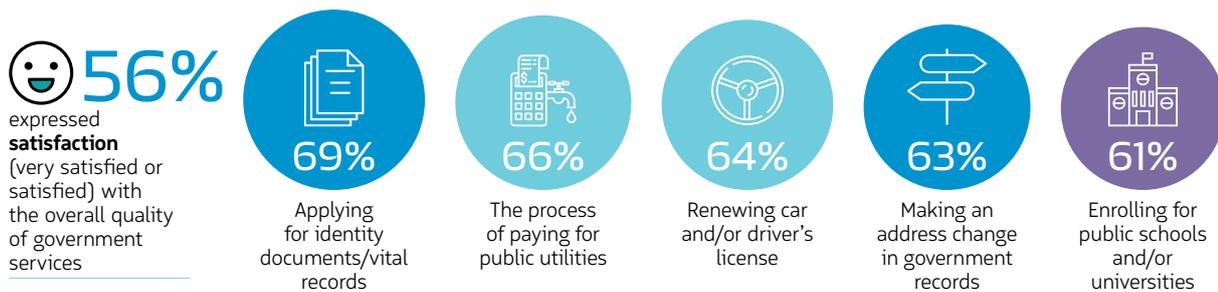


The Voice of Citizens: Exclusive Global Survey Results at a Glance

Satisfaction with government services

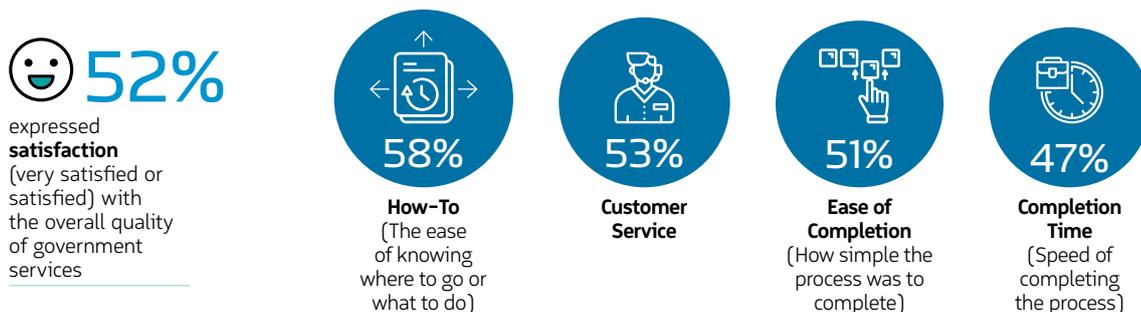
15 government service types, grouped under four service categories were responded to:

● Identity and Personal Data ● Housing, Transportation, and Emergency Services ● Economy and Finance ● Health, Education and Social Protection



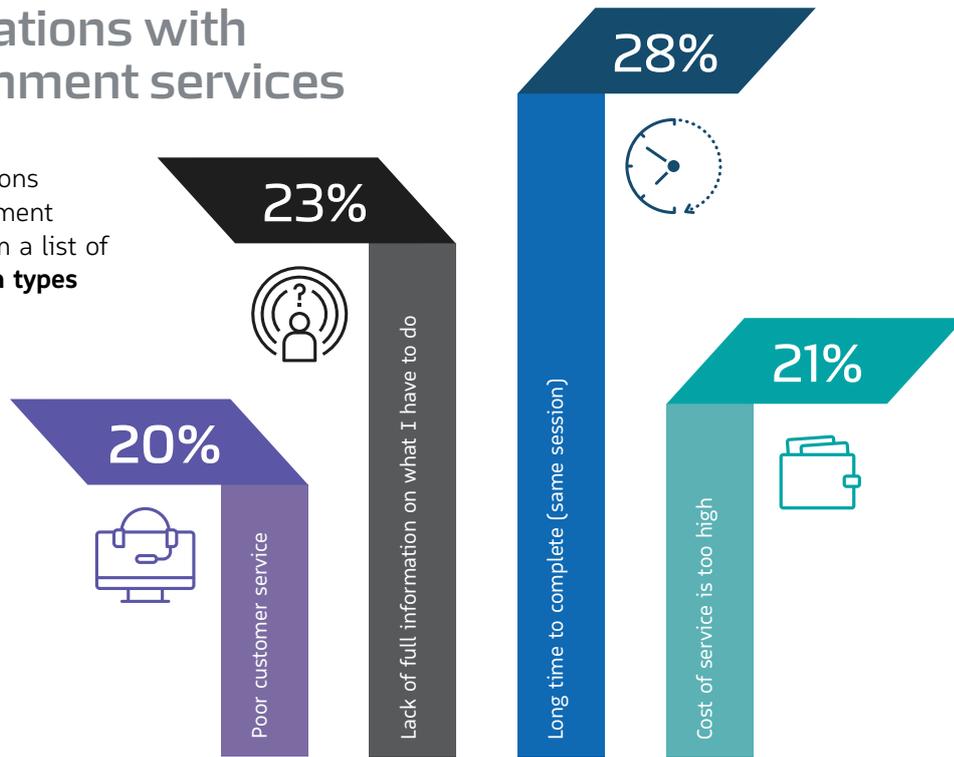
Satisfaction with government service experience criteria

4 service experience criteria were rated: how-to (the ease of knowing where to go or what to do), customer service, completion time (speed of completing the process), and ease of completion (how simple was the process to complete)



Frustrations with government services

Top frustrations with government services from a list of **9 frustration types**



Improvements needed to exceed expectations

8 improvement areas were needed for government services to exceed expectations



Top 5 Preferred Methods for Obtaining Services



Summary Implications

While government services satisfaction is above 50%, it is representative of select 29 leading and emerging countries, and still showing significant opportunities for improvements.

b) Satisfaction with Government Services

The survey respondents were asked to rate their satisfaction levels for 15 government service types that were grouped under four service categories: 1) Identity and Personal Data, 2) Housing, Transportation, and Emergency Services, 3) Economy and Finance, and 4) Health, Education, and Social Protection. For each category, a list of specific services was rated by the respondents using a 5-point scale, from very satisfied to very dissatisfied, for services they have used within the last year.

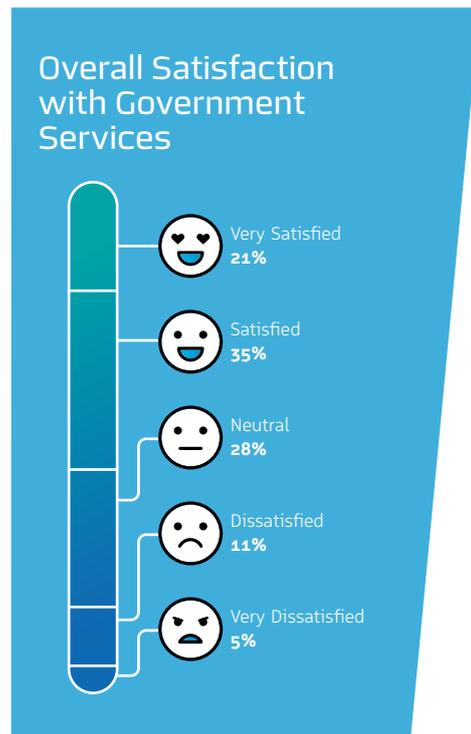
Across the 29 countries surveyed globally, 56% of the respondents were 'satisfied'/'very satisfied' with their government services (overall average satisfaction level with the 15 rated government services). 28% were 'neutral', and 16% 'dissatisfied'/'very dissatisfied'.

Top of the list of government service satisfaction was 'applying for identity documents and vital records' (category: identity & personal data) with 69% of respondents being satisfied. While 66% of respondents were satisfied with the 'process of paying for public utilities', followed by 64% satisfied with 'renewing car or driver's license' (both: housing, transportation, and emergency services category).

Bottom of the list of government service satisfaction was 'filing a complaint about a government service' (category: identity & personal data), with 45% respondents 'satisfied/very satisfied', followed by 'applying for a permit' with 46% of respondents 'satisfied/very satisfied'.

Implications: While the global average satisfaction with government services was above 50% for customers across the 29 leading and emerging countries surveyed, the other 46% are either 'neutral' or 'dissatisfied'/'very dissatisfied'. This implies that, 1) there are government services being received with satisfaction, especially in certain areas and regions. These would be good sources of best practices and learnings. 2) Meanwhile, government services are still not satisfactory for a significant part of the population, implying that significant improvements are needed.

In subsequent reports, it will be insightful to further explore the demographic or segments that are least satisfied (not covered in this year's analysis). In addition, this result also highlights which of the 15 government services need the most attention, and for those governments struggling with these top services to have an added focus on evaluating and addressing these services.

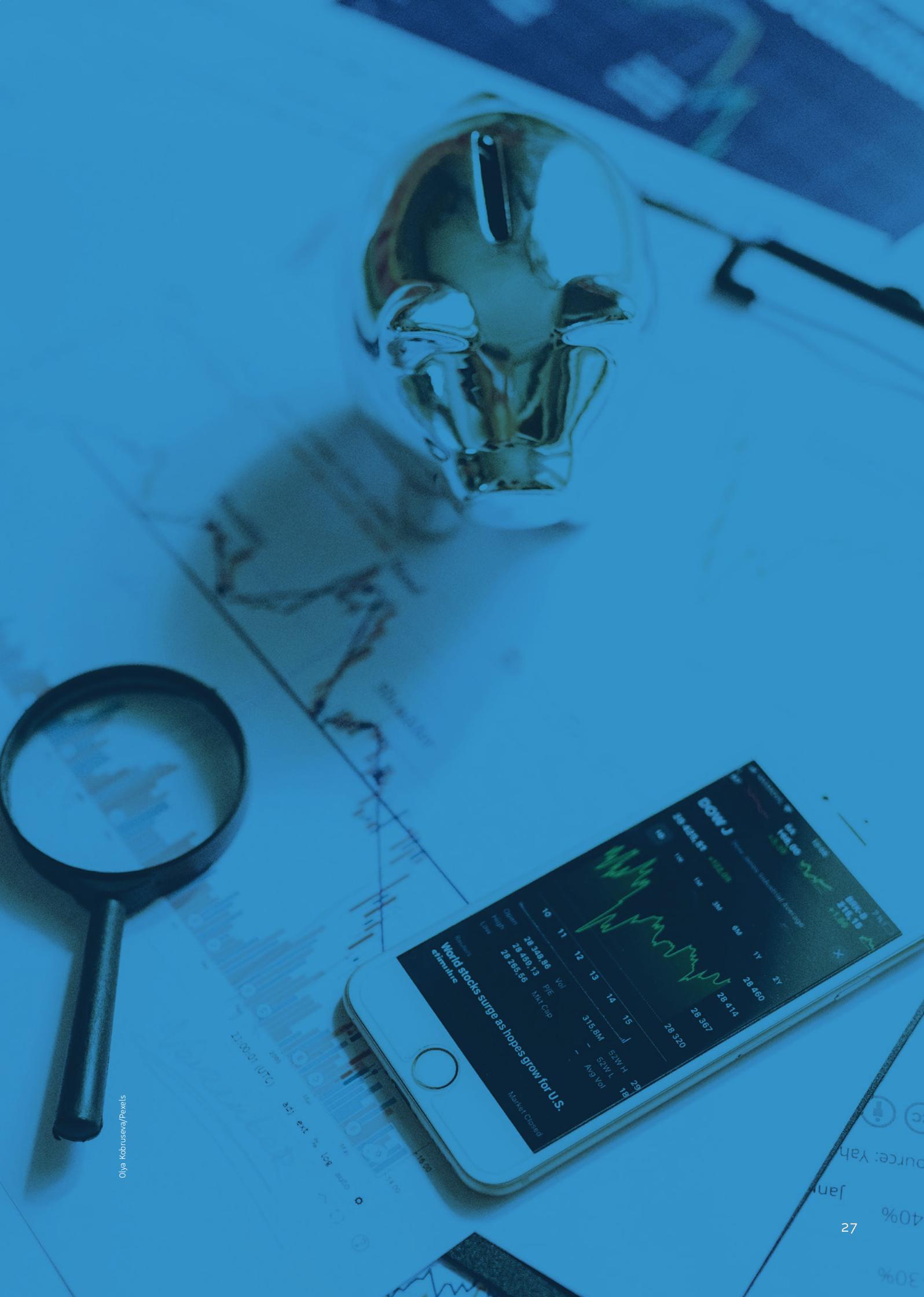


 **56%**
expressed **satisfaction**
(very satisfied or satisfied) with the overall quality of government services



Shutterstock

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Olya Kbrusewaj/Pexels

Satisfaction with Government Services



Source: GX Global Survey

c) Satisfaction with Government Service

The survey respondents were asked to rate their experience when dealing with government on four criteria: how-to (the ease of knowing where to go or what to do), customer service, completion time (speed of completing the process), and ease of

completion (how simple was the process to complete). Respondents were asked to rate their government service experience on each criteria using a 5-point scale from very satisfied to very dissatisfied for services they have used within the last year.

d) Frustrations with Government Services

This report's survey respondents were asked to choose from a list of frustrations. Specifically, their top two frustrations amongst nine options for each of the four service category areas.

As the chart illustrates, the top frustration globally across all government services was that the 'process takes a long time to complete (same session)', with 24-32% of respondents choosing it as one of their top frustrations across the four service categories (28% for 'identity and personal data', 25% for 'housing, transportation and emergency services', 24% for 'economy and finance' and 32% for 'health, education and social protection services').

The second top frustration spread across the service areas was the 'lack of full information on what I have to do', with 22-24% of respondents choosing it as one of their top frustrations across the four service categories, followed closely by 'cost of service is too high', with 18-23% of respondents citing it across the four service categories.

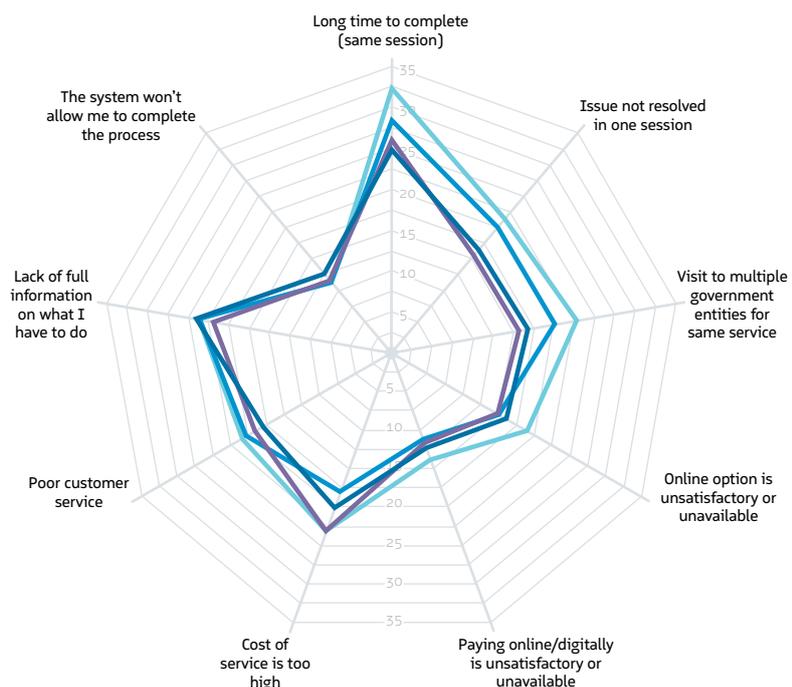
'Issue not resolved in one session' and 'I visit multiple government entities for the same service' were cited more as top reasons for frustration for 'identity and personal data services' (23% and 21% of respondents respectively), as well as 'health, education, and social protections services' (20% of the respondents for both frustrations), than for 'economy and finance services' and 'housing, transportation, and emergency services' (16% for both categories for both frustrations).

Overall, the service category of 'health, education, and social protections' had a slightly higher percentage of respondents citing the various frustrations, reaching up to 32% for the top frustration, followed by the 'identity and personal data' category reaching up to 28% for the top frustration, which is understandable in light of the fact that these are two areas citizens deal with most frequently.

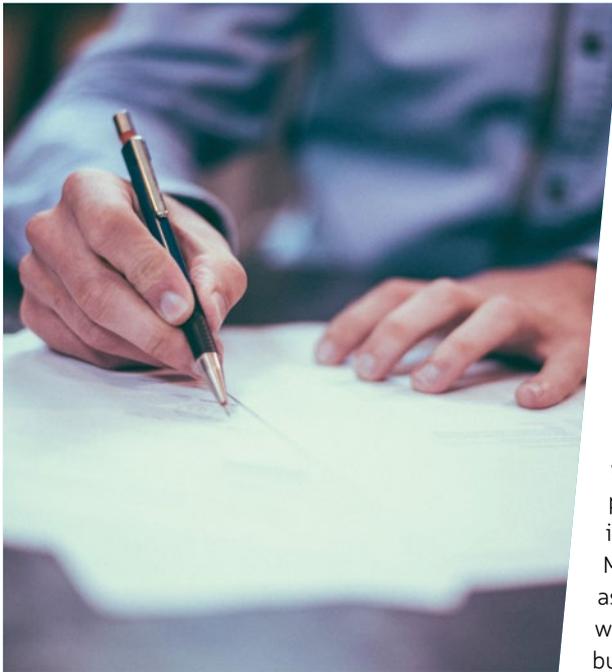
Implications: This finding suggests that 'duration of services to complete' and 'lack of information on what to do' are the major frustrations for government services customers. In addition, within specific service categories, additional frustrations are also high (e.g. for the category 'health, education, and social protection' and 'visit to multiple government entities for same service' are also high, with 23% citing it as a top frustration). These top frustrations could be addressed through process efficiencies and technology enablement.

Frustrations with Government Services

- Health, Education & Social Protections
- Identity & Personal Data
- Housing, Transportation & Emergency Services
- Economy & Finance



e) Improvements Needed to Exceed Expectations



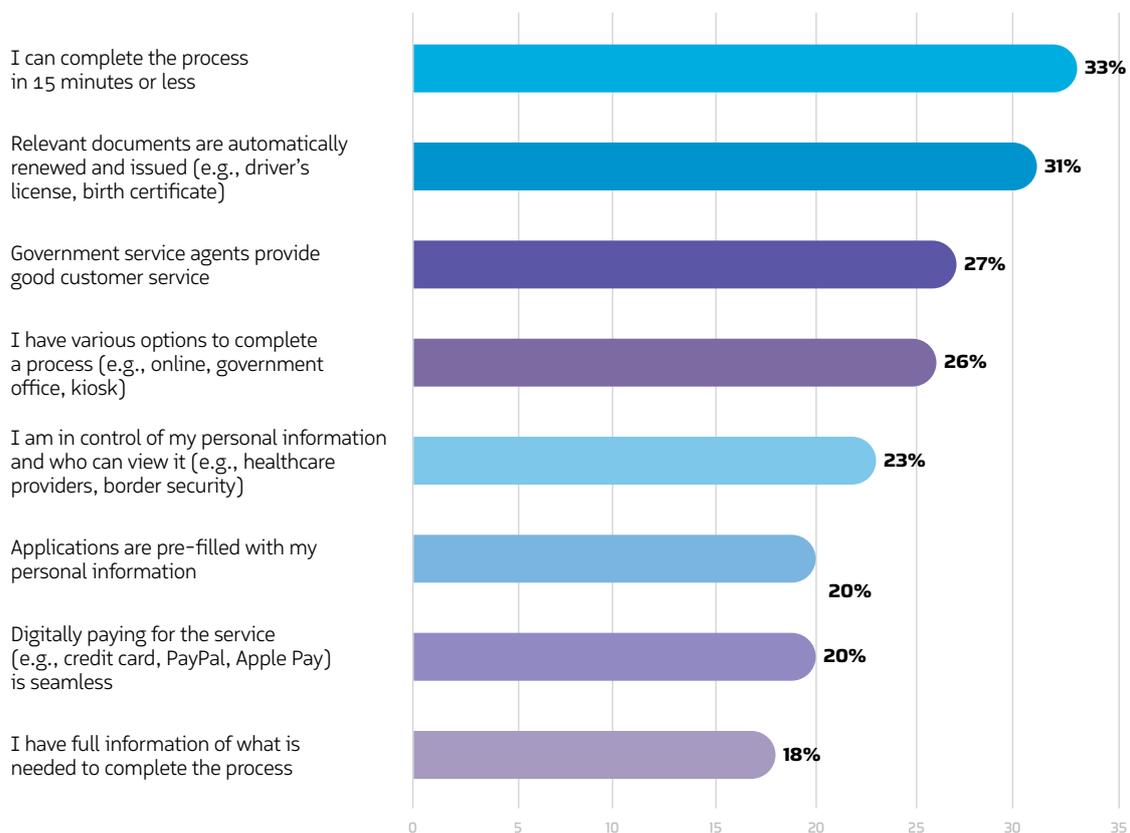
Unsplash

This report's survey respondents were asked to choose from a list of eight improvements that were needed for government services to exceed their expectations.

As the graph shows, the top area respondents want governments to address in order to exceed expectations was 'complete the process in 15 minutes or less' (33.2% respondents), followed closely by 'relevant documents renewed automatically' (30.5%). Meanwhile, 'having the full information needed to complete the process' was at the bottom of the list, with 18% mentioning it.

Implications: This finding of top areas to exceed expectations of 'process time' improvements is in line with the earlier response of time taking to complete the process as a top frustration. This again highlights the importance of process efficiency in government servicing. Meanwhile, while 'having full information' was identified as the second biggest frustration, it is not something that would show government services exceeding expectations, but rather is a baseline expectation.

