Chapter 3

Country Approaches to Increasing User Take-up

Governments have chosen different approaches to increase user take-up of e-government services. Experience among OECD countries shows that the choice of approach depends on political priorities and organisational considerations, for example as part of public sector reform efforts. These considerations are often addressed through the reorganisation of responsibilities within the public sector and the redesign of internal processes and procedures to achieve improved coherence and simplification. The balance between (public sector) internal and organisational considerations, and external outcome-driven considerations are reflected in the variety of approaches seen across OECD countries.

The identified types of approaches identified are: an organisational and administrative simplification approach; a situation-bound approach; a participatory and inclusive approach; and a marketing and channel management approach. A number of countries are focusing on public sector efficiency and effectiveness issues through an organisational and administrative simplification approach which include reconsidering responsibilities for service delivery, simplification of access through portal organisation, and through administrative simplification. Other countries are focusing on creating services which address specific situations of users through tailor-made services or services organised by life events. Others again focus on enhancing participation and inclusiveness in service development using inclusive service delivery approaches or creating ICT platforms to support increased consultation and participation. Most countries have recognised the importance of improving marketing of services and the value of having a channel management strategy for better service delivery.

Governments have chosen different approaches to increase user take-up of e-government services. The choice of approach is often dependant on national political priorities and agendas which address specific challenges in specific user segments. Looking at e-government strategies in different OECD countries shows that those approaches vary depending on whether there is an immediate national political focus on, for example, improving accessibility for disabled persons,[1] whether a government wants to improve the business climate in order to increase global competitiveness,[2] and whether the competencies and skills shortages within the ICT sector call for an increased focus on education and training.[3]

Experience among OECD countries also shows that the choice of approach may be defined by organisational considerations – for example, as a result of a political wish to simplify access to the public sector and its services in general, as part of public sector reform efforts. These considerations are often addressed through the reorganisation of responsibilities within the public sector and the redesign of internal processes and procedures to achieve improved coherence and simplification. The balance between the public sector's internal and organisational considerations, and external outcome-driven considerations are reflected in the variety of approaches seen across OECD countries.

The country approaches described in this chapter can be categorised roughly into four general types, all with the aim of increasing user take-up (Table 5.1).

The overview of the different types of approach shown in Table 3.1 is a categorisation of exemplary approaches based on different perspectives to

Table 3.1. **Types of country approaches to increasing user take-up**

Type of approach	Focus
Organisational and administrative simplification	This approach is characterised by a focus on making the organisation of e-government services simple and transparent. The focus is to give the user a "one-door-entry" to the public sector, and to ensure that services are functioning under a simple legal framework. Examples include portals and reduction of administrative burdens.
Situation-bound	A situation-bound approach is characterised by a focus on addressing typical life-event situations of users, thus meeting users with targeted solutions in typical situations at specific points in their daily lives. Examples include addressing the needs of physically disabled persons for different types of help or student needs for study grants.
Participatory and inclusive	A participatory and inclusive approach is characterised by a focus on motivating users to engage and influence government actions – thus making it attractive and relevant for users to use e-government services. Examples include portals for public consultations or public ICT centres in less populated areas with a difficult socio-economic context.
Marketing and channel management	A marketing and channel management approach is characterised by focusing on marketing e-government services and their advantages, often in close connection with channel management.

e-government development. However, a country does not choose one single approach, but more often a blend of different approaches (depending on its specific national challenges). This chapter will take a closer look at each of the different types of approaches through selected good practice descriptions and their impact on user take-up.

Organisational and administrative simplification

The organisational and administrative simplification approach is used by a number of countries mainly to address public sector internal efficiency and effectiveness issues which have a significant impact on outcomes for users. The approach often addresses issues of simplification of competences between authorities, across sectors, and across levels of government. All governments are aware of the significant challenges that lie in addressing these barriers, which often involves sensitive political discussions on how to balance power between a central/federal level, and regional and local levels of government.

Responsibilities for service delivery

The question regarding who is responsible for service delivery is addressed by a number of countries. The argument is often made that responsibility and delivery of services should always be made as close to the users as possible. For citizens, services are often delivered at the local government level, and thus e-government services should also be delivered by the local government. Using ICT in service delivery does, however, question why this argument should still be valid, as ICT-enabling services do create the possibility for centralisation and standardisation, as well as the possibility to decentralise service delivery. What is often overlooked in this discussion is that technology is able to support any political decisions and that the need to see service delivery in a whole-of-public-sector perspective is perhaps even more important now with the multitude of existent service delivery possibilities. The focus on responsibilities for service delivery is therefore mostly a political discussion rather than one based on administrative or technological needs.