Improvements to Exceed Expectations



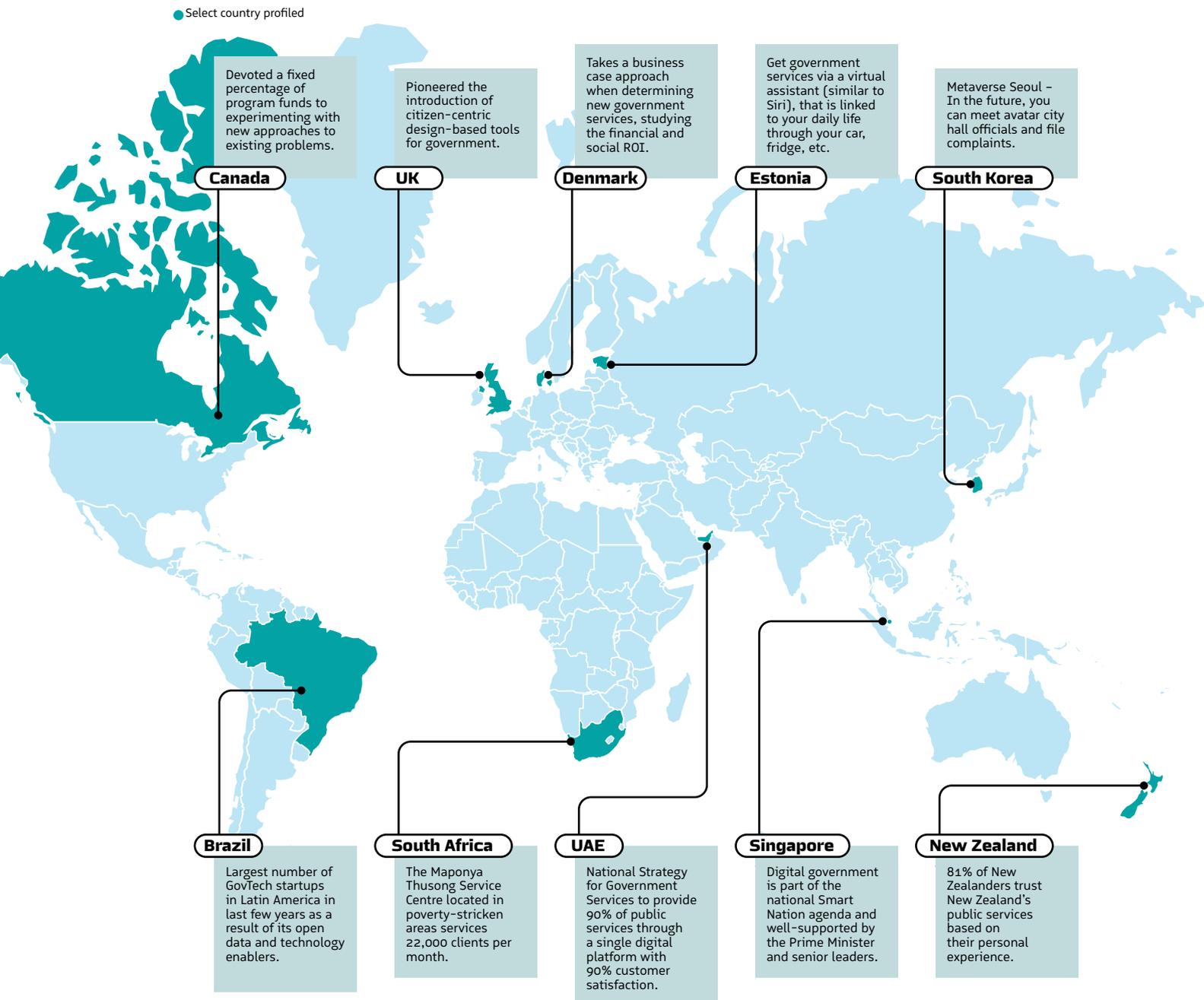
Section 4

Select Best Practices Country Profiles

The original survey presented in the previous chapter gave key insights from ‘customers’ of the 29 leading and emerging countries, which were selected based on a mix of performance criteria shared in the methodology section. The survey is not meant to rank countries, instead focusing on identifying ‘services’ experience across leading countries; while the report’s expert interviews and other research-based analysis did identify select high-performance government service countries to understand their practices of government service excellence.

The profiles of select best practice countries are presented in this chapter, highlighting developments in government service excellence, which are mapped to the relevant stages of the Maturity Model (please refer to the Government Services Excellence Maturity Journey on p. 68).

Best Practices Select Countries



Source: GX

Singapore



Singapore is building anticipatory services by integrating its government services around 'life events'

Meric Dagli/Unsplash

Digital government is part of the national Smart Nation agenda and well-supported by the Prime Minister and senior leaders with direct involvement and reporting. In 2014, the public and private sector came together to implement this, and today, over 90% of its government services are in digital form from end-to-end. According to the nation's digital strategy implementation arm, Singapore's GovTech Agency, 99% of customers expressed satisfaction with the overall quality of government digital services; with 85% being very satisfied, and 97% of the respondents being very satisfied with the COVID-19 digital solutions.

Singapore started building their core foundations for government services in the 1990s, including its digital infrastructure, open data, and its transformation to an innovative culture. Today, the country is building anticipatory services by proactively integrating its government services around 'life events' and providing a single secure login using Singpass – its national digital ID for each customer.



"These two things helped us move quite fast. First, Singapore started building the core foundation for government services 30 years ago. Everything from the national digital identity down to the use of the cloud and our data architecture. Without these foundational elements, it is very hard to progress because you are moving one step forward and two steps back constantly. Secondly, this is a national movement well-supported by our senior people, including our Prime Minister. Digital government must mean something to the national agenda. These two things helped us move quite fast. Then in 2014, our Prime Minister announced that Singapore will become a "Smart Nation." The public and private sector came together to transform Singapore into a digital environment. GovTech was moved to report to the Prime Minister directly instead of other ministries. Today, 95% of our government services can be completed digitally end-to-end."

Chan Cheow Hoe • Government Chief Digital Technology Officer • Singapore

Maturity Model Progress Highlighted

- **Prioritizing stage:** Executive support and involvement (national strategy, executive involvement, formal legal structure, budget allocation)
- **Building stage:** HR (talent, skills), digital infrastructure (customer data and updating legacy IT systems)
- **Satisfying stage:** Customer-centric process, organizational cultural shift (sharing data), digital infrastructure (one-stop-shop government platform)
- **Delighting stage:** Collaboration, high citizen satisfaction

Denmark

Denmark is the EU's digital champion, moving to first place in the Digital Economy and Society Index (DESI) for 2021. The country has a central go-to portal for customers to complete government services (www.borger.dk), which is organized by 'life situations' for ease of navigation. Denmark decided early on to invest in good data from their citizens and businesses and link this data to the various government services, which minimized the burden on its citizens. Supporting policies and laws were crafted around this effort. It also helps avoid the contradictions of having different customer data.



"Citizens find it difficult to know where to go to find the service they need. Where should they go, what agency, which website or which app? For example, in Denmark, there is a single portal you go to: borger.dk. There, you can easily find your life situation and it then leads you to the place where you can fulfill the service."

Charlotte van Ooijen • Associate Director, Digital Government and Data, The Lisbon Council • Former Digital Government Policy Analyst, OECD • **Belgium**

For example, enabling consistency across unemployment data, tax information data, and the like. Denmark takes a business case approach when determining new government services, studying the return on investment financially as well as the social value to customers. For example, they use different analytics to estimate and eliminate the risk of fraud or error coming from welfare benefits. When they catch this early on, it is also good for citizens so that they do not have to pay back a lot of money.

Maturity Model Progress Highlighted

- **Prioritizing Stage:** Executive support and involvement (budget allocation)
- **Building stage:** Digital infrastructure (customer data)
- **Satisfying stage:** Organizational cultural shift, digital infrastructure (one-stop-shop government platform), updating legacy laws
- **Delighting stage:** Collaboration

Febiyun/Unsplash



Denmark takes a business case approach when determining new government services

Estonia

Considered one of the fastest-growing countries for digital transformation, Estonia boasts a one-stop-shop for government information and digital services (Eesti.ee), enabling citizens to do almost anything online. For example, authenticate themselves and file cases via the country's e-Justice platform. It is one of the first governments working towards building a next-gen virtual assistant, Bürokratt, which will allow a person to get everything they need from one device, one delivery service method, and in one communication session using voice-based interaction. In the future, this can be linked to your phone, car, fridge, etc. As a result, any barriers, such as typing, using a wearable device or a mouse, are removed.

Estonia's X-Road data exchange platform connects different information systems, and includes over 3,000 e-services, 52,000 organizations, and 1.5 billion transactions per year. This enables their e-residency program, as well as cross-border services and data exchanges, for customers going back and forth between countries. All outgoing data is digitally signed and encrypted, and all incoming data is authenticated and logged. Today, the program is implemented in

Finland, Kyrgyzstan, the Faroe Islands, Iceland, and Japan, to name a few countries.

Furthering their collaboration efforts, Estonia's new Testbed Digital Framework is a model that helps stakeholders cooperate in IT development without the complex web of procurement rules. With this, its tech stack can build innovative services and proof of concepts faster. Estonia is also building their anticipatory services, such as their automated IT system, which automatically fetches childbirth data from the government's population. In 2019, eligible parents were sent an enrollment prompt for family benefits, and the confirmation takes less than a minute, with funds automatically being transferred to the family's bank account.

Maturity Model Progress Highlighted

- **Satisfying stage:** Digital infrastructure (one-stop-shop government platform)
- **Delighting stage:** New omni-channel service delivery methods, cross-border collaboration, cross-agency collaboration, high citizen satisfaction



"It's not a resource issue. And it's not about being a rich country. It's about making an effort and commitment to really work for the customer when delivering government services. It's setting your mind to it and achieving it. It's a joint effort to get on board and it is easier when top leadership is prioritizing it. Then resources help unlock money, partnerships, learning, talent, and so forth. After that, it is about fixing the governance. How decisions are made and how resources are issued."

Siim Sikkut • Former Government Chief Information Officer • Republic of Estonia



Estonia considered among best countries in digital services provision, enabling citizens to do almost anything online.

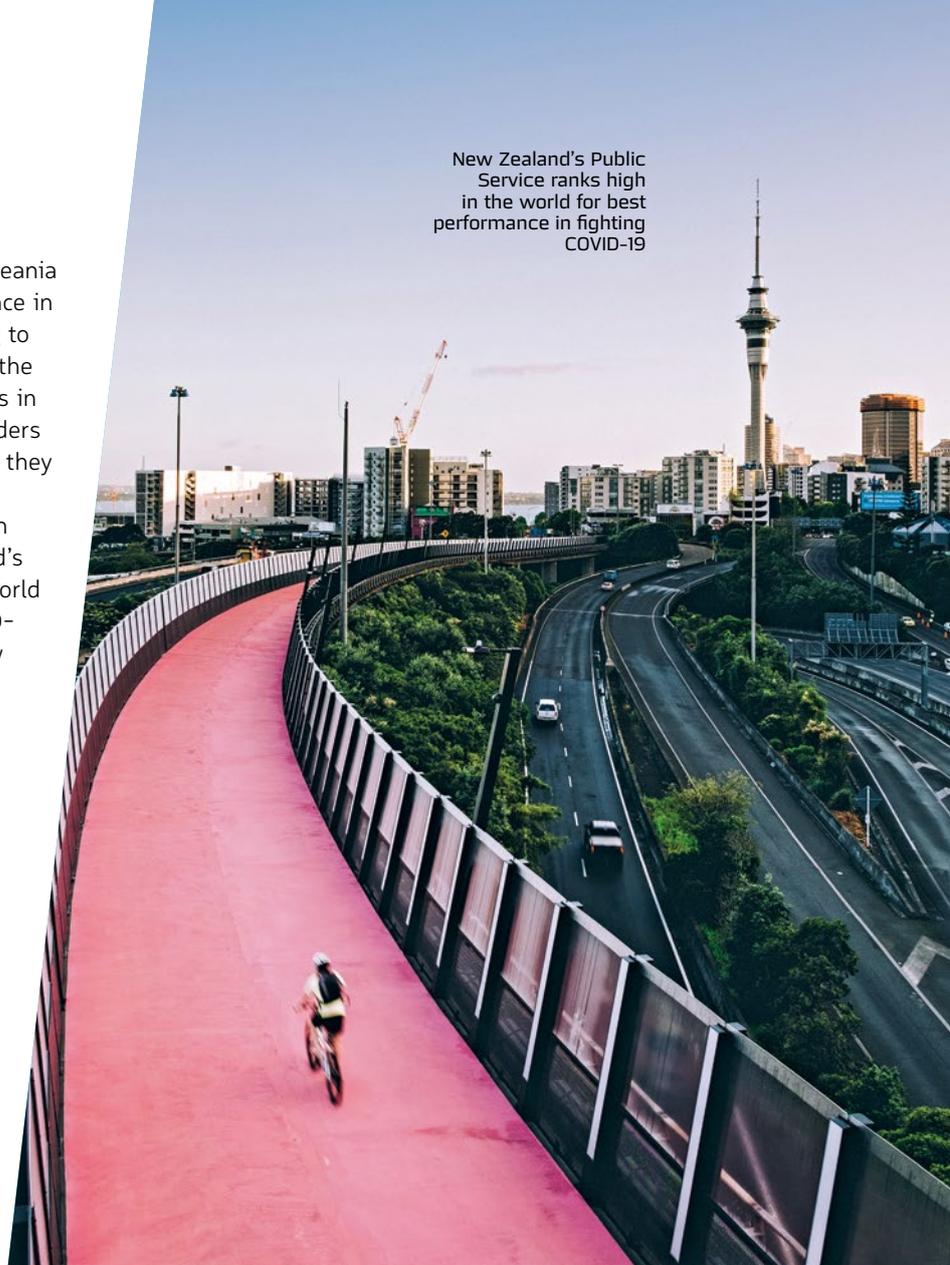
New Zealand

New Zealand's Public Service ranks high in the world for best performance in fighting COVID-19

New Zealand is a leading country in Oceania that continues to demonstrate excellence in government service delivery. According to their national survey, which measures the trust and confidence of New Zealanders in the Public Service, 69% of New Zealanders – up from 51% the previous year – say they trust the Public Service, and 81% trust New Zealand's public services based on their personal experience. New Zealand's Public Service also ranks high in the world for best performance in fighting COVID-19, having fully vaccinated 93% of New Zealanders aged 12 and over.

In 2019, the Government published the Strategy for a Digital Public Service, which identifies a number of key areas in which public service delivery must be modernized for the benefit of the country's people. Their government has a strong foundation for data infrastructure, leadership, and governance structure for e-government. New Zealand is in the process of consolidating its three main websites for e-Government (digital.govt.nz, govt.nz and ict.govt.nz) to make it more convenient for customers. They also have a Minister for Government Digital Services, a Government Chief Digital Officer, a Government Chief Data Steward, and a Government Chief Information Security Officer, as well as a Digital Government Partnership and the Digital Council for Aotearoa New Zealand. Their government also, in 2022, released its latest best practices in cybersecurity and has notably invested USD \$52 million to improve cybersecurity in health and disability systems.

This foundation enables New Zealand to make effective efforts toward policy and social investment. For example, citizens no longer need to apply for benefits, saving many hours for both customers and civil servants. In 2018, they launched the SmartStart tool, which allows new parents to access a broad range of government services using a single online portal. Furthermore, New Zealand is part of several public-private partnerships and multistakeholder forums dedicated to improving e-Government, including the Digital Economy and Digital Inclusion Ministerial Advisory Group and the Expert Advisory Panel for the Open Government Partnership. The government attaches great importance to integrating non-government stakeholders in the discussion on the future of the digital economy and digital inclusion.



Dan Freeman/Unsplash

Maturity Model Progress Highlighted

- **Prioritizing stage:** Executive support and involvement (national strategy, formal restructuring, executive involvement)
- **Building stage:** Digital infrastructure (data, security, and governance structure)
- **Satisfying stage:** Digital infrastructure (one-stop-shop government platform)
- **Delighting stage:** High citizen satisfaction, public-private collaboration



South Korea digital government strategies are updated every five years

Clement/Unsplash

South Korea

The Republic of Korea is a world leader in online services. Their national digital government strategies are adopted every five years, with multiple plans such as the e-Government 2020 Master plan for ensuring policy is science and evidence-based; the Intelligent Government Master Plan and Data and AI Economy Facilitation Plan for using AI and data in citizen-driven government services; the Master Plan for Blockchain Industry Development; the Smart City Implementation Strategy; and the New Industry and Technology Roadmap.

These strategies have enabled the South Korean government to provide platforms for e-participation (e-People: epeople.go.kr), open data (data.go.kr) and e-procurement (KONEPS) as well as

protects customers' personal data, digital security, and digital identity with their legal framework. Recently, they announced Metaverse Seoul – a virtual place where you can meet avatars of city hall officials and file complaints in the metaverse. It has been stated that the government will 'have numerous services for the vulnerable, including the disabled, and older citizens will be trained to navigate the virtual world.'

Maturity Model Progress Highlighted

- **Prioritizing Stage:** Executive support and involvement (national strategy)
- **Satisfying stage:** Digital infrastructure (digital security)
- **Delighting stage:** High citizen e-participation, new omni-channel service delivery methods

United Arab Emirates

The United Arab Emirates is on a fast track to becoming a top performer in customer satisfaction for digital government services. Its government aims to boost UAE's competitiveness in the services sector with a heavy focus on its 50-year vision (Government in 2071). It has appointed a Chief of Government Services, and has launched its UAE Strategy for Government Services to provide 90% of public services through a single digital platform, with 90% customer satisfaction. Three key themes are customer-centric design, efficiency through government collaborations to reduce duplicate efforts, and leveraging technology to proactively serve customers (e.g., UAE National Strategy for Artificial Intelligence 2031, Strategy for the Fourth Industrial Revolution, Emirates Blockchain Strategy).

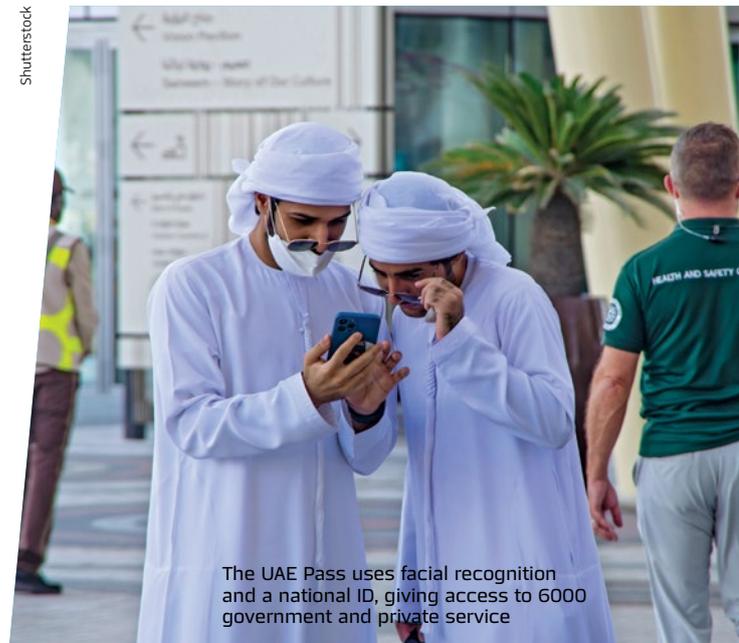
The UAE has introduced its Customer Pulse – available online and across physical service centers – capturing real-time customer sentiment and satisfaction on government service delivery at various touchpoints.

The Pulse allows the customer to evaluate the journey of obtaining the government services in UAE. It is deployed across 32 federal government entities, obtaining customer evaluations for over 1400 e-services and 300 service centers and 25 Smart Applications.

Around 5 million surveys are received on a yearly base from all the channels indicating areas of improvement the government need to focus on.

The UAE has also developed UAE PASS, which is a national digital ID for residents, that can be used for government services to vote in the elections of the Federal National Council, to travel within the GCC, and to pass immigration gates quickly at UAE airports. With the UAE Pass that uses biometric facial recognition and the Emirates ID identity, residents can seamlessly use a smartphone to access more than 6,000 government and private sector services to date (e.g., from government entities, banks, and telecom companies). It allows the user to digitally sign documents and transactions. It also provides a digital vault feature that allows users to request, store, and share government-issued credentials and documents for recurring transactions. Similarly, Dubai residents can use the DubaiNow app hosted by Smart Dubai to access more than 120 government and private sector services from over 30 entities. It helps that GCC governments, including the UAE, record approximately 30% more adoption of services available online for residents than the global average.

Shutterstock



The UAE Pass uses facial recognition and a national ID, giving access to 6000 government and private service

Maturity Model Progress Highlighted

- **Prioritizing Stage:** Executive support and involvement (national strategy, formal restructuring, executive involvement)
- **Building stage:** Digital infrastructure (high internet adoption rates)
- **Satisfying stage:** Customer-centric process, digital infrastructure (one-stop-shop government platform)
- **Delighting stage:** High citizen satisfaction (monitoring customer satisfaction in real-time), public-private collaboration, new omni-channel service delivery methods



"We have passed the planning stages and long-term development plans. Today, the view of the government has become different, and our interaction with the customer has become immediate and fast. By launching the Customer Pulse we are sensing the areas of improvement and development required for services, and we work immediately to create innovative solutions that would ease human life."

Mohamed Bin Taliah • Chief of Government Services
• United Arab Emirates



The UK is well-known for pioneering the introduction of citizen-centric design-based tools for government

James Padolsey/Unsplash

United Kingdom

Government digital services is a strong focus for the United Kingdom as part of its UK Digital Strategy. The United Kingdom is well-known for having been a pioneer for the introduction of citizen-centric design-based tools for government, which they introduced to government departments within the UK and later internationally. Their cross-government design community of 800 people works on human-centered design and user experience. The UK government is also a leader in using behavioral insights, and leveraging nudges to change citizen behavior. The UK government has also streamlined services enabling citizens to find simpler, clearer, and faster information through a single portal, www.gov.uk, reducing the number of government websites from 300 to one. This required 312 entities and government organizations to migrate their websites to the new portal. The UK government initiated the concept 'digital by default' that requires digital platforms to be user-friendly and convenient so that they are the primary interaction channel for most customers. In 2019, the UK government published guidance on the use of artificial intelligence in the public sector. For instance, the UK's Chabot Amelia helps residents with completing application forms and navigating local councils' websites. Furthermore, the UK has strongly focused on harnessing the benefits of collective intelligence.

For example, a global platform was set up to recruit and manage 750,000 NHS volunteers to help provide vital care to people self-isolating due to the COVID-19 pandemic. Another platform petition, parliament.uk, is used by citizens to submit their petitions online.

Maturity Model Progress Highlighted

- **Prioritizing Stage:** Executive support and involvement (national strategy)
- **Satisfying stage:** Customer-centric process, digital infrastructure (one-stop-shop government platform)
- **Delighting stage:** Collaboration across government, citizen e-participation, new omni-channel service delivery methods

Canada

Service Canada (www.canada.ca) provides Canadians with a single point of access to a wide range of government services across ministries. These include the largest and most heavily used programs such as the Social Insurance Number (which you need to gain employment), the Employment Insurance program, the Old Age Security program, the Canada Pension Plan, and applications for Canadian passports through its service centers. The Benefits Finder is also a helpful tool on the canada.ca website that helps citizens find employment, business startup, health, mental health, family, or housing benefit programs they may be eligible to receive. The mandate of Service Canada was to lower the cost of government operations by leveraging a service network targeting \$3 billion of savings over five years. With increased efficiencies, they were able to eliminate 4000 back-office processing positions. Similar single-point-of-access services are available province-wide, such as Service New Brunswick (SNB) and ServiceOntario.

One of Canada's public service innovations includes the Experimentation Works initiative, in which Canada's government devoted a fixed percentage of program funds to experimenting with new approaches to existing problems and how to implement the commitment. They showcase small-scale experiments, encouraging public servants to incorporate experimentation into their skills and practice of content design, program design, visual design, and messaging design. They also use GCconnex and GCcollab government platforms for networking, sharing information, and collaborating on a range of matters with internal and external

stakeholders. Another innovation is the Impact Canada Initiative. They issue prizes and funds such as social impact bonds or pay-for-success mechanisms to reward those who first or most effectively find a solution to a defined problem.

Internally, Canada's Digital Government Strategy, published as "working on tomorrow's Canada, today," is also in full swing. It focuses on four goals to ensure that government services are secure, accessible, and easy to use from any device: (1) modernizing the way they replace, build, and manage major IT systems across entities, which can be quite a complex process, (2) provide services to people where and when they need them, (3) take a coordinated approach to digital operations, enabling better collaboration across government and internationally, and (4) transform how they work, not just in IT but also an internal cultural change. In recent years, significant investments have been made, including decommissioning costly legacy data centers, implementing modern, cross-government IT solutions, and helping departments modernize their older IT systems and applications. Their most requested services by public servants are digital standards, electronic signatures, canada.ca's design system, the responsible use of AI (e.g., the Canadian government has also issued a directive on automated AI decision making), and their cloud adoption strategy, and email management for employees.

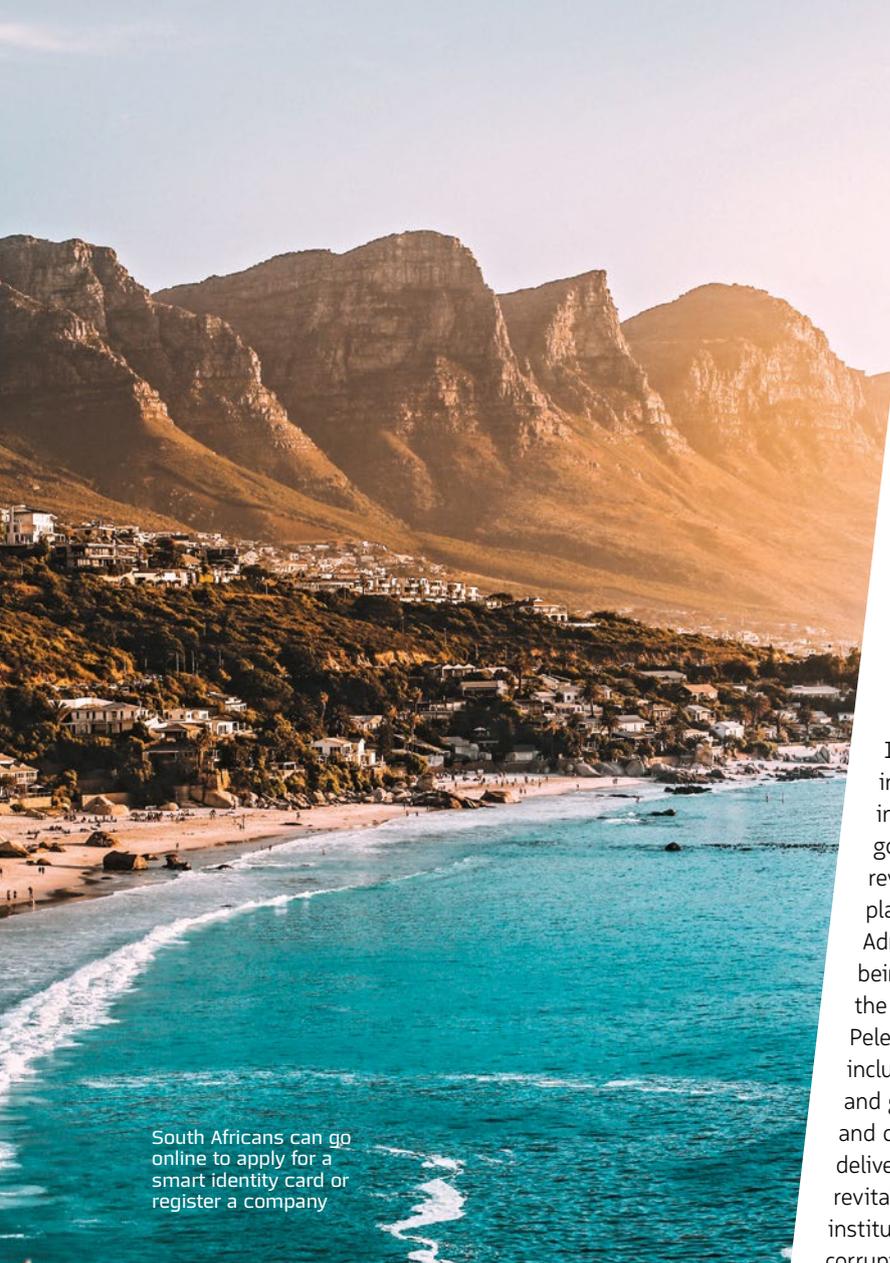
The mandate of Service Canada was to lower the cost of government operations

Maturity Model Progress Highlighted

- **Prioritizing stage:** Executive support & involvement (national strategies, executive involvement, budget allocation)
- **Building stage:** Customer-centric process, HR, digital infrastructure (updating legacy IT systems)
- **Satisfying stage:** Organizational cultural shift, digital infrastructure (one-stop-shop government platform)
- **Delighting stage:** Collaboration across entities, public-private collaboration



Lukas Kloeppel/Pexels



South Africans can go online to apply for a smart identity card or register a company

Kylefromthenorth/Unsplash

South Africa

South Africans can easily find out how to complete many government services on the nation's central website, www.gov.za/services. The government has detailed its procedures in an easy-to-understand way for many government services, including education, driving, living arrangements, and exporting and importing goods. Some transactions with the government can be completed online, such as booking a driver's license test, applying for a smart identity card, filing taxes electronically, checking matric exam results, submitting an employment equity report, and registering a company. You can also find the latest government local, provincial, and national news and speeches centralized on this same website www.gov.za/newsroom, searchable by category and region.

Residents of South Africa can also access government e-services directly through their e-Government Portal,

www.eservices.gov.za. To sign up, you need your ID number or passport number. Typical e-services include agro-processing, consumer complaints of fraudulent or unfair practices, cross-border work permits, small business licensing and funding, environmental and/or land use permits, and higher education services.

Internally, Batho Pele ("People First"), first introduced by the Mandela Administration in 1997 to stand for the better delivery of goods and services to the public, is being revitalized. The revised 2020-2025 strategic plan by the Department of Public Service and Administration repurposes their efforts toward being more agile, responsive, and in touch with the public, embodying the principles of Batho Pele. Their Medium Term Strategic Framework includes increased trust in public service delivery and governance with participatory governance and citizen engagement, modernizing service delivery operations that benefit citizens, the revitalized implementation of Batho Pele, developing institutions that deliver quality services, and fighting corruption.

A key initiative has been the Maponya Thusong Service Centre. Generally located in poverty-stricken areas with extremely high levels of unemployment, the intention is to give poor and disadvantaged communities access to information about government services. Approximately 22,000 clients per month at this center require government services, which range from applying to identity documents, entrepreneur information, and employment opportunities.

Maturity Model Progress Highlighted

- **Prioritizing Stage:** Executive support & involvement (national strategy, formal structure, budget allocation)
- **Building stage:** Customer-centric process, HR (talent and skills)
- **Satisfying stage:** Digital infrastructure (one-stop-shop government platform)
- **Delighting stage:** Participatory governance, citizen engagement



Brazil

An affordable
25,000-kilometer
broadband network now
serves less-developed
Brazilian municipalities

Implementing the country's Digital Governance Strategy, Brazil recently launched its digital services portal (www.brazil.gov.br). The country has also improved access to public data and information. Although many countries in the region still lack widespread broadband connectivity, Brazil implemented the Plano Nacional de Banda Larga (PNBL), creating an affordable 25,000-kilometer broadband network extending to various less-developed countries' municipalities. In the last few years, Brazil has experienced the largest number of GovTech startups in Latin America, providing a promising technical infrastructure for startups through its high availability of open data and technology enablers.

Internally, the Government and the Public Service of Brazil have undertaken various initiatives to support, encourage or facilitate public sector innovation, such as innovation awards, networks, events, labs, training, leadership development, and new legislation. Brazil was one of the first countries to establish a national public sector innovation award and to introduce electronic voting. Today, Brazil maintains an ongoing effort to ensure the system is secure, transparent, and auditable, e.g., by being open to biometrics for voter identification. They prepare with field tests and simulated electoral tests across all states as well as for Brazilian citizens overseas and blind and deaf people with the involvement of universities, the public prosecution office, and the National Brazilian Intelligence Agency. Another innovation includes one-stop-shop online training for public servants, digitally transforming government services. The software tools assist with digitization, a single sign-on solution, a costs and benefits model of digitization, and tools to

help entities simplify and transform their services, such as design thinking. Also, today, "ENAP" offers online courses for government in innovation, leadership, and digital governance, agile project thinking, creating and testing solutions, and open government.

In 2019, Brazil mandated the Publication of Decree to reduce bureaucracy and provide a ranking of public entities regarding complaints and user satisfaction issues. A platform, "Simplifique," was launched to solve bureaucratic process challenges. This open digital platform allows any member of the public to lodge complaints about bureaucratic processes. The government receives requests centrally and then relays them to the appropriate agency to evaluate and make decisions. The federal agency has a deadline of 30-60 days to formally respond, explaining the simplification actions the government intends to take. All complaints are published publicly, and complainants can track their progress. Because of this platform, better linking information systems have significantly reduced documentation requirements for passport applications.

Maturity Model Progress Highlighted

- **Prioritizing stage:** Executive support & involvement (national strategy)
- **Building stage:** Customer-centric process, HR (talent and skills), digital infrastructure (internet access and GovTech)
- **Satisfying stage:** Digital infrastructure (one-stop-shop government platform)
- **Delighting stage:** E-participation

Top 10 Things Countries With Excellent Government Services Do Differently

Best practice countries have made inroads and are farther along the journey to increasing customer satisfaction. Let's look at what they do differently to deliver exceptional government services.

A photograph of a smartphone with a yellow case lying on a document. A white sticker with the text 'SIGN HERE' and a left-pointing arrow is placed on the document. The document also has some text at the bottom, including '-A (OIC) (Rev. 3-2019)'.

SIGN HERE
←

-A (OIC) (Rev. 3-2019)

1. They Make Customer Satisfaction Their Top Priority

Best practice countries know that customers are increasingly expecting (and frequently demanding) an Amazon-like experience. So, government service transformation has become a national priority for all sectors and entities, with customer satisfaction as the focus.



2. They Ensure that The Customer Experience is User-friendly and Completion Time is Short

These countries know it goes beyond digitizing existing services. Each government service needs to be studied and completely transformed. Their goal is to drastically reduce completion time and improve the ease of completion. They work towards reducing customer frustrations.



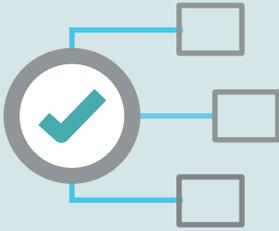
3. They Tend to Have One Platform Where Customers Interact with Most or All Government Services

Many customers want public services to be something they can finish in a few minutes, which often means that multiple government services are found all in one place, with a coherent look and a consistent user experience that is easily navigable. They want to quickly find the correct service in a clear, simple, and natural language and experience it in a single session.

Best practice countries normally create one platform where customers can complete many or all government services, such as renewing their driver's license, applying for a government health card, filing income taxes, or applying for a permit. This may be one super-government app, website, or service center. It requires extensive coordination between government entities to sync customers' personal information, IT systems, and personnel.



04



4. Internally, They have Long-term Support from The Nation's Executive Leadership Early On

From an early stage, leading countries get proper support, often from the President or Prime Minister or their executive leadership team. They produce national government service strategies and create formal legal structures and budget allocations for government services. Furthermore, some countries regularly report their progress to the executive leadership or Prime Minister directly.

05

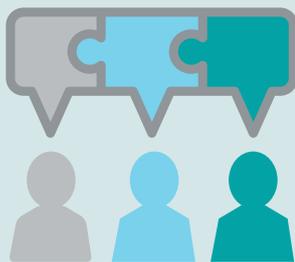


5. Internally, They Actively Transform The Organization's Culture Early and Attract Talent to Implement New Skills

From early on, leading countries prioritize a cultural transformation, shifting from a government-centric culture to a customer-centric culture. They create a more collaborative and innovative culture that allows for failure-acceptance as a model for innovation and processes to become more customer-centric. Teams and structures start to become more synthesized, allowing talent to work across government entities and external parties that could provide value and fill in talent gaps. This could include: vendors, technology and IT experts, customers, entrepreneurs, the private sector, consultants, institutions, and academia.

In addition to function knowledge and a cultural change, leading countries add talent that is not only familiar with customer design and customer service culture but also with the relevant technology skills (e.g., AI, APIs, blockchain, cloud computing) and soft skills (e.g., collaborative and high-performance team skills such as problem-solving, analytical thinking).

06



6. They Collaborate with Other Entities to Improve The Customer Experience and Anticipate Customer Needs

They collaborate with other teams in the same agency or across sectors in the same city or country. They may share best practices, up-to-date customer data (e.g., marital status, address, income), a digital platform, website, and/or government office where customers go to complete multiple government services at the same time, e.g., at the time after birth, they may register for a birth certificate, apply for a health insurance card, and also apply for child tax credit. While applying for these as a bundled service, customers may only have to fill out their personal information once, such as address and income, or they may consent to have it pre-filled automatically.

Some countries are even going to the next level, co-creating with other entities to anticipate customers' needs. For example, citizens could be automatically enrolled in social protection programs at the time of key life events, such as child support services, accompanying a letter detailing the government benefits available.

7. They Know that They Need to get Customers' Data Right Across Entities

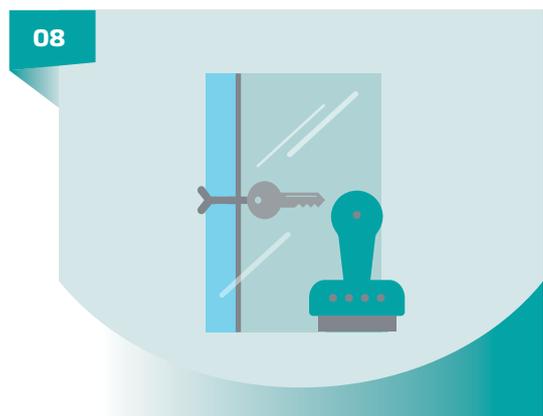
These countries have a robust data infrastructure. They start by ensuring each government agency has the most up-to-date customer data (e.g., address). They designate which agency will have this 'single source of truth' and ensure that the other entities can view and use that piece of data via an API gateway where their IT systems can talk to each other. They also ensure that data points are secure and working to obtain customer consent to share personal information with other entities to cut down customer completion times.



8. They Start Unblocking Legacy Laws and Replacing Legacy IT Systems

Laws are not necessarily designed for the digital world. Legacy laws are usually suited for the last century, but changing them tends to be very difficult. It can block progress in reducing government service completion time or increase ease of completion. Best practice countries tend to find ways to circumvent this or create a formal legal structure where an agency has the time, budget, and authority to update these legacy laws one by one.

Additionally, although updating legacy IT systems can become extremely expensive, leading countries have found ways to slowly update, replace, or share data with other entities as needed.



9. They Measure Customer Satisfaction Regularly

These countries tend to have a system in place to collect customer satisfaction data regularly, either in real-time or in each benchmarking year. This could include a poll, survey, monitoring sensor movement, monitoring sentiment on social media, or crowdfunding feedback. The central indicators measured are completion time, ease of completion, how-to (the ease of knowing where to go or what to do), and customer service. They publish these results publicly and to the nation's executive leadership.



10. They Seek Out Best Practices Everywhere and Copy what has Worked

Speed and agility make the game. Reinventing the wheel is out as it is too expensive and too slow. These countries consistently make connections with other government entities within their country and in other countries that are farther along in the journey and have higher customer satisfaction. They seek out what they can learn, what they can copy, what pitfalls they can avoid, and how they can customize ideas for their local circumstances. They also learn from and make connections with businesses, corporations, NGOs, and experts who have succeeded at this, e.g., PayPal, Uber.



Section 5

Future Government Services Trends

a) What is Driving Government Services Reforms?

Based on an analysis of global trends and expert interviews, this report identifies five key drivers enabling government service reforms. These five drivers of government service reforms are enabling willingness globally for prioritizing customer satisfaction across government services and revolutionizing governments to embrace a customer-centric culture, even at the risk of internal bureaucratic barriers that need to be overcome.

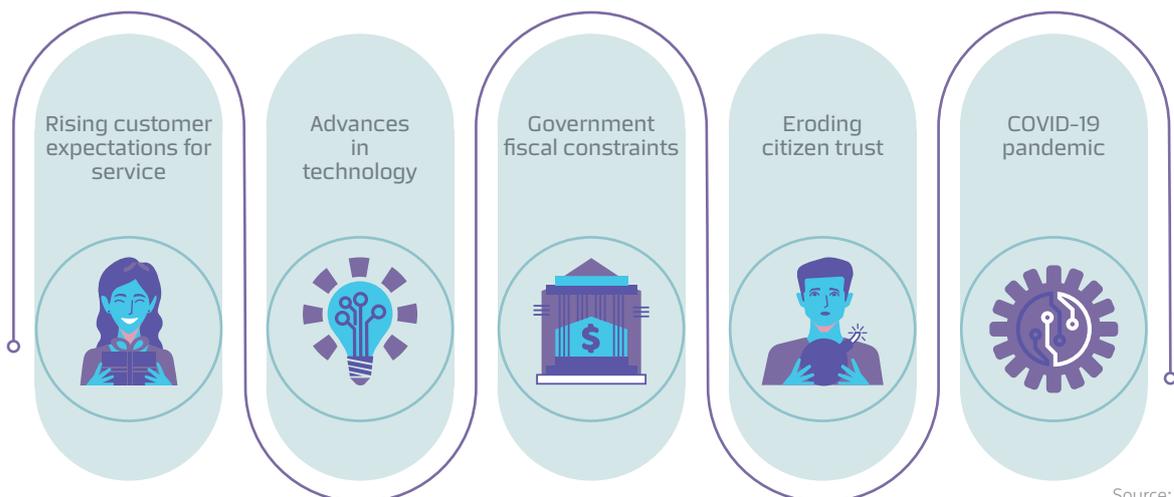
Central to these drivers is the digitalization of services. Government customers are benefiting from transformative digital experiences being led by private sector competitiveness and evolving technology across different facets of customer lives – from their cars and phones to retail and even financial services. As a result, the expectations and demands they have for their governments are ever-increasing as well. The COVID-19 pandemic has further accelerated this transformation.



“Many customers want an Amazon-like experience and expect the government service experience to be no different than changing the channels on Netflix. It is seamless to do so. Digitizing is not enough. What if you convert a manual form to digital but it is still 10 pages long? The process needs to be easy, fast, and seamless for the customer.”

Ian Khan • Technology Futurist & Filmmaker • Canada

The Following are Key Drivers for Reform



Source: GX



Photo: Arthead/Shutterstock

Rising Customer Expectations for Service

Platform companies such as Amazon, Facebook, WeChat, and Netflix have raised the standards for customer experience. Increasingly, customers are no longer expecting governments to keep up but, in fact, are demanding it. They expect governments to provide simple, user-friendly, efficient, and oftentimes digital interactions. Many customers do not see why government services should be more complicated than their online experience.

Many customers want public services to be something they can finish in a few minutes, and that can often mean that multiple government services are found all in one place, with a coherent look and a consistent user experience that is easily navigable. They want to quickly find the right service in a clear, simple and natural language and experience it in a single session.

With the slick experience from Amazon and similar companies, customers are left wondering why completing a government service is painful and frustrating.



“The customers’ expectations of technology in other parts of their lives are the same expectations they have of government services. They don’t say, ‘Oh, this is gov tech so we should have lower expectations.’”

Carolyn Staats • Director of Innovation Information Technology County of Sonoma, California • USA



“During the pandemic, there was a rapid migration from analog to digital services. Hardworking government innovators made six years of progress in six weeks.”

Jane Wiseman • CEO, Institute for Excellence in Government Fellow at the Harvard Kennedy School
• USA

Advances in Technology

Technology is expected to continue to improve how consumers manage various aspects of their lives, including the way they bank, shop, work, study, organize health appointments, and socialize.

New tech-driven delivery models being led by the private sector such as crowdsourcing, sharing economy, and uberization of services through ‘platforms’ such as Uber, AI bots, and now metaverse are delivering leapfrog innovations and disruptions in services delivery for customers. These fast-evolving disruptions are also forcing government services to evolve to meet customer expectations while also providing opportunities to streamline its delivery costs and quality.

Government Fiscal Constraints

Many government entities find themselves having to offer a vast array of services with fewer resources. The COVID-19 pandemic added to fiscal pressure with an estimated \$9+ trillion in fiscal stimulus provided by countries to help people and firms get through the crisis. There are too many priorities and tasks to be completed and there are not enough of the right human or financial resources to carry out goals and initiatives. Therefore, budgets get more and more sliced, not leaving enough to complete priorities successfully.

Eroding Citizen Trust in Government Services Overall

Another challenge for governments is the trust deficit between citizens and government services. Building trust in government institutions is vital, as it provides efficient government services. Having trust in government institutions is a pillar of national stability and even drives its political process. By involving and consulting citizens, trust is increased overall. Although customer satisfaction with public services is generally good, trust in national and local governments is significantly lower (33% and 36% respectively) – ranging from 63% in India and 46% in Australia; 29% in France, 27% in the UK, and 26% in the US; to just 19% in South Africa and 18% in Mexico.

Customers should have trust knowing how their personal data is secure as well as knowing who has access to their private data. This will create transparency and accountability. However, this will require policies and standards to be developed. Engaging and collaborating with customers also gains trust.

Covid-19 Pandemic Accelerating Digital Transformation

The COVID-19 pandemic has drastically helped accelerate government digitization services; it has also profoundly increased customer expectations of digital service delivery. While many private businesses have transformed to meet these expectations, governments are being held to the same standards more than ever before. From online shopping and virtual schooling to remote and hybrid working, citizens now want their services delivered at a higher efficiency level than before, when services were delivered in person.



“COVID did help with the acceleration of digital tool adoption. More and more people are now convinced of this direction, so this is really ambitious for AI, blockchain, and cloud-building in Europe. A lot of money is now available to develop these technologies. Also, smaller European countries such as the Netherlands are strengthened by European coalitions so these countries can move faster than if they were on their own.”

Marloes Pomp • Expert in the field of Blockchain and AI • The Netherlands

While some civil servants have had more resistance to offering digital services in the past, the pandemic has provided a renewed can-do spirit, and customers would be more willing to adopt and embrace these digital methods. For example, before, a judge may not have wanted to use conferencing software to speak with a defendant, because he or she may have felt that they'd lose the non-verbal cues in the

interview, but after COVID, the judge feels a lot more comfortable with this new method and sees how it can save time and money in many cases.

b) Top Tech Trends Relevant to Government Services

Given that technology is playing a central role in enabling effective and efficient government services, an analysis of key technologies and its application to government services excellence is presented here. Although digital-first services are not the only solution to enable customer satisfaction and delight, it is now a major part of the equation, and it can reduce customers' frustrations substantially.

Nine key technologies have been identified that are driving government services excellence across all facets of government services.

How can Technologies Transform Government Services?

	Answering FAQs and complex questions	Building one-stop digital and live gov. Services	Cross-agency customer services	Strengthening digital trust	Automating back-end to free up agents for more IoT	Cutting wait times and predicting preferences	Offering digital documentation, id verification and security	Enabling efficient bill payments
Blockchain		●		●			●	●
Artificial Intelligence (AI)	●		●	●	●	●		
Cloud platforms	●	●	●		●		●	●
Application Programming Interface (APIs)		●	●			●		●
Internet of Things (IoT)	●		●			●		●
Big data management	●	●	●		●	●	●	
Augmented Reality (AR)	●							
Virtual Reality (VR)	●							
5G and 6G coverage		●			●		●	

Source: GX analysis

Technologies Driving Government Service Excellence

01

Blockchain



A digital ledger of transactions recorded across several computers, making it difficult or impossible to change, hack, or cheat the system.

Example: securing Bitcoin transactions.

02

Artificial Intelligence (AI)



A set of algorithms, big data, and automation used to imitate the cognitive functions of a human brain.

Examples: detect fraud, chatbots answering complex questions.

03

Cloud Platforms



Storing and accessing data and programs over the internet instead of your computer's hard drive.

Example: Google Cloud.

04

Application Programming Interface (APIS)



A type of software intermediary that allows two applications to talk to each other.

Examples: the weather program on your phone, sending an instant message on Facebook.

05

Internet Of Things (IOT)



Everyday objects communicating with each other through the internet.

Examples: thermostat, fridge, sensors, cameras, car, phone.

06

Big Data Management



The availability of more comprehensive and cleaner data sets.

Example: A single agency in charge of updating and registering citizens' marital status.

07

Augmented Reality (AR)



Virtual objects that are presented in our physical world.

Example: showing a 3D architectural drawing of a house renovation.

08

Virtual Reality (VR)



A form of technology that creates an immersive and simulated 3D virtual environment.

Example: used for learning, meeting, and interacting.

09

5G and 6G Coverage



Fifth and sixth generation of mobile networks - one of the fastest wireless technologies created.

Source: GX analysis

In the coming years, key technologies led by a maturing AI ecosystem, blockchain based use-cases, especially contract/document management, as well as IoT to enable sensor-based ID recognition and many types of customer engagements will be central to government servicing excellence.

Governments, who choose to leverage technology to enhance the customer experience and reduce customer frustrations, will need to invest more in these technologies. Ensuring wide access to affordable and **fast internet or mobile data** for all end-users will be key as well.

Over the next 10 years, it is likely a major development or breakthrough in **AR and VR** applications will become mainstream. Companies are now competing to pioneer the **metaverse** space, or virtual reality. This has the potential of becoming “the new internet” or an upgraded level of social media. Meta (formerly Facebook) plans to hire 10,000 people in the EU to build a metaverse. Alibaba and Tencent are also piling investments into the metaverse (Alibaba launched a Metaverse Art Exhibition).

This channel is already an avenue for government services. The city of Seoul and the island of Barbados have said they will enter the metaverse to provide administrative and consular services, respectively. If the technology becomes more mainstream, other cities and countries may follow suit. Besides the ability to meet the avatars of city hall officials and file complaints, Metaverse Seoul states that they will ‘have numerous services for the vulnerable, including the disabled (people of determination) and older citizens, who will be trained to navigate the virtual world.’

One of the foundational prerequisites to leveraging technology for government service reform is the collection, use, and sharing of **data**. Many governments collect a huge amount of data, but are unable to utilize it fully. There is a clear trend toward collecting the right data and then using it for sophisticated analysis.

Good data sets will play an increasing role and can be used to remove frictions in the process by:

- **Analyzing and predicting preferences:** Learning customer preferences and giving insights into which parts of the process are causing the most frustration.
- **Cutting down application times:** Minimizing the time it takes to fill out an application, with pre-filled data and shared data across government entities (with consent from the customer).
- **Providing anticipatory services:** Sharing data across government entities to provide a bundle of services around a specific ‘life event.’
- **Automatically activating services:** An invisible service in the back-end for a customer to automatically activate a specific process (e.g. a birth certificate when a citizen is born, or temporary unemployment services for the recently unemployed).

This requires an abundance of free-flowing, quality data when sharing across government entities. A few organizations are making headway in this area, including The Official Portal for European Data, The Global Open Data Index, and The UNCTAD Data Protection and Privacy Legislation Worldwide Monitoring Report.

Across the world, several **GovTech hubs** and programs have started emerging, contributing to the development of the ecosystem. Poland has ‘GovTech Polska,’ the UK has established “GovTech Catalyst,” and similar hubs have started emerging in Lithuania and Denmark. Latin America published their GovTech Index to monitor the progress of this ecosystem in the region, inclusive of startups, government, and investors.

In **conclusion**, governments should look at how impactful it would be if they adopted a technology trend, what the return on investment would be, as well as how ready they would be to adopt the trend. Although costly, modernizing legacy IT systems will be part of the reality for many governments to incorporate frontier technologies.



Words From The Experts



“Government platforms will need secure interfaces and the protection of data privacy. They will need layered security, multi-layers of authentication, firewalls, the monitoring of in-and-out traffic, data-level security, authentication confirming the person who logged in is actually authorized, and reducing the number of bad actors. Blockchain helps in creating evidence, breaches in transmissions, and maliciousness in the transfer of data. Also, many steps are added to the process to prevent fraud, lying, and corruption. But AI helps to cut down some of this.”

Daniel Chenok • Executive Director, IBM Center for the Business of Government • USA



“In Zoom meetings, it will not be a civil servant you are speaking with but someone that looks like them. VR will eventually replace Zoom meetings. This requires volumes of data and unstructured data sets that need to be added quickly.”

“When applying for a permit, first we would ask our digital assistant (e.g., Watson). Then we would ‘walk around’ in AR with our inspector who shows us where in the AR architect drawings the problem we need to fix before we can get approved. AI detected the problem in the drawings originally and blockchain verified that we indeed owned the building.”

Carolyn Staats • Director of Innovation Information Technology • County of Sonoma, California • USA



“Private companies can build services and solutions that integrate with public services by using APIs, e.g. for state universities, healthcare, trust authorities, taxes, and trash.”

Stefano Quintarelli • High Level Expert • Italy



“The government collects a lot of data, but is it clean? There may be 25 different versions of a customer’s address, so which one is correct? Fixing this is an essential foundation. Designate which agency has the ‘single source of truth’ for each piece of data (e.g., address, marital status). Then build an API gateway for other agencies / approved private companies to pull that data. E.g., you can open a bank account remotely. You will be asked if you’d like the bank to pull your data from the government. If you agree, you can sign in with your digital national ID and open a bank account immediately.”

“A lot of people will tell you to use the latest technology (e.g., blockchain, AI). They get hung up on the technology itself. For example, some might ask us, ‘Can you do an AI project for us?’ And we ask, ‘What is the problem you are trying to solve?’ If the problem requires user machine learning, then yes, we will do it. People forget that the most important part is to solve a problem. It is best to use an existing, proven, reliable technology in an innovative way and not just using the latest edge technology.”

Chan Cheow Hoe • Government Chief Digital Technology Officer • Singapore

c) What Government Services Could Look Like in the Future

Government Services In The Next 5-10 Years:

Increasing customer satisfaction in government services helps increase citizen trust in overall government. The future of government services will be fast, convenient, user-friendly, secure, anticipatory, and inclusive. This ultimately increases customer satisfaction.

Within 10 years, we expect to see the following in government services:

- Increased cybersecurity: secure platforms, logins, private data protection, and digital payments.
- Sophisticated data analytics to improve customer experience.
- New service delivery methods, e.g., digital assistants 2.0, metaverse, AR.
- A step toward strengthening citizen trust through government services.
- Inclusive government services that include all customer segments and digital appetites.

Internally:

- Moving away from silos toward collaboration.
- Innovation mindset culture.
- Increased customer service culture.
- Agile at the project management level and executive level.

The future of government indicates a fast-paced trajectory, set to transform the way in which services are delivered. Here, we delve into how this will occur, through a sustained and transformative approach.



The Future of Government Services is

- Fast
- Convenient
- User-friendly
- Secure
- Anticipatory
- Inclusive

Fast & Convenient

The process has to be fast and convenient. Only a few minutes to complete and it shouldn't take me out of my daily routine.

Process Change

- More digital options
- Digital payments
- Current service delivery methods + Digital Assistants 2.0 + VR & AR

Technologies

- Internet access
- Cloud
- Blockchain
- APIs
- Cybersecurity
- AI
- VR
- 5G
- IoT
- AR
- 6G

Structural Change

- Digital rights & standards
- Updating legacy IT systems

Anticipatory

Honestly, don't bother me if you don't need to. And if I have to interact with you, be nice and helpful. Solve my issue right away.

Process Change

- Anticipatory services
- Invisible services
- Talent, training & incentive reform

Technologies

- Big data
- Open data
- Gov data
- APIs
- RPA

Structural Change

- Inter-agency collaboration
- Government restructuring



User-friendly & Secure

The process needs to be easy as online shopping – simple, user-friendly, and intuitive.

Process Change

- Customer-centric design & innovation culture
- Talent, training & incentive reform
- One-stop-shop government platform

Technologies

- AI
- Big data
- Open data
- Gov data
- Data analytics & prediction
- Cloud
- Blockchain
- APIs
- Cybersecurity

Structural Change

- Updating legacy laws, policy, and regulations
- Increasing cybersecurity measures and infrastructure

Inclusive

We are not going to use your digital options. So, you need to include us too.

Process Change

- Customer-centric design & innovation culture
- Customer service training

Technologies

- AI

Source: GX analysis

Fast and convenient

Completion time may be within minutes – not hours or days. Government services will go to where the customers are, instead of customers going to service center. This added convenience is likely to combat the disruptions customers are met with in their daily routines. Instead of taking time off from work to visit a service center, customers can access services at work or in social spaces seamlessly, through platforms or technologies they are already familiar with (e.g., WhatsApp, email, SMS) or will be using in the future, e.g. digital assistants, virtual reality, and/or augmented reality.

User-friendly and secure

Front-end interfaces are expected to become more user-friendly and coherent. The process of how a user navigates the system will be well thought-out by design teams (as opposed to IT teams or not at all) to create a simple experience from end-to-end. Navigating the platform could be as easy as online shopping. Interfaces for applying for a permit would look the same or similar to filing your taxes.

Currently, it takes an incredible amount of effort to find the correct website, portal, or application that is fit for purpose. The system may not allow you to submit the application due to technical complexities. Users then find trouble reloading the page or losing data. Customers are unable to proceed with the application without completing all relevant fields, though it does not indicate which fields. In the future, these issues are likely to be solved.

Also, with the customers' permission ("consent models"), form fields could be pre-filled with personal data pooled from documents collected across government entities (e.g., marital status, tax documents). User-friendly services will require both customer-centric design and innovation culture, as well as a reform in talent, training, and incentives.

Further, trends indicated an uptake in the use of government all-in-one platforms – a secure one-stop-shop customers can go online or in-person to complete a wide range of government services at a time. This requires a digital ID for each customer. Some countries will go further and adopt a national ID, which is an advanced version of a passport or social security number.

The challenge is finding the balance between security for the single sign-on authentication and its user-friendliness for the customer. Governments want to protect citizens from identity theft, without implementing an arduous sign-in process each time. Creating secure interfaces, data privacy, multiple layers of authentication, and reducing bad actors will increase. Data ownership (and updates to said data-sets) will also be very important.



"The government knows if you are married with children. Why does the government ask if you are married and to list your children's information on the form? Also, why do we have to gather all of our documents to pay our taxes when the government already has all of this information? Just have it pre-filled, with the customer's consent, and the customer can just say yes or no."

Dr. Jonathan Reichental • Founder of Human Future
Professor, Author, and Former CIO of the City of Palo Alto • USA



"I hope in 10 years that most of our citizens will have more secure devices; devices that understand the Finnish language better, speech recognition, new displays, and virtual and augmented reality services."

Kimmo Rousku • General Secretary, Finnish Digital Agency • Finland

Anticipatory

Here, government entities anticipate customers' needs at a new level. Entities proactively collaborate to offer a bundle of government services together with life events, e.g., birth, marriage, death, regardless of which agency it originates from. Citizens could be automatically enrolled in social protection programs at the time of key life events, such as child support services, accompanying a letter detailing the government benefits available.

Many times, automatic invisible services will occur in the back-end that the customer would not be aware of. Reducing outdated services would be rethought (e.g., the need to renew permits or licenses or to have customers physically visit a service center each month or year). Not bothering the customer unless absolutely necessary will become an increasing trend.

The solution to providing anticipatory and invisible services is to cut across silos. Customer expectations are very high and they are demanding this change. However, this will require the strong effort of inter-agency collaboration. Restructuring historical siloes could be challenging due to existing culture and siloed funding from the government budget. Finally, many government agency systems do not work across different governmental departments. As such, some host alternative legacy systems are costly to replace. As a result, changes are likely to happen less frequently due to outdated systems.

Inclusive

Ideally, there will be an increased effort to serve all customer segments with high-quality government services, including marginalized populations such as: the people of determination (physically handicapped) and elderly- who are usually excluded in digital transformation journeys due to their lack of practice and embeddedness with digital platforms; citizens who live outside of the major metropolitan cities or in remote areas; and customers who prefer in-person services for the human appeal, or who may be digital-adverse.



"Invisible government: The government exists but services are completely transparent and invisible to a citizen. For example, in Singapore, when you get married, the government provides financial subsidy to buy a house and encourages you to live near your parents for social cohesion. So, when they register their wedding day, why not give them all of the options of housing near the groom's parents' house and bride's parents' house? You give the option to them and they get to choose. But you need the right skill sets on the team to accomplish this (e.g., technologists, designers, social and behavioral experts)."

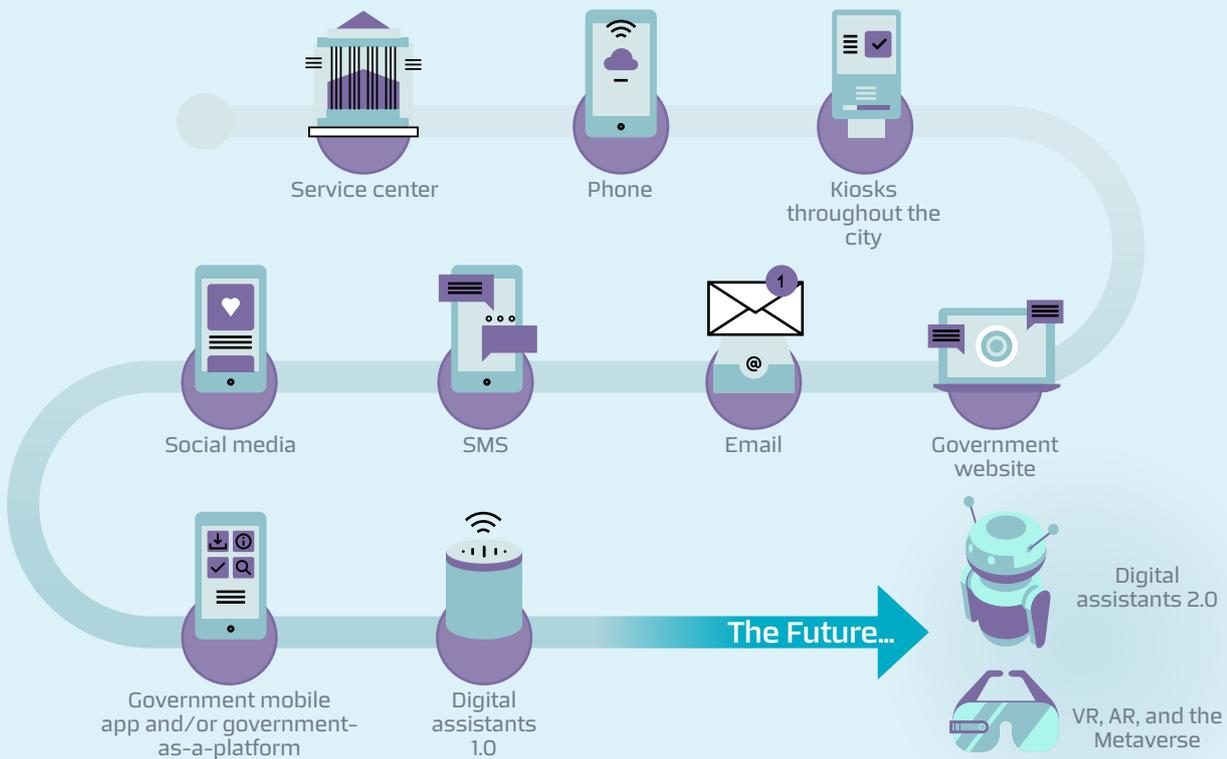
Ashok Kumar Seetharaman • Digital Government Specialist • Singapore



Cottonbro/Pexels

New Service Delivery Methods

Source: GX



Mapping out customer-centric journeys specific to these customer segments is key in finding personalized solutions. Additionally, as AI and frontier technologies develop, governments will increasingly need to think about biases in the system and how to ensure all customers receive fair treatment.

Government entities will continue to improve existing service delivery methods, such as: Service centers, government websites, SMS, social media methods (e.g. WhatsApp, TikTok, LinkedIn), and government apps, in order to reach various communities in their countries with clear and targeted messaging.

However, the future of service delivery is beyond websites and apps; it is planning for the next-generation of digital assistants, personal AIs, and/or bots (“digital assistants 2.0”), e.g., next-gen Siri or Alexa. Such technology is developing fast. Government services will be more convenient to access and complete. Digital assistants will be able to answer more complex questions and guide customers through the entire government service process. Because it is voice-activated, the voice could be coming from your phone, car or fridge. Voice takes out the digital hurdle or barrier (e.g. mouse clicking, typing, wearing a headset).



“AI-enabled chat digital assistants will advance. Instead of giving you FAQs, they will start to have a conversation with you and give complex answers, e.g. Where is the cheapest place to go for a heart valve procedure? Instead of the customer doing research on Yelp or review sites, the bot can answer by quickly checking across insurance companies, pricing, and track record data. Some people will still want to talk to a human just to confirm before they complete the final government service.”

Daniel Chenok • Executive Director, IBM Center for the Business of Government • USA

In the longer term, we could likely see government pilot projects offering government services in the metaverse (e.g. real-estate services). This includes offering to complete government services using virtual reality and augmented reality.

The next decade will shape the way in which governments proceed with reformed delivery of services. With the introduction of streamlined services across governmental bodies, citizens are set to experience a faster and more immersive experience, where incorporating new digital assistants and technologies will likely increase citizen participation levels and inclusivity, particularly for marginalized communities.

With the aid of digital media (Facebook, Instagram, TikTok, LinkedIn), governments can anticipate an increase in the way services are delivered and experienced, enabling an easier and more expansive outreach with targeting multiple markets globally.



“For example, you could say, ‘Hey Google, when is my driver’s license expiring? Could you put in a reminder to renew that?’ Therefore, there is no email or typing involved.”

Ian Khan • Technology Futurist & Filmmaker • Canada



“Voice is important and helpful even internally, e.g. Police departments interview a lot of people. They want something like Google voice search instead of typing notes. Also, they could just search for a word in the audio recording and it comes up.”

“In five years, we will be experimenting with government service pilot projects in the metaverse and in 10 years, we will create it with standards. For example, the Netherlands could test real estate services in VR for people who prefer VR and keep real estate services available on the internet for those who prefer the internet.”

Marloes Pomp • Expert in the field of Blockchain and AI • The Netherlands



Cottonbroy/Pexels

Top 9 Government Services Trends for 2023

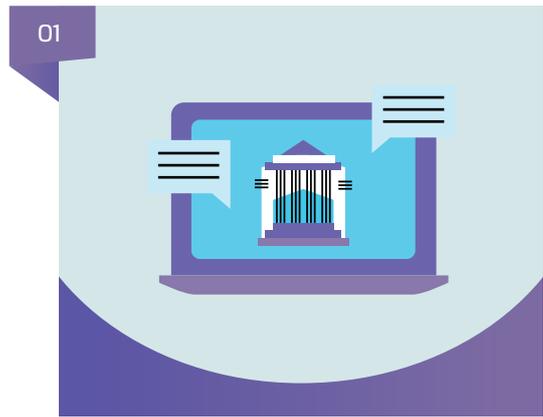
Restructuring and rebuilding services are set to become a strong component of the diversification of government services. The use of digital assistants, all-in-one platforms, and increased security play a crucial role in repositioning the wealth of opportunities that lie ahead.

Below are the top government service trends set to rise in 2023 and beyond.

1. Government-as-a-Platform

One platform where customers can complete many or all government services

Government entities are moving towards providing one secure interface where customers can complete all government services in one place (e.g. an app, dashboard, one-stop shop). This platform may use a single digital sign-on or a national ID sign-on. It is open, shared and built upon digital infrastructure, such as cloud computing and APIs, that allow government entities, citizens and residents, the private sector, NGOs, and academia to use or provide new **Gov 2.0 services** and solutions - ones that are more simple, fast, user-friendly, intuitive, efficient, anticipatory, and oftentimes automated.



2. Digital Security and Digital Standards

Secure platforms, logins, and data

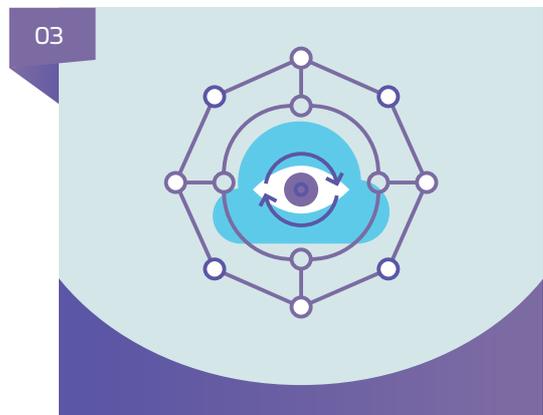
Government entities that are building these secure platform logins, secure interfaces, and secure data across platforms are a step in the direction of increasing the ease and convenience, while building stronger citizen trust. The next stage of digital security is to provide government mandated / regulated data security. Some governments are starting to offer ways which allow customers to control who views their personal data, with standards being set around data security, digital rights, and violations. For example, customers can submit a claim when their digital rights have been infringed upon or **digital assets** have been stolen (e.g., cryptocurrency, digital real estate, digital clothing, graphics) and administrators have a period of time to address it. Establishing clear standards around data is critical for effective and accurate information sharing, particularly as intelligent automation relies on data. Data standards include how data is formatted, stored, used, accessed and shared.



3. ANTICIPATORY/PROACTIVE SERVICES

Government services bundled around a citizen's life events

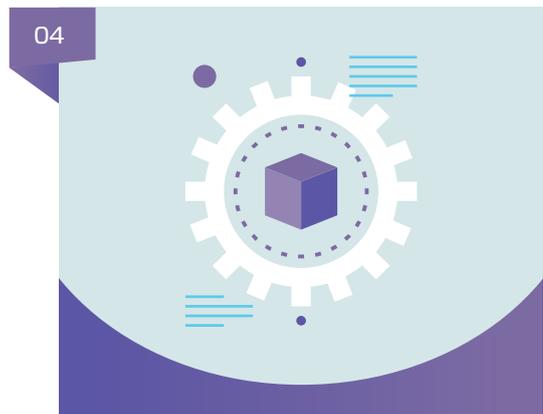
Government entities are moving towards bundling services around life events. They anticipate which government services will be needed during a specific life event, such as a birth, marriage, or death and build the customer experience around it. As a result, various government entities come together to provide a single cohesive process in a convenient way for the customer.



4. Invisible Services, or Consult-Only

Completing government services in the back-end without bothering the customer

Don't bother the customer at all. Governments can work on behalf of the customer directly from the back end of specific government services and simply notifying the customer it has been completed via email, e.g., renewing a driver's license or permit. Also, some governments are starting to remove unnecessary or outdated government services. For example, you would not need the customer to take an eye test if you consent access to the government service entity or to fill out a form at a physical service center to renew your driver's license if it is automatically renewed.



05



5. Open Collaborations

Moving away from silos to open collaborations

Internally, government entities are moving away from the hierarchical structure, and working in silos, towards collaborating with others within their agency, as well as with other entities, and individuals outside of government, in order to attain the talent, skills, and data they need to improve government services. New trends include open collaborations, open teams, open thinking, shared knowledge, shared (but secure) data, and open **APIs** (Application Programming Interface), allowing two applications to talk to each other.

6. Talent and Incentives Reform

New skills, new mix of team members, and new incentives

Internally, teams are moving towards upskilling their employees by attaining a new mix of skills and training that is needed for reform. This could include:

- Sector specific specializations
- Customer / service design
- Customer service
- Leveraging frontier technologies for digital transformation
- Information Technology (IT) for storing, retrieving, and sending data
- Cybersecurity and digital security
- Collaborative skills
- Soft skills

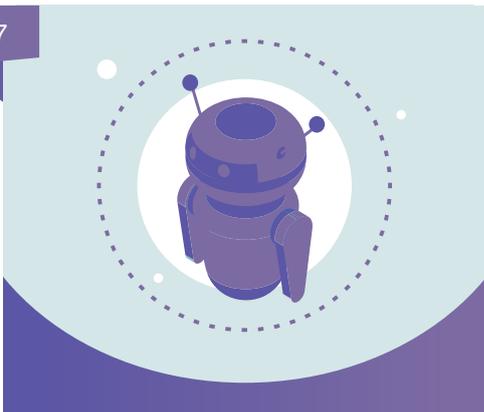
There could also be a hybrid approach for forming teams, with team members coming together from both within and outside of government. This could include:

- Civil servants across entities
- IT professionals
- Technologists
- Data scientists
- User experience / service designers
- Behavioral experts
- Entrepreneurs
- Consultants
- Vendors
- Customers
- NGOs
- Teams and advisors across countries

06



07

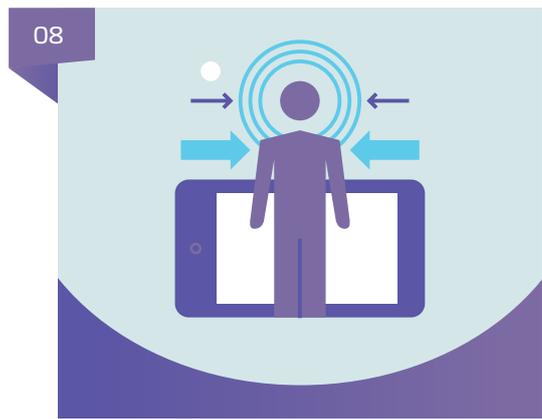


Additionally, entities around the world understand that intrinsic and extrinsic incentives need to be restructured in order to attract the talent needed for reform. Examples include bonuses and promotions tied to **KPIs** (key performance indicators), as well as intrinsic incentives, such as flexible working and working from home for two / three days a week. We expect to see more governments reforming incentives to create an innovative, customer-centric culture environment.

7. New Service Delivery Methods

Adding digital assistants

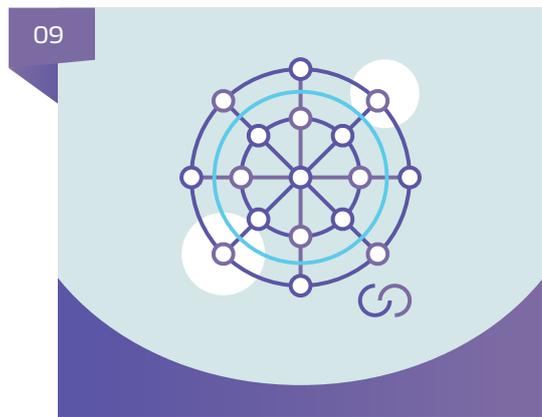
In addition to existing methods such as phone, email, SMS, websites, social media, and apps, government entities are keeping an eye on emerging methods, including next-gen digital assistants or bots (**“digital assistants 2.0”**) such as next-gen Siri or Alexa. These will be able to answer more complex questions and eventually guide customers through the entire government service process. In the immediate future, these digital assistants will likely develop to embed virtual and/or augmented reality (e.g. as an avatar public servant), or leverage the Internet of Things (e.g. Google or Siri connected to your phone, car or fridge).



8. Digital Inclusion

Ensuring marginalized populations are not left behind

There is a need to ensure that no customer or citizen segments are left behind. Here, governments look to offer multiple effective service delivery channels, and/or services personalized to all customer digital adoption appetites and marginalized populations (e.g. elderly, disabled, the homeless). They may also increase educating customers on the benefits of new service delivery methods, guiding or nudging customers over the first digital hump.



9. Formal Government Service Structures and Budgets

Separate legal government entity dedicated to government services

Although in the nascent stage, some governments have begun thinking about

1. how various government entities can work together as ‘one government’ when approaching customers, or
2. decoupling government service responsibilities from existing government entities altogether (e.g. Ministry of Healthcare, Ministry of Education). This model includes moving government service responsibilities to its own independent structure with its own leader, legal authority, and budget (e.g., Ministry of Government Services).

In summary, a pivotal direction towards increased customer satisfaction digital connectivity will enable better societal inclusion, increased productivity internally and a drive towards increased efficiency, limiting a bureaucratic hangover.

Furthermore, by introducing and embedding increased digital security and all-encompassing services across digital platforms, many customer segments will experience a positive government services experience.

Section 6

Strategic Recommendations





Implementing customer-centric government services is a tall order. While the private sector may have a sizable budget alongside a talented trained team, more often than not, governments do not have access to such resources, including expertise. Providing customer-centric government services to a diverse range of customers with varying needs can prove to be taxing. Limitations on budget, talent, skills, siloed structures, and the sheer number of government services make the process of ensuring customer satisfaction much more complex.

Where should countries start and what should they do?

A key request identified during our interview process was the lack of a structured roadmap or checklist for government officials. To address this need, we have designed a strategic framework – the Government Services Excellence Maturity Model to structure the recommendations around. Leveraging this maturity framework and the expert interviews and insights from the customer satisfaction survey's key findings, a prioritized set of 'government services' opportunity areas and 14 recommendations have been presented. In addition, a related implementation checklist is also presented.

a) Government Services Excellence Maturity Journey

The Government Services Excellence Maturity Model presents a framework for governments to identify their customer service excellence journey. It maps the recommended maturity stages and steps to reaching customer satisfaction in government services. It comprises four main stages: Prioritizing, Building, Satisfying, and Delighting with a total of 14 pillars.



Prioritizing

Government Service Reformation

- Executive Support & Involvement
- Formal Restructuring

The country is prioritizing the reformation of government services



Building

Internal And External Structural Transformation

- Customer-Centric Process
- HR: Talent, Teams, and Incentives
- Organizational Culture Shift
- Digital Infrastructure
- Unblocking Internal Barriers

The country is implementing critical stepping stones and is starting to overcome key challenges and barriers



Satisfying

Customers

- Customer-Centric Process
- Organizational Culture Shift
- Digital Infrastructure
- Laws, Policy, & Regulation

Customers in the country are satisfied with most of the government services they interact with



Delighting

Customers

- Customer-Centric Process
- Collaboration
- Formal Restructuring

Customers in the country are delighted with most of the government services they interact with

Source: GX

Prioritizing stage

A country at the “Prioritizing” stage of the journey is required to address the reformation of government services, in order to embed the core foundation of government services excellence.

The country’s government leaders need to decide and prioritize what the reform must look like.

Government Services 2.0. leaders then launch national strategies, allocating separate budgets, and assigning leaders, departments, or committees to work on implementing the strategy.

Ideally for this stage, government leadership would announce a separate legal structure/ entity responsible for government service excellence transition with a 10+ year strategy based on future foresight, a budget, and authority accountability. This entity would then work to focus exclusively on government service excellence for each government sector silo.

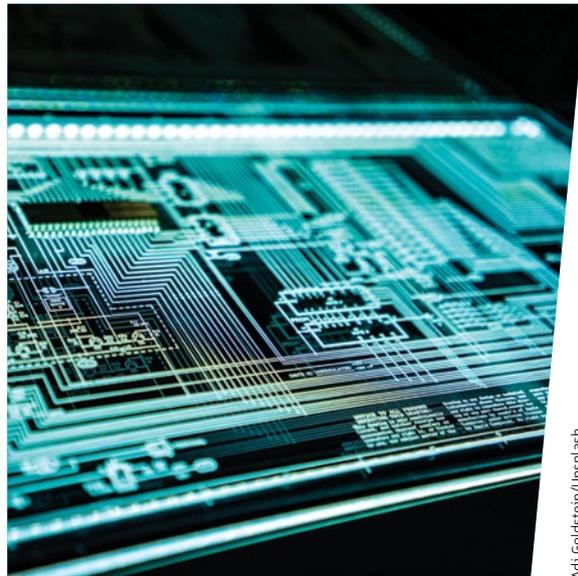
Building stage

Countries in the ‘Building’ stage are beginning to execute programs and initiatives set forth in the ‘Prioritizing’ stage. They are preparing the people, culture, and infrastructure for reform and slowly starting to unblock internal barriers.

Much of the arduous work is done during the ‘Building’ stage. Governments start redesigning their services, moving to create customer-centric services by analyzing sources of customer frustration.

They are setting up a digital infrastructure that works for the future. Governments have a clear data governance strategy, cybersecurity strategy, mobile and cloud strategy, and tech strategy to implement. They want to make sure that they build the correct infrastructure across silos.

They are also preparing for internal shifts in talent and culture.



Adi Goldstein/Unsplash

There is a global shortage of cybersecurity experts

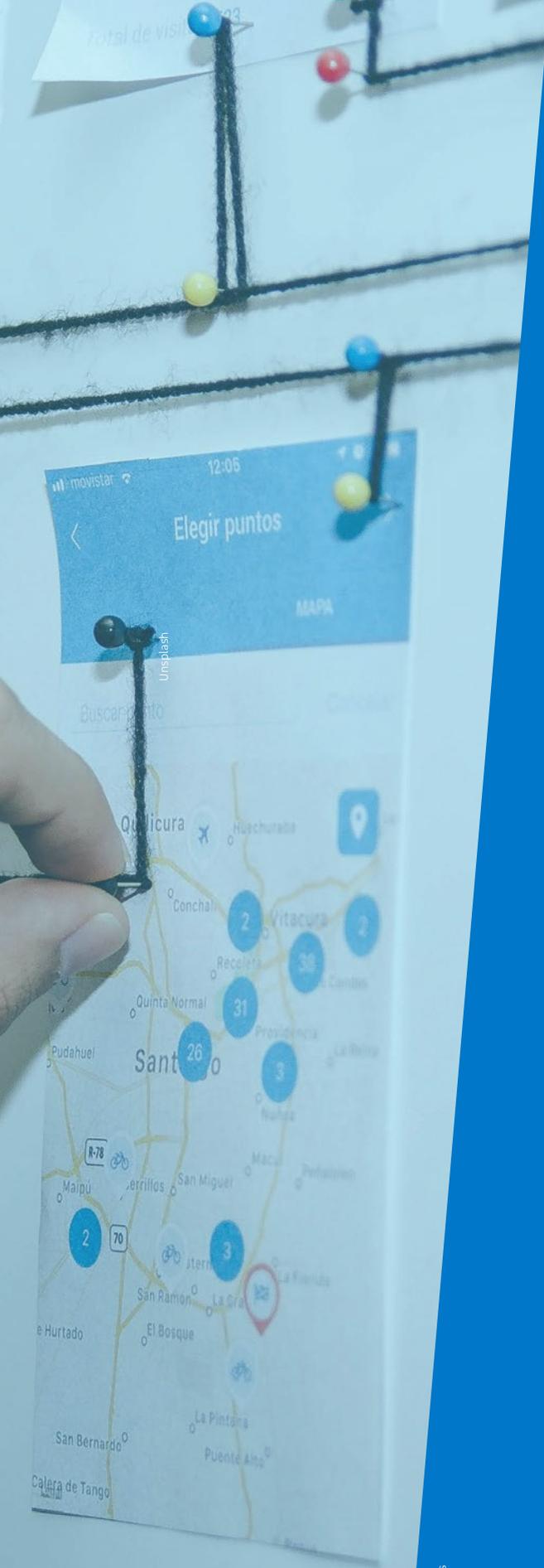
1. Talent shift: In addition to function knowledge, talent now must be familiar with customer design and customer service culture. They require the relevant technology skills (e.g., AI, APIs, blockchain, cloud computing) and soft skills (e.g., collaborative and high-performance team skills such as problem solving, analytical thinking).

Sector skills + customer design skills + customer service, collaborative, and soft skills + technological skills

2. Culture shift: There needs to be a collaborative and innovative culture that allows for failure-acceptance as a model for innovation and becomes more customer-centric. Teams and structures need to be synthesized in order to allow talent to work across government entities, in addition to external parties that could provide value and fill in talent gaps. This could include: vendors, technology and IT experts, customers, entrepreneurs, the private sector, consultants, institutions, and academia.

Customer-centric + collaborative + iterative + failure-accepting

During this stage, governments are starting to find ways to unblock insurmountable barriers or maneuver around such blockades. These include: executive support and buy-in, political, culture shift, talent and incentives, silo funding, bureaucracy and regulatory, and IT and technology barriers.



Governments can remove pain points and delight customers via government services

Olya Kobruseva/Pexels

Satisfying stage

For countries in the “Satisfying” stage, customers are satisfied with most of the government services they interact with. There is also a coordinated effort between government entities, the private sector, and possibly with other nations to deliver on ‘anticipatory’ and comprehensive customer services that include international touchpoints for customers as well, such as travel or foreign-country-based work.

By this stage, there are a plethora of strong digital options for various government services, enabling a more streamlined approach for customers who wish to use them. Governments are able to provide digital standards and an all-in-one platform for customers to access multiple services using secure single digital logins or national digital IDs. During this stage, governments are typically working on building these platforms, adding more digitized or digitally transformed government services, and working out pain points within the system, based on customer feedback.

Governments are also actively maneuvering around legacy laws, policies, and regulations, while updating or altering policies in order to match the evolving needs of society.

Delighting stage

During the ‘Delighting’ stage, customers are very satisfied with a majority of the government services they interact with. The country is exceeding customer expectations with new trends and ease, and there is a collaboration between government entities and with other countries to ensure ease of data flow.

Governments in the ‘Delighting’ stage begin to exceed customer expectations. They consider the various customer segments and digital appetites across their country, in addition to the customers’ needs for multiple service delivery methods. Overall, customers are satisfied with the level of engagement and service from customer-facing civil servants.

At this stage teams have a culture of continuously learning and experimenting. They are ready to move quickly and adapt to evolving trends and technologies, including global shocks (e.g., pandemics), by leveraging agile methods, both at the project management level and at leadership levels.

It is here that government leadership could consider how they can successfully restructure existing organizational structures that are causing major barriers to implementation.

b) Opportunity Areas

Governments worldwide can significantly remove pain points for and delight customers via government services by addressing opportunities that are customer facing as well as internal opportunities. The first focuses on what government services teams can work on specifically in the customer-centric process to steer customer satisfaction forward. The second highlights the holistic reformations that can be actioned by governments internally.

This chart presented highlights major and minor opportunity areas across customer-facing and internal areas in order to elevate customer satisfaction through government services.

Opportunity Areas For Improving The Customer-Centric Process

● Major opportunity & key focus ● Opportunities ● Maintaining the community

			Prioritizing stage	Building stage	Satisfying stage	Delighting stage
1	Completion Time	Speed of completing the process		●	●	●
2	Ease of completion	How complicated or simple the process is		●	●	●
3	How-To	The ease of knowing where to go and what to do			●	●
4	Customer Service	Pleasant experience with government agents in-person or digitally				●
5	Omni-Channel Service Delivery	Convenience of having different ways to complete a government service		●	●	●
6	Customer Segment Inclusion	Including all customer segments and digital appetites			●	●

Source: GX

OPPORTUNITY AREAS FOR INTERNAL READINESS

		Prioritizing stage	Building stage	Satisfying stage	Delighting stage
1	Executive Support & Involvement	●	●	●	●
2	HR: Talent, Teams, & Incentives		●	●	●
3	Organizational Culture Shift		●	●	●
4	Digital Infrastructure		●	●	●
5	Unblocking Internal Barriers		●	●	●
6	Cooperation, Coordination, & Collaboration		●	●	●
7	Laws, Policy, & Regulation			●	●
8	Formal Restructuring	●			●

Source: GX

c) Strategy Recommendations Overview

Looking ahead, a seismic shift needs to take place across government departments to address the gaps identified as well as fast-changing customer expectations. While countries across the globe may vary in their approach, it is important to reflect on how countries are able to improve customer satisfaction over the next year.

We recommend reshaping the way in which government services are provided, from the perspective of the end-user. In this section, we detail 138 key recommendations grouped by the four stages of the government services excellence maturity model and the related pillars, and how they can be actioned in a direct fashion.

Stage 1: Prioritizing

Nationally prioritize the reformation of government services

Pillar: Executive Support & Involvement

Key Area to Address	Recommendation	Description	Role involved
National strategy	Create a 10+ year national strategy.	<p>Create a 10–20 year Government Services 2.0 strategic plan with proper funding and KPIs.</p> <ul style="list-style-type: none"> • Research future foresight societal, technology, and government trends. • Create a clear vision, strategy, priorities, goals, return on investment (ROI) cases, tactics, funding, resources, KPIs, and timelines. • Design a recommended fail-proof governance structure that ensures a successful transformation by successive governments or different priorities. Agency and ownership by key elected leaders and civil servant leaders are critical. • Decide together what are not key priorities. • Include a clear data governance strategy, cybersecurity strategy, mobile and cloud strategy and technology strategy now or at a later point. <p>Review and refresh the strategic plan every 1–3 years.</p>	Country's Executive Leadership
Executive involvement	Report to the country's executive leadership.	<p>Have the leader of the government services strategy implementation directly report to the country's leader (e.g., Prime Minister and senior ministers).</p> <p>Note - This will be key in the Building Stage for:</p> <ul style="list-style-type: none"> • Getting buy-in from government agency leaders and ministers along with the public servants. • Reforming organizational culture. • Removing red-tape, internal barriers, and legacy laws in the way of strategy implementation. 	Country's Executive Leadership



“Prioritization: Do you have an up-to-date data strategy? After this, a data governance strategy, cybersecurity strategy, a mobile and cloud strategy. And employee training is priority number one. Have strong metrics around performance, KPIs, and evaluation.”

Dr. Jonathan Reichental • Founder of Human Future, Professor, Author, and Former CIO of the City of Palo Alto • USA

Pillar: Formal Restructuring

Key Area To Address	Recommendation	Description	Role Involved
Formal legal structure	Create a formal structure at the national level for government services.	Form a separate formal legal government structure focused on implementing the Gov Services 2.0 transition strategy. <ul style="list-style-type: none"> • Decide on the power structure and leaders • Key responsibilities include: <ul style="list-style-type: none"> • Transition to Government Services 2.0. • Digital services and infrastructure transition. • Changing legacy laws. • Cultural mindset change champions. • Open government/data sharing and security. • Leveraging frontier technologies to improve customer processes and build new IT systems 	Country’s Executive Leadership
Budget allocation	Allocate a separate budget	Allocate a separate budget for the new formal structure that transcends government agency silos. <ul style="list-style-type: none"> • Beware of non-priorities creeping in, slicing your budget into smaller pieces. Decide early on what are non-priorities. 	Country’s Executive Leadership



“Put a legal framework in place in order to enable public servants to drive forward the digital transformation of the public sector. For example, in Colombia, the 2018 presidential decree establishing the national digital government policy makes it very clear that it is necessary for every government agency and public servant to participate in the country’s digital transformation. It also paves the way for data exchange between government agencies without submitting a request each time.”

Charlotte van Ooijen • Associate Director, Digital Government and Data, The Lisbon Council. Former Digital Government Policy Analyst, OECD • Belgium

Section 2: Building

Set up critical reform stepping stones that you will need to build on in later stages of the journey.

Pillar: Customer-Centric Process

Key Area To Address	Recommendation	Description	Role Involved
Completion time	<p>Minimize the time required to complete any specific service or request.</p> <p>24% to 32% of survey respondents defined this as their top frustration across the four service categories.</p>	<p>Use tools to find out the biggest opportunities to shorten completion time for government services across the various government entities.</p> <ul style="list-style-type: none"> • Use customer-centric tools (e.g., customer journeys). • Find out top customer frustrations. • Leverage technology tools to analyze areas in the process causing the longest time losses and fix those hot spots. 	<p>GS Department Leader</p> <p>Government Related Ministers</p>
Ease of completion	<p>Make the government service process simpler, easy to understand and complete, with minimal steps.</p> <p>16% to 20% of survey respondents indicated that visiting multiple entities for the same service was one of their top frustrations.</p>	<p>Reduce the complexity of the customer process.</p> <ul style="list-style-type: none"> • Government services can be completed in one session. • The customer does not have to visit or collect documents from multiple government entities. • Reduce redundant steps in the application form. • Simplify the language used in application forms and in the process. • Avoid digitizing services. Aim for digitally transforming the customer process. 	<p>GS Department Leader</p> <p>Government Related Ministers</p>
Omni-channel service delivery methods	<p>Introduce a portfolio of major preferred service delivery channels.</p> <p>The survey has shown that respondents have a preference for online and digital channels, with 46% of respondents citing preference for government websites.</p>	<p>Meet customers where they are. Offer a portfolio of customer-preferred service delivery methods (e.g., service centers, kiosks around the city, website, app, phone, e-mail, SMS, social media)</p> <ul style="list-style-type: none"> • Make digital options available in addition to in-person services (e.g., government website or app). 	<p>GS Department Leader</p> <p>Government Related Ministers</p>



“A customer may say, ‘I have to go to six different agencies just to get a permit. Each one has five steps using a different platform each time. Why can’t you figure out how to make it one process on one platform that I can finish in one session?’”

Daniel Chenok • Executive Director, IBM Center for the Business of Government • USA



“Although the language used on the form is legally precise, it’s not how people naturally speak so it leads to more errors.”

Stefano Quintarelli • High Level Expert • Italy



“The process is too complicated. People have to work too hard to get a service completed. The people designing it don’t know about human psychology. At best, it is people in IT designing it. For example, when paying online, why does it take you to a third website to pay, get a reference number, then go back to the original website and fill in the reference number?”

**Dr. Jonathan Reichental • Founder of Human Future
• Professor, Author, and Former CIO of the City of Palo Alto • USA**

Pillar: Organizational Culture Shift

Key Area To Address	Recommendation	Description	Role Involved
Customer-centric culture	Start shifting from a government-centric culture to a customer-centric culture	Start encouraging the following shift to: <ul style="list-style-type: none"> • Redesigning government services around customers’ needs. • Open knowledge, teams, skills, and training. • Shared customer data. • Collaboration with other teams and other government entities. • Iteration, experimentation, and the acceptance that failure and learning from failure is part of the iteration process to reach the final outcome. 	GS Department Leader Government Related Ministers



“Transitioning to a more innovative culture: your staff is the #1 resource. Slowly build up a momentum of excitement. Start small, get a few people that are excited to work on step one of a small project with you (get buy-in from their bosses). Build a quick win. People want to be on a winning team. Find out one thing your team is all interested in, find useful, exciting, and have a little amount of time to work on it. Go through the storming, forming, norming and performing process. If the challenges are too big, ask where you can make a little bit of progress first. Ask if you can develop a system outside of the silos if the silo problem is too big.”

Carolyn Staats • Director of Innovation • Information Technology, County of Sonoma, California • USA



“People issues are our biggest challenge, not technology. Culture change takes a long time. In the private sector, 99% of Fortune 1000 are investing in big data and artificial intelligence but only 27% have achieved it.”

Jane Wiseman • CEO, Institute for Excellence in Government • Fellow at the Harvard Kennedy School • USA

Pillar: HR - Talent, Teams, & Incentives

Key Area To Address	Recommendation	Description	Role Involved
Upskilling and training programs	Make training for employees a top priority.	<p>Create an advanced employee training system tied to performance reviews and incentives, including:</p> <ul style="list-style-type: none"> • Personalized training portfolio for each employee with certificates from completed training sessions. • Funding allocated to employee training courses • Options to let employees choose courses based on their preferences and passions. • A central virtual location that lists the available training courses across a variety of topics covering customer process design, customer service, soft skills (collaborative, critical thinking, analyzing, problem solving, strategy, people skills), updated technological or IT systems, cybersecurity, and digital security. 	<p>GS Department Leader</p> <p>Government Related Ministers</p>
New talent and skills mix	Add new talent with needed skills to existing teams.	<p>Decide which skill gaps you have, and which mix you need.</p> <ul style="list-style-type: none"> • Who you need to hire, fire, outsource • Invest in up-skilling current employees <p>Ensure that attractive extrinsic and intrinsic incentives are in place to attract the right talent.</p> <ul style="list-style-type: none"> • Flexible working options • Ability to make an impact (e.g., increase competitiveness and quality of life of the country) • Flexible deployment models (e.g., sabbaticals, getting a graduate degree, taking care of a family member for six months, rotating to another agency temporarily) • Leverage non-traditional ways to attract the right talent, e.g., tech talent exchanges 	<p>GS Department Leader</p> <p>Government Related Ministers</p>

Incentive reform	Reform workforce incentives.	<p>Assess and discontinue hurdles currently disincentivizing employees to shift to the new customer-centric culture</p> <ul style="list-style-type: none"> • Low salary • No bonuses for implementing the national strategy • Burnout from having to complete too many priorities • No consequences for not implementing the national strategy • No performance reviews • No allotted time during work hours to take training courses <p>Add extrinsic and intrinsic incentives that encourage and reward employees who implement the national strategy</p> <ul style="list-style-type: none"> • Reward team members for achieving a customer satisfaction milestone (shortening completion time, making process simpler, making the process easy to find and use, improving customer service, improving service delivery methods) • Consider intrinsic incentives, e.g., extra vacation time, promotions, appreciation. 	<p>GS Department Leader</p> <p>Government Related Ministers</p>
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“You have to pay at least a certain level of living compensation, but hire people that have a very strong sense of purpose, who want to contribute to the country, and who want to show the benefits to the citizens. You need people who can solve difficult problems. On the flip side, the government needs to develop a culture that allows these workers to thrive. If you put so much bureaucracy and red tape in the way, chances are you won’t be able to hire these people. We had to create a culture in government more like a private company, take out hierarchy and bureaucracy to attract new people.”

Chan Cheow Hoe • Government Chief Digital Technology Officer • Singapore



“The big burnout: Post-pandemic, public servants have been so depleted by the relentless pace of change (like running a huge marathon on a weekly basis). Now we are expecting them to reinvent government services with little time to restore their energy and no additional training.”

“Restructure the hiring process. Focus less on credentials (e.g., Bachelor’s degree) and more on skills (e.g., analytical problem solving, customer service, problem solving, interpersonal skills). Many very skilled people in soft skills don’t get hired because of this.”

Jane Wiseman • CEO, Institute for Excellence in Government • Fellow at the Harvard Kennedy School • USA

Pillar: Digital Infrastructure

Key Area To Address	Recommendation	Description	Role Involved
Internet access	Ensure affordable access to the internet.	Ensure your customers, including those living in remote areas, have affordable and fast internet, with access to smartphone and mobile phone data.	Country's Executive leadership GS Department Lead
Digital payments	Offer effective, seamless, and secure digital payment options.	<p>Offer effective, seamless, and secure digital payment options to customers across all government services.</p> <ul style="list-style-type: none"> Ensure it is a simple, seamless process the customers are able to complete without technical errors. <p>Offer preferred payment options available in your local currency.</p> <ul style="list-style-type: none"> Credit card, PayPal, Apple Pay, WeChat Pay 	Country's Executive leadership GS Department Lead
Updated legacy IT systems	Update legacy IT systems if needed	Update legacy IT systems to enable new frontier technologies for improving customer processes	Country's Executive leadership GS Department Lead Government Related Ministers



"Build very strong capabilities. For example, Singapore has close to 1000 engineers [in digital government] covering software applications, data science, cybersecurity, infrastructure, and sensors rather than depending on vendors. We insource strategic projects. For some projects we co-source where our internal teams work with vendors but we retain control. Other times, we outsource. You must have some capabilities kept in-house."

Chan Cheow Hoe • Government Chief Digital Technology Officer • Singapore



"The systems of government agencies don't talk to each other (e.g., Healthcare and Education). Also, some countries who started first now have legacy systems that are extremely expensive to replace. So, for this you must make changes slowly."

Ian Khan • Technology Futurist & Filmmaker • Canada



“We have a lot of traditional IT environments, so we have to develop things in parallel and connect it to existing IT. It means that a lot of companies and people, contracts, standards are already there. It is quite complex to change. It’s easier if you don’t have existing IT. That’s why it was easier for some countries to move fast because they didn’t have legacy systems.”

Marloes Pomp • Expert in the field of Blockchain and AI • The Netherlands



Max Van Den Oetelaar/Unsplash

Key Area To Address	Recommendation	Description	Role Involved
Executive support and buy-in barriers	Have lots of clarity when creating the national vision and strategy.	<p>No clear long-term national strategy for government services.</p> <p>Lack of strong executive leadership buy-in and at various levels including ministries, managers, and employees</p> <p>Mitigation</p> <ul style="list-style-type: none"> • Super clarity on the vision allows for easier buy-in from departments and stakeholders, and better funding. • Socialize national vision and strategy with key stakeholders prior to launch and make them key launch participants. • Give stakeholders the limelight without overburdening them with too much responsibility. 	Countries’ Executive Leadership
Political barriers	De-couple political considerations from long-term government service reform.	<p>Government service prioritization and budgeting depends on political election priorities.</p> <p>Extreme political election swings don’t allow for 10+ year planning and implementation.</p> <p>Politicians are not elected because of digital savvy or future foresight programs. It is not a priority for the long term.</p> <p>Mitigation</p> <ul style="list-style-type: none"> • Separate or de-couple politics from government services reform goals and budgeting. • De-politicize government services, politicians and civil servants. • Start with foresight and scenario planning for the next 10+ years. 	Countries’ Executive Leadership

Key Area To Address	Recommendation	Description	Role Involved
<p>Culture shift barriers</p>	<p>Have the country's leader prioritize the new culture, emphasize benefits to employees, start with pilot projects, and align incentives.</p>	<p>Transforming organizational culture is hard and slow. Resistance to change is natural.</p> <p>Cultural mindset is that citizens serve the state, not that governments serve citizens.</p> <p>Fear that failure could get you fired or not promoted.</p> <p>A big generational gap in cultural mindsets.</p> <p>Believing that technology is the only solution.</p> <p>Mitigation</p> <ul style="list-style-type: none"> • Hire a charismatic and approachable Chief Customer Service Officer to report to the Minister – this individual should champion a warmer and approachable service orientation and convert others to the mission. • Emphasize the benefits to employees. <ul style="list-style-type: none"> • Freeing up more employee time by automating tasks • Reducing customers' frustrations with the agency and increasing in customer satisfaction • Increasing trust in government overall • Increasing the quality of life in the country • Celebrate small and big wins – To garner momentum, every win counts. • Hence, for the first 6 months to one year, there should be a rally and celebration for each win. • In the long term, championing teams that lead transformation should be celebrated and awarded visibly and widely with clear rewards for the winning teams laid out and specified. • Do pilot projects. Test them. Learn from them. Test them out again before rolling them out to a big population. Make it easy for employees to succeed with small pilot projects that are successful and motivate more people. • Addressing the generational gap: Gen X could connect these two generations, as well as different types of talent. • Create a no-fail zone culture. Take the punishment out of failure in the experimentation phase. Make failure part of success. Managers and leaders need to own the failure. • Give teams more creative freedom to think radically to solve problems, experiment, and fail at pilot projects, especially for millennials who want to make a difference. • Align incentives to improve customer satisfaction and the national strategy goals. • Use a short, powerful, but simple message and slogans to communicate the national strategy, e.g., UAE: A Country in a Garden. • Having the country's leader involved and unblocking internal barriers helps the workforce accept the shift in culture quicker. 	<p>GS Department Lead, Government Agency Ministers</p>

Talent & incentives barriers	<p>Create the right environment to attract the right talent. Upskill your existing employees.</p>	<p>The number of talented workers is limited, and wage matters to a certain extent.</p> <p>Talent, especially in local government is low, as is in small cities.</p> <p>People resign not because of their wages but because they are not respected, appreciated, or incentivized.</p> <p>Mitigation</p> <ul style="list-style-type: none"> Decide when to hire, source contracts, or outsource completely. Upskill your current teams with formal training programs. Shift to an innovative organizational culture with aligned extrinsic and intrinsic incentives. Unblock frustrating bureaucratic barriers. Look for talent that is skilled and passionate about making a difference to the competitiveness and quality of life of the country. 	<p>GS Department Lead, Government Agency Ministers</p>
Silo funding barriers	<p>Create a formal structure with separate funding allocation.</p>	<p>Siloed funding allocation and structures limit collaboration between entities.</p> <p>Limited budget with too many priorities to allocate budget toward.</p> <p>Mitigation</p> <ul style="list-style-type: none"> Set up a separate formal legal structure with an allocated budget to reform government services that transcends silos. Decide early on what are priorities and what are not priorities. 	<p>Country's Executive Leadership</p>
Bureaucracy & regulatory barriers	<p>Create a formal legal structure that has authority to update legacy laws.</p>	<p>Many times, the mindset from employees is, "We tried many times. Things are blocking us. It's impossible."</p> <p>Legacy laws, regulations, and systems are blocking progress.</p> <p>Complications in procurement are imposed (e.g., procurement laws prohibit you to work with people outside of your government).</p> <p>Sometimes, policymakers create policies that are hard to implement.</p> <p>Mitigation</p> <ul style="list-style-type: none"> Create a formal legal structure that has the authority to update legacy laws. Bring in naysayers early on to gain buy-in (e.g., procurement lawyers, strategy setters, policymakers) 	<p>Country's Executive Leadership,</p> <p>GS Department Lead</p>



Key Area To Address	Recommendation	Description	Role Involved
IT and technology barriers	Invest time and funding to create the foundational digital structure needed before moving to other trends.	<p>Ineffective or absence of digital infrastructure that is needed.</p> <p>Lack of strong digital ID authentication and/or digitally secure platforms.</p> <p>Some customers don't have access to widely available, fast, and affordable internet or mobile data.</p> <p>Legacy IT systems are old and differ between government entities. They can't communicate or share data. Updating them is very expensive.</p> <p>Mitigation</p> <ul style="list-style-type: none"> Invest time and funding into your strategy to prepare the foundational stepping stones, such as updating legacy IT systems across entities, setting up digital security and digital standards, and providing widely available internet access. Don't be tempted to adopt new trends or leapfrog to the 'Delighting' stage if they cannot be supported without foundational steps. 	GS Department Lead, Government Agency Ministers



"It is not a lack of interest by public servants. It's just that governments have too many priorities, with limited people and limited budgets. Government services are important but not urgent to them."

Dr. Jonathan Reichental • Founder of Human Future • Professor, Author, and Former CIO of the City of Palo Alto • USA



"To overcome cultural resistance to change, it is a good strategy to start with public servants who already seem convinced of the needed changes and then develop pilot projects with them to demonstrate the value to others. It is the best way to show the benefits. For example, the welfare fraud analytics in the Denmark use-case that estimates fraud or human error early on inspires other countries. They can see the financial and social benefits for their citizens."

Charlotte van Ooijen • Associate Director, Digital Government and Data, The Lisbon Council, Former Digital Government Policy Analyst, OECD • Belgium



"[In the US] it may take up to six years before you are able to implement (2-3 years to get funding and 2-3 years to secure procurement contracts). Creative funding has helped with private sector capital through PPPs (e.g. \$2 billion USD Tech Modernization Fund) where the private sector gets paid later."

Daniel Chenok • Executive Director, IBM Center for the Business of Government • USA



“Mega cities may have good government services but tiny cities have limited local talent. This leads to inequality of service quality.”

Carlos Santiso • Head of Division - Digital, Innovative and Open Government - OECD
• Colombia



“In some governments, civil servants get paid no matter what. It is not that they are lazy, don’t care, or are waiting to retire. It’s that the structures and barriers to making progress are huge and insurmountable. They have the mindset that they tried so many times that it’s impossible. They need the momentum to change to show them ways where it is possible. They want to do something and want to be on a winning team. Success is possible and you are helping people’s lives in a significant way. The leaders have to show that we can do this. Enthusiasm is contagious. There is a belief that we have to do it this way and this way only. Well, let’s try a different way, even though it’s really hard and unconventional. Talk to many employees. One person out of five will bite to join your little project.”

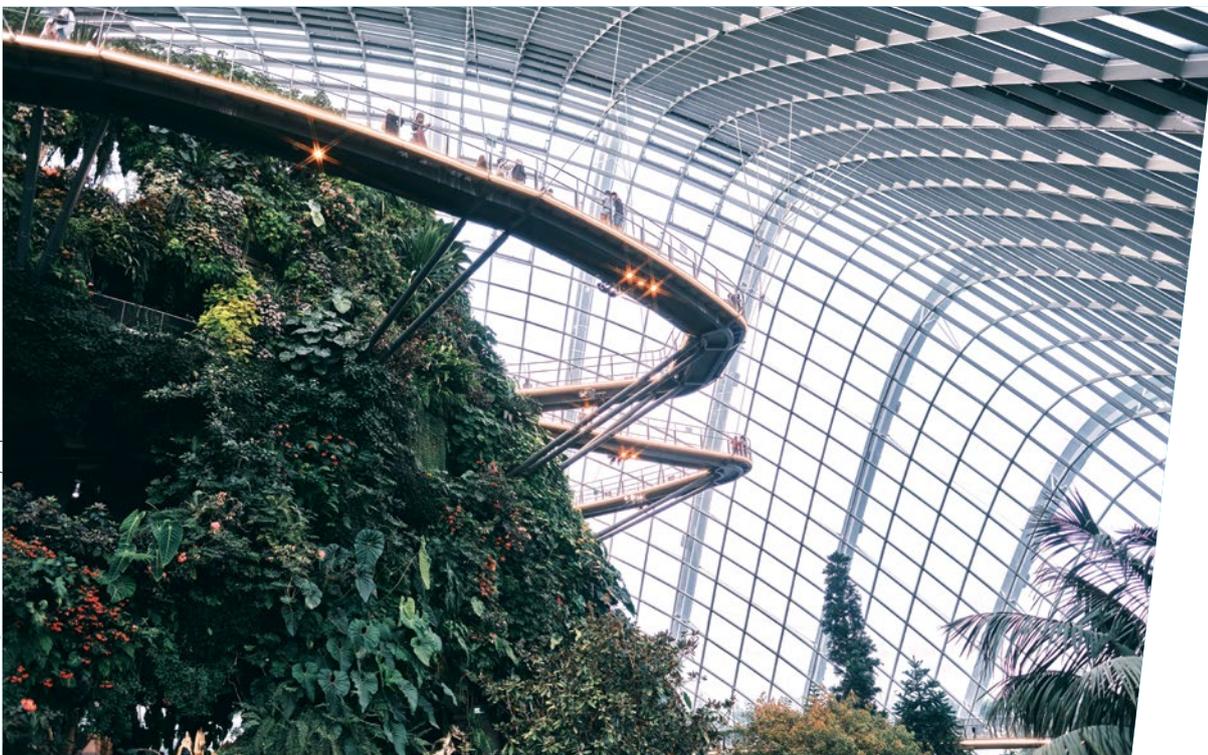
Carolyn Staats • Director of Innovation • Information Technology, County of Sonoma, California • USA



“Laws are not designed for digital implementation. Legacy laws are based on the properties of the physical world and thus suited for a different century. Adopting and changing these laws are very difficult because laws promote strict points that must be met, but it doesn’t make sense anymore for this century. That’s why you need an officially recognized body in Parliament (e.g., ‘Digital Transition Commission’) to have the authority, funding, and time to adjust legacy laws and to create digital-savvy laws.”

Stefano Quintarelli • High Level Expert • Italy

Singapore has close to 1000 digital government engineers rather than depending on vendors





Stage 3: Satisfying Customers

Ensuring citizens/residents are satisfied with the government services they interact with is at the heart of the customer-centric approach to government services.

Pillar: Customer-Centric Process

Key Area To Address	Recommendation	Description	Role Involved
How-To	<p>Make customers aware of where to go to complete government services, and what the status of their application is.</p> <p>52% of respondents were satisfied with this element of the government service experience.</p>	<p>Create a one-stop-shop government platform that customers know about and use to complete many government services.</p> <p>Once they are at the government platform, make it easy for customers to quickly find which government service they need to complete.</p> <ul style="list-style-type: none"> E.g. Listed around customers' life events or daily routine. <p>Remove system or technical errors that prevent customers from completing a government service.</p> <p>Inform them of what that process is and have a way for customers to easily check the status of their application.</p>	<p>GS Department Lead,</p> <p>Government Agency Ministers</p>
Enhance the previous metrics: completion time, complexity, and service delivery	Leverage customer feedback and data analytics.	<p>Leverage customer feedback and technology to analyze and predict customer frustration hot spots, customer preferences, and preferred service delivery methods.</p> <p>Enhance the customer process to make the experience faster, more user-friendly, secure, and convenient.</p> <p>Coordinate with other government entities so that customers can avoid having to collect multiple documents and/or visit multiple government entities to complete one government service.</p>	<p>GS Department Lead,</p> <p>Government Agency Ministers</p>

Pillar: Organizational Cultural Shift (Toward Collaboration)

Key Area To Address	Recommendation	Description	Role Involved
Open teams	Consider including team members from inside and outside of government.	<p>Be open to including team members from other government entities and outside of government.</p> <ul style="list-style-type: none"> Team members can include: entrepreneurs, technologists, data scientists, designers, behavioral experts, consultants, vendors, customers, NGOs, and other government service entities in various countries. 	GS Department Lead
Shared customer data	Share customer data across government entities.	<p>Share customer data across government entities in a secure and controlled fashion.</p> <ul style="list-style-type: none"> Coordinate with other government entities to share customer data, starting with demographic data (e.g., first name, last name, address, marital status, income). Designate which government agency will be the 'owner' responsible for each customer data piece, keeping it most up-to-date, and which entities can have access to each data piece. Increase trust by using customer consent models in the government service process to allow customers to consent to a government agency viewing their personal data. Update legacy IT systems across government entities to allow for features listed above and for these IT systems to communicate with each other. 	GS Department Lead, Government Agency Ministers

Pillar: Digital Infrastructure

Key Area To Address	Recommendation	Description	Role Involved
One-stop-shop government platform	<p>Build one interface where customers can complete all government services in one place.</p> <p>21% of survey respondents considered going to more than one government entity for the same service as one of their top frustrations.</p>	<p>Build a secure one-stop-shop platform and/or in-person government center to provide an end-to-end government service experience.</p> <ul style="list-style-type: none"> Create a single sign-on digital ID or national digital ID. Provide secure platform logins, secure interfaces, and secure data. Offer effective digital payment integrations, shared customer data, and open APIs that allow companies to build solutions on top of the existing platform. 	GS Department Lead, Government Agency Ministers



“Can we trust private companies to carry our data or our technology solutions for government services? Yes. For example, Microsoft spends \$3 billion USD per year on securing that data and their reputation is based on how well they secure the data. We should be scared for governments to do this job with a max budget of \$500,000 and lack of talent. Tech companies have the best talent, high salaries and best technology to deal with this.”

Dr. Jonathan Reichental • Founder of Human Future • Professor, Author, and Former CIO of the City of Palo Alto • USA



“Government agencies have their own identity. To get them and their systems to work together is not a simple thing to do. You need to get them to see what the benefit is to them. That takes a lot of work. Otherwise, they will ask why they are doing this for you. Overcome resistance by showing people the value.”

Chan Cheow Hoe • Government Chief Digital Technology Officer • Singapore

Pillar: Laws, Policy, and Regulation

Key Area To Address	Recommendation	Description	Role Involved
Digital standards	Create comprehensive and up-to-date digital standards.	<ul style="list-style-type: none"> • Create digital standards around data storage, data sharing, and digital rights. • How data is formatted, stored, used, accessed, and shared. • Consent models to allow customers to control who views their personal data. Ask people’s consent to use their data and explain why. Allow them to opt out. What happens when digital rights have been infringed upon or digital assets have been stolen? • Focus on building customer trust with the protection of data, cybersecurity, privacy of data, and the right governance. 	GS Department Lead, Government Agency Ministers
Updating legacy laws	Update outdated legacy laws.	<ul style="list-style-type: none"> • Update legacy laws, policies, and regulations that are blocking the implementation of successful government service redesign and implementation. • Introduce 21st century legislations, standards, ethics, and regulations for customer-centric delivery, digital delivery, digital data rights, and frontier technology adoptions. 	Country’s Executive leadership, GS Department Lead
Checks and balances on digital power	Establish authority oversight on who can use and take legal steps with customer data.	Establish a governance structure with checks and balances on authority oversight, accountability and transparency for those who have access to customer data and can take legal action.	Country’s Executive leadership



“For example, in Italy, your registered email is legally valid so when you email a government official, you need to attach your ID to prove your identity. Now, we have SPID, a legal digital ID, so this process has become unnecessary and frustrating. We need to change that law but it is very hard to do because it is not a priority. We have too many priorities. So more than 29 million people with SPID still have to attach their ID document to their email.”



“We use a public-private partnership model because we don’t have the expertise. We have to buy the services and programming skills from companies. Globally, there is a huge shortage of digital security experts and this hinders speed to developing these new services.”

Kimmo Rousku • General Secretary, Finnish Digital Agency • Finland”

“The risk with a centralized digital ID is that the government knows every place you used it, e.g. you visited the dentist, then therapist, bought a car, paid your mortgage, then updated your visa. Apple and Google know your history also but cannot arrest you. The government can arrest you, or deny your rights, e.g., put you on a no-fly list. This is too much concentration of power with limited oversight so we need a new framework with checks and balances, transparency and oversight.”

Stefano Quintarelli • High Level Expert • Italy



Stage 4: Delighting Customers

Most customers are very satisfied with the government services they interact with.

Pillar: Customer-Centric Process

Key Area To Address	Recommendation	Description	Role Involved
How-to	<p>Leverage new trends to increase ease and awareness of where to go and what to do. This is an important element for delighting customers</p> <p>31% of survey respondents cited the automated issuance and renewal of relevant documents as a criteria for exceeding their expectations.</p>	<p>Leverage new trends allowing governments to automate services on behalf of the customer:</p> <ul style="list-style-type: none"> • Anticipatory services: proactively bundle services conveniently around life events for one-stop-shop experiences that automatically activate once a life event occurs (requires collaboration and shared customer data of various government entities). • Invisible services or consult-only services: complete government services automatically in the back-end on behalf of the customer when possible (e.g., renewing a permit or driver’s license), and don’t bother the customer unless absolutely necessary. Also, consider removing services that have become redundant. 	<p>Country’s Executive leadership,</p> <p>GS Department Lead</p>

Customer Service	<p>Make the interactions with front-facing public servants pleasant for customers.</p> <p>Improving customer service was indicated by 27% of the survey respondents as an improvement for exceeding their expectations.</p>	<p>Empower customer-facing public servants with:</p> <ul style="list-style-type: none"> • A wide range of know-how (effective training). • Authority to break through red-tape and solve complex customer issues in the same session. • Remove bureaucratic barriers (red-tape). <p>Automate back-end tasks in order to free up more time for public servants to use to help customers through complex issues.</p>	<p>Country's Executive leadership,</p> <p>GS Department Lead</p>
New omni-channel service delivery methods	<p>Add new preferred service delivery methods.</p>	<p>Leverage technology to add newly preferred omni-channel service delivery methods</p> <ul style="list-style-type: none"> • E.g., Digital assistants 2.0 (Siri, Alexa 2.0) and metaverse government avatars that can eventually answer more complex questions and guide customers through the customer process. 	<p>Country's Executive leadership,</p> <p>GS Department Lead</p>
Inclusion of customer segments and digital appetites	<p>Ensure customer satisfaction of all customer segments and digital appetites.</p>	<p>Improve customer experiences for all customer segments, including marginalized populations.</p> <ul style="list-style-type: none"> • E.g., elderly, disabled, homeless. <p>Improve customer experiences for customers who live outside of the major metropolitan cities or in remote areas.</p> <ul style="list-style-type: none"> • Improve customer experiences for all digital appetites or make formal efforts to nudge non-digital natives to overcome digital adoption. (e.g., digital cautious, digital distrustful) 	<p>Country's Executive leadership,</p> <p>GS Department Lead</p>



“Digital inclusion: You cannot leave people behind, e.g., the elderly who are not tech-savvy. Ask how you can engage them effectively. Find creative ways. In Singapore, on weekends, the schools are open for grandparents and grandchildren. Grandkids (in primary 1-6) teach their grandparents how to use technology for free at the open computer labs. The trust level is high and social cohesion is high. Instead of taking rigid “e-learning” courses that the elderly would not take.”

“Customers may say, ‘Why do I need to go to a government office and apply for a booster shot? I am 60 years old. You have all of my data already.’”

Ashok Kumar Seetharaman • Digital Government Specialist • Singapore



“Cooperate and work together with other nations since we have global challenges. For example, Finland and Estonia together launched XRoad – an automated cross-border data exchange. Also, if we have 10,000 services to protect, it is much more cost-effective to have fewer services and more money to make them more secure. We can also centralize more services at the national level.”

Kimmo Rousku • General Secretary, Finnish Digital Agency • Finland

Pillar: Collaboration

Key Area To Address	Recommendation	Description	Role Involved
Collaborating with government entities	Collaborate in order to leverage new trends	Collaborate with regional and local government, as well as the private sector (e.g., large platform companies, tech companies), and NGOs to: <ul style="list-style-type: none"> • Leverage new trends • Co-create services • Share talent and training • Coordinate access to shared customer data 	Country’s Executive leadership, GS Department Lead
Collaborating with customers	Collaborate to engage and co-create	Collaborate with customers to gain customer feedback, and to co-create improvements to complete a government service.	Country’s Executive leadership, GS Department Lead
Collaborating with other countries	Collaborate to share best practices and co-create	Don’t reinvent the wheel and waste time and resources. Collaborate with other countries to share best practices that you can customize for your country’s circumstances and/or to co-create cross-border government services.	Country’s Executive leadership, GS Department Lead



“With frontier technologies moving so fast, it is not possible for one person to have all of the knowledge. Also, everyone is busy. Experts want to join with others in their field and share experiences. We could save a lot of time by joining groups and sharing best practices.”

Marloes Pomp • Expert in the field of Blockchain and AI • The Netherlands



“There is so much reinvention of the wheel happening in government. We don’t take solutions from other sectors or governments and apply their lessons. Copy what works.”

Siim Sikkut • Former Government Chief Information Officer • Republic of Estonia

Pillar: Formal Restructuring

Key Area To Address	Recommendation	Description	Role Involved
New agency configurations	Consider a formal shift of agency configurations.	<ul style="list-style-type: none"> • If and when needed, consider revamping existing organizational structures causing major barriers to new structures conducive to how customers live and interact with government services. • How could government entities work as 'one government' when it approaches customers? • E.g. Decouple government services from government functional ministries. 	Country's Executive leadership
Using agile systems	Be able to pivot quickly in the face of global shocks, new trends, and evolving technologies.	<p>Use an agile system model among your teams both at the project management level and at the executive leadership level.</p> <ul style="list-style-type: none"> • Move and adapt quickly to new trends, global shocks (e.g., pandemic), and evolving technology or combinations of frontier technologies for improved customer experiences. • Have the right system and infrastructure in place to make decisions quickly. 	Country's Executive leadership



“Restructuring: either we combine services into one unit, or we make agencies work together somehow. Not every government agency has to deliver services. Some agencies can just focus on obtaining the most up-to-date data set (e.g., population data, medical record data) or also focus on sector functions (e.g., healthcare). You can decouple government services and have another entity deliver this. For example, a one-stop-shop government app.”

“Many governments are struggling with two things: how to build up excellence in government services, and how do we improve them fast enough (agility, speed). How do we get the right talent, culture, incentives, tools, platforms, resources, partnerships to build good services, from design to operations? And how long does it take to get decisions done from the policy or legal side, or how long does it take for the proper talent to work really fast, or procure?”

Siim Sikkut • Former Government Chief Information Officer
• Estonia



“Corruption is a barrier to agility because you need 3-4 layers of inspectors and auditors. It is good for a check, but the system needs modernizing. For example, digital payments take out unnecessary intermediaries. Some Latin American countries are moving this way.”

Carlos Santiso • Head of Division - Digital, Innovative and Open Government - OECD
• Colombia



"We need to have a more dynamic response to our citizens. Dynamic is more than just agile. Agile is pivoting quickly and getting things done quickly with a tool-set you have. Dynamic is at a higher level, at the leadership level also. They make decisions quickly and empower employees, create a culture of more risk taking, more innovation, and more openness. You can't be agile if your tools are not agile. You need LEAN, ERP system, tool sets and a platform (e.g., a SAS platform), your policies, infrastructure, and your organizational chart. Countries that embrace data sharing can move quicker because they already invest in SAS cloud security on access."

Carolyn Staats • Director of Innovation • Information Technology, County of Sonoma, California • USA



David Dvoracek/Unsplash

Digital payments take out unnecessary intermediaries

A Note About Leapfrogging And Moving Faster Through The Stages

FAQ: Can a country work on a pillar in a more advanced stage while it is still at an early stage? For example, can a country work on something listed in the Delighting stage when it is mainly in the Building stage?

Yes, this is possible, up to a certain point. You may face challenges if the step relies on a foundational step that was missed in an earlier stage. For example, if you would like to set up anticipatory services before unifying IT systems between government entities to be able to share customer data. This will be very challenging if the IT systems of various government entities cannot communicate with each other.

FAQ: Is it possible for a country to leapfrog or move faster through the stages than a country that has started to reform government services years ago?

Yes, this could be possible if you have the core foundational items in place (e.g., strong executive leadership and involvement, strong commitment) and if you do not have to face major internal barriers: e.g., bureaucracy surrounding updating legacy IT systems, updating legacy laws, or if your organizational culture is already innovative, open, and customer-centric.

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081-08A2-F0867D0AD0C1 C:\Blocks\14 C:\Math.cs
C# ReferenceImageGrabBehaviour.cs C# TaskScreenshot.cs C# Math.cs C# ColorMath.cs
11
12 /// <summary>
13 /// <para>Returns the closest power of two to <para>
14 /// </summary>
15 /// <param name="value"></param>
16 [FreeFunction(IsThreadSafe = true)]
17 [MethodImpl(MethodImplOptions.InternalCall)]
18 public static extern int ClosestPowerOfTwo(int value);
19
20 /// <summary>
21 /// <para>Returns true if the value is power of two.</para>
22 /// </summary>
23 /// <param name="value"></param>
24 [FreeFunction(IsThreadSafe = true)]
25 [MethodImpl(MethodImplOptions.InternalCall)]
26 public static extern bool IsPowerOfTwo(int value);
27
28 /// <summary>
29 /// <para>Returns the next power of two that is equal to, or greater than, the value.</para>
30 /// </summary>
31 /// <param name="value"></param>
32 [FreeFunction(IsThreadSafe = true)]
33 [MethodImpl(MethodImplOptions.InternalCall)]
34 public static extern int NextPowerOfTwo(int value);
35
36 /// <summary>
37 /// <para>Converts the given value from gamma (sRGB) to linear color space.</para>
38 /// </summary>
39 /// <param name="value"></param>
40 [FreeFunction(IsThreadSafe = true)]
41 [MethodImpl(MethodImplOptions.InternalCall)]
42 public static extern float GammaToLinearSpace(float value);
43
44 /// <summary>
45 /// <para>Converts the given value from linear to gamma (sRGB) color space.</para>
46 /// </summary>
47 /// <param name="value"></param>
48 [FreeFunction(IsThreadSafe = true)]
49 [MethodImpl(MethodImplOptions.InternalCall)]
50 public static extern float LinearToGammaSpace(float value);
51
52 /// <summary>
53 /// <para>Convert a color temperature in kelvin to sRGB color.</para>
54 /// </summary>
55 /// <param name="kelvin">temperature in kelvin. Range 1000 to 40000 kelvin.</param>
56 /// <returns>
57 /// <para>Correlated Color Temperature as floating point RGB color.</para>
58 /// </returns>
59 [FreeFunction(IsThreadSafe = true)]
60 public static Color CorrelatedColorTemperatureToRGB(float kelvin)
61 {
62     Color ret;
63     Math.CorrelatedColorTemperatureToRGB_Injected(kelvin, out ret);
64     return ret;
65 }
66
67 [FreeFunction(IsThreadSafe = true)]
68 [MethodImpl(MethodImplOptions.InternalCall)]
69 public static extern ushort FloatToHalf(float val);
70
71 [FreeFunction(IsThreadSafe = true)]
72 [MethodImpl(MethodImplOptions.InternalCall)]
73 public static extern float HalfToFloat(ushort val);
74
75 /// <summary>
76 /// <para>Generate 2D Perlin noise.</para>
77 /// </summary>
78 /// <param name="x">x-coordinate of sample point.</param>
79 /// <param name="y">y-coordinate of sample point.</param>
80 /// <returns>
81 /// <para>value between 0.0 and 1.0. (Return value might be slightly beyond 1.0.)</para>
82 /// </returns>
83 [FreeFunction("PerlinNoise:Normalize", IsThreadSafe = true)]
84 [MethodImpl(MethodImplOptions.InternalCall)]
85 public static extern float PerlinNoise(float x, float y);
86
87 /// <summary>
88 /// <para>Returns the sine of angle <para>
89 /// </summary>
90 /// <param name="r">the input angle, in radians.</param>
91 /// <returns>
92 /// <para>the return value between -1 and 1.</para>
93 /// </returns>
94 public static float Sin(float f)
95 {
96     return (float) Math.Sin((double) f);
97 }
98
99 /// <summary>
100 /// <para>Returns the cosine of angle <para>
101 /// </summary>
102 /// <param name="r">the input angle, in radians.</param>
103 /// <returns>
104 /// <para>the return value between -1 and 1.</para>
105 /// </returns>
106 public static float Cos(float f)
107 {
108     return (float) Math.Cos((double) f);
109 }
110
111 /// <summary>
112 /// <para>Returns the tangent of angle <para> in radians.</para>
113 /// </summary>
114 /// <param name="r"></param>
115 public static float Tan(float f)
116 {
117     return (float) Math.Tan((double) f);
118 }
119
120 /// <summary>
121 /// <para>Returns the arc-sine of <para> the angle in radians whose sine is <para>
122 /// </summary>
123 /// <param name="r"></param>
124 public static float Asin(float r)
125 {
126     return (float) Math.Asin((double) r);
127 }
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d) Strategy Implementation Checklist



Stage 1: Prioritizing

Is the country prioritizing the reformation of government services?

Pillar: Executive Support & Involvement

Key Areas to Address	Performance Checklist
National strategy	<input type="checkbox"/> Does the country have a very clear, long-term (5, 10, 15 or 20-year) national government service vision and strategy in place, indicating a shift from government-centric services to customer-centric services? <input type="checkbox"/> Is the strategy aligned effectively to the right priorities, goals, tactics, funding, resources, and barriers? <input type="checkbox"/> Does the country have a clear data governance strategy, cybersecurity strategy, mobile and cloud strategy, and technology strategy? <input type="checkbox"/> Does the country review and refresh this strategy at least every 1-3 years?
Executive involvement	<input type="checkbox"/> Does the leader(s) appointed to the reformation of government services, report to the country's leader directly (e.g., Prime Minister, senior ministers)? Or does the country's leader closely monitor the progress toward reforming government services?

Pillar: Formal Restructuring

Key Areas to Address	Performance Checklist
Formal legal structure	<input type="checkbox"/> Has the country allocated a leader in charge of a government service strategy, agency, department, or structure? <input type="checkbox"/> Or has the country re-organized their structure to prioritize government services and reduce frictions and internal barriers in the process?
Budget allocation	<input type="checkbox"/> Has the country allocated a specific budget to government services?



Stage 2: Building

How well is the country putting critical reform stepping stones in place to successfully reform government services?

Pillar: Customer-Centric Process

Key Areas to Address	Performance Checklist
Completion time	<input type="checkbox"/> Overall, are government entities in the country designing government services around customer needs and wants, e.g., with customer journeys, customer-centric design? <input type="checkbox"/> Are structures in place for customers to give effective feedback or collect data on customer pain points? <input type="checkbox"/> When needed, are frontier technologies being leveraged effectively to create frictionless and seamless services?

Ease of completion	<input type="checkbox"/> Can a government service be completed in one session? <input type="checkbox"/> Does the customer have to visit multiple government entities in order to complete one government service? <input type="checkbox"/> Is the application form short? <input type="checkbox"/> Is the language used on the application form simple enough that most customers can complete it without the help of others? <input type="checkbox"/> Do you avoid digitizing services and aim for digitally transforming the customer process around top customer needs? <input type="checkbox"/> When needed, are frontier technologies being leveraged effectively to create frictionless and seamless services?
Omni-channel service delivery methods	<input type="checkbox"/> Do you offer a portfolio of the most preferred service delivery channels of your customers? <input type="checkbox"/> Do you offer digital service delivery options for those who want it?

Pillar: Organizational Culture Shift

Key Areas to Address	Performance Checklist
Customer-centric design & delivery	<input type="checkbox"/> Are teams showing signs of adapting to a customer-centric culture in the daily routines? (E.g., putting customers first when designing government services, increasing skills and training, putting steps in place to share data across teams and entities, collaborating with other teams and entities, experimenting with new pilot projects, accepting their own and teammates' experiment failures).

Pillar: HR - Talent, Teams, & Incentives

Key Areas to Address	Performance Checklist
Upskilling and training programs	<input type="checkbox"/> Do teams have a formal employee training system and performance review system in place that employees are benefiting from across all government service providers?
New talent and skill mix	<input type="checkbox"/> Do teams have the right mix of talent and skills needed to reform government services?
Incentives reform	<input type="checkbox"/> Do the extrinsic and intrinsic incentives align with attracting new talent and implementing the national strategy successfully? Are disincentives removed?

Pillar: Digital Infrastructure

Key Areas to Address	Performance Checklist
Internet access	<input type="checkbox"/> Is access to affordable, fast internet, smartphone and mobile phone data widely available to customers?
Digital payments	<input type="checkbox"/> Do customers have digital payment options in local currency across all government services? <input type="checkbox"/> Are preferred digital payment options available in the local currency? <input type="checkbox"/> Are digital payment options user-friendly with no technical errors? <input type="checkbox"/> Do digital payment options secure customer data from cyber criminals and give customers the option to consent to shared data?
Updated legacy IT systems	<input type="checkbox"/> When new frontier technologies are being used to improve the customer process, are legacy IT systems being replaced, or are new IT structures being built on top of existing IT systems if needed?

Pillar: Unblocking Internal Barriers

Key Areas to Address	Performance Checklist
Executive support and buy-in barriers	<ul style="list-style-type: none"> <input type="checkbox"/> Is your country's national vision and strategy very clear? <input type="checkbox"/> Do you have support and/or involvement from your country's top leaders?
Political barriers	<ul style="list-style-type: none"> <input type="checkbox"/> Are politics decoupled from government service budget allocation and long-term national government service strategies?
Culture shift barriers	<ul style="list-style-type: none"> <input type="checkbox"/> Has the country's leader prioritized the new culture shift? <input type="checkbox"/> Do teams explain the benefits of the new culture to its employees? <input type="checkbox"/> Do teams start with small pilot projects that could make for quick wins? <input type="checkbox"/> Do incentives align with the new culture shift? Is the employee incentive mix effective (wages, bonuses, promotions, flexible working, flexible deployment models, passions, sharing knowledge, collaborating in and outside of government, breaks from 'pandemic burnout') consistently motivating talent to succeed in delivering customer-centric design and delivery? <input type="checkbox"/> Has the internal organizational cultural mindset shifted from the citizens serving the government to customer service (the government serves the citizens)? <input type="checkbox"/> Has the internal organizational culture shifted away from being risk-averse, innovation-killing, and government-centric to a more risk-taking, innovating-encouraging, and more customer-centric environment amongst employees and managers? (Open, shared and collaborative across teams, agency silos, and outside of government, experimental, pilot project testing, and failure-accepting and learning culture).
Talent & incentive barriers	<ul style="list-style-type: none"> <input type="checkbox"/> Has your country created the right environment to attract the right talent? <input type="checkbox"/> Do teams have formal training programs and a strategy to upskill existing employees? Is there a formal professional development and certificate portfolio structure in place for regular employee training and evaluation? <input type="checkbox"/> Do teams have the right mix of talent, partners, and expert advisors needed (inside and outside of the government) for successful customer-centric design & delivery? <input type="checkbox"/> Are teams developed to become high-performance, problem-solving teams?
Silo funding barriers	<ul style="list-style-type: none"> <input type="checkbox"/> Has your country created a formal structure with separate funding allocation to the reformation of government services? <input type="checkbox"/> If funding structures are causing a barrier to delivery, are teams finding ways to maneuver around this, or are legacy funding structures being changed?
Bureaucracy & regulatory barriers	<ul style="list-style-type: none"> <input type="checkbox"/> Has your country created a formal legal structure that has the authority to update legacy laws? <input type="checkbox"/> If there is misalignment between policymakers making goals and distributing funding and those delivering services, are teams finding ways to maneuver around this or to collaborate with policymakers? Are leaders, managers, and naysayers (e.g., procurement lawyers, employees) being brought into the process early for buy-in?
IT and technology barriers	<ul style="list-style-type: none"> <input type="checkbox"/> Has your country invested the time and funding to create the core foundational digital structure needed before moving to new trends?

Stage 3: Satisfying Customers



To what extent are customers satisfied with the government services they interact with?

Pillar: Customer-Centric Process

Key Areas to Address	Performance Checklist
How-To	<input type="checkbox"/> How many customers know where to go to get started in completing a government service? <input type="checkbox"/> Can customers actually complete the government service without facing technical errors that stop them? <input type="checkbox"/> Do customers know how to check the status of their application and what the process is until approval?
Enhance the previous metrics: completion time, complexity, and service delivery	<input type="checkbox"/> Overall do customers in many parts of the country state that they are satisfied with government services they interact with?

Pillar: Organizational Cultural Shift (Toward Collaboration)

Key Areas to Address	Performance Checklist
Open teams	<input type="checkbox"/> Do teams have the right mix of talent and skills needed to implement the national strategy, including working with intra-governmental departments and third parties?
Shared customer data	<input type="checkbox"/> Are government entities able to share and use up-to-date customer data from other entities? <input type="checkbox"/> Can customers control and consent to who can view and use their personal data? <input type="checkbox"/> Are legacy IT systems being updated as needed? Can IT systems across government entities communicate with each other?

Pillar: Digital Infrastructure

Key Areas to Address	Performance Checklist
One-stop-shop government platform	<input type="checkbox"/> Is there a government platform(s) where many government services are available to complete in a simple, fast, secure, and easy way? <input type="checkbox"/> Is personal customer data private and secured effectively? <input type="checkbox"/> Do effective digital payment integrations exist (without friction and platform hopping)? <input type="checkbox"/> Are open APIs and/or open platforms available for teams and companies to build solutions for better gov. service delivery?

Pillar: Laws, Policy, and Regulation

Key Areas to Address	Performance Checklist
Digital standards	<input type="checkbox"/> Are digital standards created, including standards for digital rights, digital security, and data privacy?
Updating legacy laws	<input type="checkbox"/> Are legacy laws and legacy regulations being changed to overcome barriers for customer-centric delivery? <input type="checkbox"/> Are relevant 21st century laws, standards, ethics, and regulations being introduced for customer-centric delivery, digital delivery, digital data rights, and frontier technology adoptions?
Checks and balances on digital power	<input type="checkbox"/> Is a governance structure in place detailing checks and balances on authority oversight and legal accountability and transparency for those who have access to customer data and can take steps for legal action?



Stage 4: Delighting Customers

To what extent are customers very satisfied with the government services they interact with?

Pillar: Customer-Centric Process

Key Areas to Address	Performance Checklist
How-to	<input type="checkbox"/> Do customers in most parts of the country state that they are very satisfied with the government services they interact with? Are all customer segments stating they are very satisfied? <input type="checkbox"/> Are new trends being adopted when the return on investment (ROI) makes sense? E.g., anticipatory services, invisible services. <input type="checkbox"/> To what extent is there a mindset of continuously learning, experimenting, and leveraging frontier technology solutions. How future-focused are teams and their solutions?
Customer service	<input type="checkbox"/> Overall do customers in most parts of the country state that they are satisfied with the customer service of front-facing government agents? <input type="checkbox"/> Overall, are government service centers showing indications they are prioritizing customer service by taking steps to empower customer-facing employees and reduce red-tape? <input type="checkbox"/> Is employee time being freed up by automating mundane back-end tasks?
New omni-channel service delivery methods	<input type="checkbox"/> Overall, are preferred delivery methods by the customer available and effective? <input type="checkbox"/> Do customers in most parts of the country state that they are satisfied with government service delivery methods? Are all customer segments stating that they are satisfied? <input type="checkbox"/> Are future service delivery methods based on new platforms and technology being considered and prepared for?
Inclusion of customer segments and digital appetites	<input type="checkbox"/> Are government services effective for all customer segments and digital adoption appetites? Or are there efforts to nudge or help non-digital natives overcome digital adoption?



Pillar: Collaboration

Key Areas to Address	Performance Checklist
Collaborating with government entities	<input type="checkbox"/> Are teams collaborating with other government entities where it makes sense to leverage new trends, co-create new services, share talent and training, and to coordinate access to shared customer data?
Collaborating with customers	<input type="checkbox"/> Overall, what level of customer engagement do government entities make available to customers (e.g., inform, consult, get feedback from, co-create)? Are all customer segments stating that they are satisfied?
Collaborating with other countries	<input type="checkbox"/> Are government service teams in your country collaborating with other countries when it makes sense to share best practices and/or to co-create cross-border government services.

Pillar: Formal Restructuring

Key Areas to Address	Performance Checklist
New agency configurations	<input type="checkbox"/> If needed, are governments thinking about formally revamping existing organizational structures that are causing major barriers?
Using agile systems	<input type="checkbox"/> Internally, are government teams who are responsible for service delivery agile? Do they have agile systems in place, both at the project management and leadership levels, in order to move quickly in the face of new and evolving technology and trends or global shocks (e.g., pandemic)? <input type="checkbox"/> Is there a system in place to make decisions quickly, both at the project management level and the executive leadership level?

Section 7

Appendix



a) Glossary

Anticipatory Services	Anticipating that government services will be needed once a life event happens for the customers and therefore bundling services to be offered together once said life event occurs, e.g., birth, marriage, death.
APIs	Application Programming Interface which allows two software applications to talk to each other.
Base Registries	A reliable and legitimate source of information maintained by a public administration or organization appointed by government.
Co-creating Services or Co-Design	<i>(Also used interchangeably with terms participatory design or co-design)</i> Those using the government services are actively part of the design process.
Consent Models	To allow customers to control who views their personal data. Those who want to access this data must ask for the person's consent/permission and must also explain why they want access. In addition, it also allows them the option to opt out.
Customer	Refers to citizens, residents, and businesses that are part of physical or virtual jurisdiction.
Customer-Centered Design	<i>(Also known as citizen-centric design)</i> A design approach that puts the citizen or customer in the center of the design process in order to give the customer an improved experience when completing a government service. A service designed through the customer's eyes.
Customer-Centric Service	<i>(Also known as citizen-centric service)</i> Services designed around customer satisfaction and even delight.
Data Analytics	The process of analyzing data sets to find existing trends and be able to draw conclusions from the information provided using specialized systems and software.
Digital Assets	Any type of digital material that is owned by an organization or individual, including text, graphics, audio, video and animations (e.g., cryptocurrency, digital real estate, digital clothing).
Digital Assistants	<i>(Also known as virtual assistants, predictive chatbots, mobile assistant, voice assistants, or virtual digital assistants)</i> Voice-activated software programs, such as personal AIs and/or bots, designed to assist a user by answering questions asked or performing electronic tasks (e.g., Alexa, Siri, etc.).
Digital by Default	When digital government services are the default. People would have to request in-person services or human interactions.
Digital Government	See E-gov.
Digital Inclusion	Offering government services in various methods to accommodate for all customer segments and digital adoption appetites. For example, offering an in-person service for those who are not tech-savvy, or a specialized service for the disabled.

Digital Security	Ensuring your personal data does not get stolen or viewed by the wrong person.
Digitized Service	A government service that has previously been in paper form and is now offered in digital form. For example, a 10-page application form that you had to previously fill out manually and is now in PDF form online or can be filled out via an online website. It still may take up to 45 minutes to complete the form.
Digitalized Service	In contrast to a digitized service, digitalizing a government service involves redesigning it to increase customer satisfaction and efficiency. For example, transforming a previous service that involved filling out a complex form in PDF format that took up to 45 minutes to complete to a simple half-page form on a government one-stop-shop app platform that takes up to 7 minutes to complete and pays directly on the app.
E-gov	<i>(Used interchangeably with Digital Government)</i> E-gov refers to the use of Information Technology (e.g., internet or apps) to deliver government services. Traditionally, government services have been delivered in person, by individual departments in different locations, and often using paper forms. With digital services, governments can deliver information and services to citizens anytime, anywhere, and on any platform or device.
End-to-End Digital Service	A government service that can be completed digitally from beginning to end.
Enterprise Resource Management (ERP)	A type of software organizations use for managing day-to-day business activities (e.g., accounting, procurement, project management, risk management and compliance, and supply chain operations). ERP systems connect multiple business processes together and enable the flow of data between them.
Frontier Technologies	<p>Technologies including artificial intelligence (AI), internet of things (IoT), big data, blockchain, cloud computing, 5G and 6G networks, robotic process automation (RPA), augmented reality (AR), virtual reality (VR), 3D printing, robotics, drones, gene-editing, nanotechnology, and renewable energy.</p> <ul style="list-style-type: none"> ●Blockchain: A digital ledger of transactions recorded across several computers, making it difficult or impossible to change, hack, or cheat the system. Example: securing Bitcoin transactions. ●Artificial intelligence (AI): A set of algorithms and big data used to imitate the cognitive functions of a human brain. Examples: detect fraud, chatbots answering complex questions. ●Cloud computing: Storing and accessing data and programs over the internet instead of your computer's hard drive. Example: Google Cloud. ●Application programming Interface (APIs): Software intermediary that allows two applications to talk to each other. Examples: the weather program on your phone and sending an instant message on Facebook. ●Big data: Extremely large data sets that may be analyzed computationally to reveal patterns, trends, and associations, especially relating to human behavior and interactions. ●Robotic process automation (RPA): Robot process automation. A type of software that imitates the simple actions of a human brain to automate mundane, repetitive work tasks. Examples: moving a cursor, clicking a button. ●Internet of Things (IoT): Everyday objects communicating with each other through the internet. Examples: thermostat, fridge, sensors, cameras, car, phone.

	<ul style="list-style-type: none"> •Augmented reality (AR): Virtual objects that are presented in our physical world. Example: showing a 3D architectural drawing of a house renovation. •Virtual reality (VR): A technology that creates an immersive and simulated 3D virtual environment. Example: used for learning, meeting, and interacting. •5G and 6G internet coverage: Fifth and sixth generation of mobile networks – one of the fastest wireless technologies created.
Government-As-A-Platform	An open and shared government platform online built upon digital infrastructure, such as cloud computing, that allows all stakeholders—government entities, citizens and residents, the private sector, NGOs, and academic institution—to connect and innovate together to provide more effective and real-time government services.
Government Service	<p><i>(Often used interchangeably with public services, citizen services, service delivery, public administration services)</i></p> <p>An administrative service provided by a government to all of its members (citizens, residents, or businesses) within its physical or virtual jurisdiction. Used interchangeably with the following: public services, citizen services, service delivery, government interactions.</p>
Government Services 2.0	<p><i>(Used interchangeably with the following: citizen-centric services, digital public services, digitized services, digital transformation, personalized services, data-fueled services, E-gov., digital government, civic participation, civic engagement)</i></p> <p>Refers to the next stage of government services that have reformed due to changing customer expectations and accelerating frontier technologies. Whether delivered in-person or digitally, these government services are designed around increasing customer satisfaction. They are becoming simple, fast, user-friendly, intuitive, efficient, anticipatory, and oftentimes automated.</p>
Inclusive Digitalization	Providing digital options without leaving other customer segments who want in-person or human interactions behind.
In-Person by Default	When in-person government services or human interactions are the default. People would have to request digital options.
Interoperability	Designates the ability for diverse systems and organizations to work together (inter-operate), allowing for different components to work together.
Invisible Services	Specific government services that governments can work on behalf of the customer directly from the back-end and simply notify the customer it has been completed via email (e.g., renewing a driver’s license or permit).
KPIs	A set of quantifiable measurements for gauging a company’s overall long-term performance and success and determines a company’s strategic, financial, and operational achievements compared to other business/organizations within the same sector.
LEAN Management	A management approach, method, or technique supporting continuous improvement for an organization to produce value for their customer through optimizing resources and creating a steady workflow based on real customer demands. Elimination of time, effort, or money by analyzing each step in a business process and then improving them by removing steps that do not result in creating value.

Legacy Laws	Laws that are not designed for digital implementation. Legacy laws are based on properties of the physical world and thus suited for a different century.
Metaverse	A virtual or augmented reality space or environment that has the potential of becoming “the new internet” or represents an upgraded level of social media where users can interact with a computer-generated environment or other users.
Omni-Channel Delivery Methods	A portfolio of options/channels of customer-preferred delivery methods to allow customers to choose which delivery method is convenient for them (e.g., service centers, kiosks around the city, website, app, phone, e-mail, SMS, social media).
Open Data	Data that is fully and freely available and accessible to use, re-use, and redistribute by anyone.
Open Government	<i>(Sometimes used interchangeably with open data)</i> The idea that governments and organizations work better for customers when they collaborate with other organizations, departments and customers, share data, knowledge and expertise, and are transparent and accountable. Examples include open data, open hackathons, participative budgeting, town hall meetings.
Participatory Budgeting	A method of democratic decision-making where participants are able to engage in discussion and negotiate how public resources or budgets should be allocated and distributed.
Personal Data Privacy	Having control over who can view your personal information/data, e.g., name, address, age, eye color, social security number, number of children, spouse.
Public-Private Partnerships (PPP)	A long-term contractual partnership between government entities and private sector organizations to collaborate on projects or services by using the resources, expertise, and solutions offered by the private sector to implement them.
SAS Platform and SAS Cloud Security	“Statistical Analysis System” - A statistical software suite used for statistical data analysis and visualization, using qualitative techniques and processes to help enhance employee productivity and business operations. SAS Cloud - A hosted private cloud environment enabling customers to subscribe to SAS Cloud tools and technologies in order to receive rapid, self-service access to SAS Cloud analytics tools and solutions.
Silo	A hierarchal organization comprising of independent departments seeking to maximize vertical coordination at the expense of horizontal coordination. Examples in government include ministries operating independently such as the Ministry of Health, Ministry of Trade, and the Ministry of Education.

b) Survey Methodology

The Global Citizen Satisfaction Survey was conducted from 17th of January to 18th of March 2022. Data was collected using both online questionnaires and computer-assisted telephone interviewing (CATI). Respondents were recruited for online questionnaires in most countries through existing online panels. Computer-assisted telephone interviewing (CATI) was mainly used in the Middle East.

The objectives of the survey were to:

- Determine and measure the level of public satisfaction with government services on a global level.
- Provide benchmarks for public satisfaction within government services, especially to benchmark and highlight global benchmarks for citizen satisfaction.

The sample consisted of 2900 respondents. In terms of gender, 53% were male and 47% respondents were female. In terms of age, 52% were aged between 30 to 49, 28% were aged 18 to 29, and the remaining 20% were 50 years old or above. In terms of marital status, 50% of the respondents were married, 41% were single, and 6% were divorced.

In terms of country of residence, an equal number of respondents were surveyed from 29 countries. The table on this page provides a list of the countries covered and their geographical distribution.

Region	Countries
Africa	Rwanda and South Africa
Asia	India, Japan, Russia, Singapore, and South Korea
Australasia	Australia and New Zealand
Europe	Denmark, Estonia, Finland, France, Germany, Italy, Netherlands, Norway, Portugal, Sweden, and the United Kingdom
Middle East	Egypt, Israel, Jordan, Saudi Arabia, and the UAE
North America	Canada and The United States
South America	Argentina and Brazil

The countries selected for the purpose of this study were chosen based on a number of criteria, including their scores on two UN indexes, namely the 2018 and 2020 UN's Online Services Index and the 2018 and 2020 UN's E-Gov index as well as expert interviews and the efforts and initiatives of countries seen in this space for both online and physical government services based on secondary research (including data from the OECD Digital Government Index 2019). A number of leading countries were included along with few emerging countries based on the criteria.

The findings of this study have to be seen in light of some limitations, namely the geographical coverage in terms of the countries covered as well as the sample size per country. Other limitations to be taken into account include the fact that quality of government services can drastically vary throughout a country significantly, in addition to the variance in quality of federal, regional, and municipal government services with large metropolitan cities having better government services due to larger budget allocations, a bigger pool of skilled public servants and talents, and better digital infrastructure. In the future versions of this survey, we aim to address the abovementioned limitations to generalizability by increasing both the number of countries as well as the sample size.

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The Government Experience (GX) portal launched by the Emirates Government Service Excellence Program at the Prime Minister's Office in the UAE, is a global platform to share knowledge, enable interaction and activate ideas on government services. GX is a new concept for government service excellence from the UAE, that optimizes government service experiences and goes upstream to serve customers with intuitive, intelligent and delightful services.

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d) Endnotes

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