One emerging factor for weaker take-up in citizen services seems to be the distribution of responsibilities across vertical and horizontal lines. This perspective is seen in some of the more significant and deep public sector transformation efforts taken by OECD countries. Denmark is a case in point, with its public sector structural reform and its impact on the division of work between the central government and local governments, and the creation of local shared service centres (Box 3.1). Another example is Portugal with its public sector transformation initiative – the so-called Simplex programmes –

Box 3.1. **Denmark: Empowering the local level to deliver better services – local service centres**

Given that the majority of government service delivery occurs at the local government level in Denmark, perhaps the most significant user-focused step currently being taken is the proposed establishment, as part of implementation of the Structural Reform, of "local service centres" under the authority of each municipality. The logic is that the public sector should be as accessible as possible and users of government services should be able to find services in one place, regardless of which public authority or administration has final authority. These Local Service Centres are intended to increasingly become the physical front door to state, regional and municipal services – another reflection of the general Danish trend to bring government closer to people and make government services more user-focused. The functioning of the new local service centres will be analogous to that of an Internet portal, and will depend on e-government for their implementation.

Source: OECD (2006), *OECD e-Government Studies: Denmark*, OECD, Paris, Chapter 5.

which addresses a number of cross-cutting issues regarding the performance of the public sector as a whole (Box 3.2). Italy launched in November 2008 a project creating service desks for public services at existing networks of public or private service providers, *e.g.* post offices, tobacco shops, banks, pharmacies, etc. creating the possibility of competitive or complementary service provision (Box 3.3).

Portals

Creating portals for citizens and businesses have proven to be an effective approach to increasing user take-up. By simplifying users' efforts to find relevant services within the public sector, several OECD countries have succeeded in increasing user awareness and use of e-government services. Simplifying marketing to users and developing fully integrated services by focusing on user needs are both important to governments in their efforts to increase user take-up.

There are many examples of such practices in OECD countries, including:

- **Canada: Service Canada –** *www.servicecanada.gc.ca* – serves as a one-stop-shop for public services (Box 1.2).
- **Denmark: the Danish Citizens' Portal –** *borger.dk* – is the main port of entry to public services online for citizens in Denmark (Box 3.4).
- **Hungary: the Government Portal –** *www.magyarorszag.hu* – launched in 2003 and targets both citizens and businesses (Box 3.5).

Box 3.2. **Portugal: Creating coherent service delivery through simplification**

In focusing on meeting the goals of the European Union's Lisbon Agenda on economic growth and job creation, Portugal has decided to create an attractive business climate by significantly improving public sector performance. Since 2006, with high political priority, attention, and results, Portugal has been implementing a series of extensive and ambitious integrated administrative simplification and e-government programmes: the Simplex programmes. These programmes – unique among OECD countries and attracting significant public attention in Portugal – aim at improving the efficiency and effectiveness of public service delivery to citizens and businesses as well as improving competitiveness through better regulatory frameworks. Other far-reaching reform programmes also aim at transforming the public sector. These efforts, which are well under way, will benefit from high-level attention to ensure sustainability and continuity, not just at the central government level but also among regions and municipalities.

Since there are many contacts between the public sector and its users at regional and local levels, it is important that simplification efforts reach those levels and cover all jurisdictions. The Simplex programmes cover central government only. Municipalities and autonomous regions are not formally obliged to implement the programmes. Some Simplex initiatives affect municipalities and some municipalities are engaged in simplification initiatives of their own. The two autonomous regions (Azores and Madeira) have their own programmes for administrative simplification and e-government that are similar to the central government's Simplex programmes.

Source: OECD (2008), *Making Life Easy for Citizens and Businesses in Portugal. Administrative Simplification and e-Government*, OECD, Paris.

Box 3.3. **Italy: "Reti Amiche" – the "friendly networks" of service providers**

Italy launched the project "Reti Amiche" – the "friendly networks" – as a backbone for utilising existing service delivery channels in the public and private sectors to give the public easier access to public services. The idea is to involve existing service providers in the public and private sector as service desks for citizens, such as post offices, tobacco shops, banks, pharmacies, police stations, train stations, and distribution centres (*Grande Distribuzione*).

The purpose of involving existing service providers is to achieve a simplified service administration, reduce service delivery time, ensure maximum access to services to the whole population, and to reduce the necessity of going to public offices. At the same time, by involving the private sector (*e.g.* tobacco shops and pharmacies) as service distribution points, utilising existing service provision networks, it will be possible to introduce competition for public service delivery. With 13 893 post offices and more than 20 000 tobacco shops (members of the Italian federation of tobacco shops), the concept could ensure that citizens will have access to a broad range of public services locally.

Source: Presentation for the Council of Ministers by the Minister for Public Administration and Innovation, 2008. See: *www.governo.it/GovernoInforma/Dossier/reti_amiche/Reti_Amiche.pdf*, accessed 9 February 2009.

Box 3.4. **Denmark: The Danish Citizens' Portal – *borger.dk***

The Danish citizens' portal – *borger.dk* – was launched in 2007 and is an online site that citizens use to access the public sector and its e-government services. It was developed by all levels of government (central, regions, and municipal). Use of the portal by citizens has been significantly positive: it has 100 000 visits per week, more than a 40% increase from the previous year. A user satisfaction survey shows that 93% of the users were satisfied with the services received. The website has also been awarded top marks in user-friendliness.

Borger.dk is a central instrument of the government's objective to improve public online services and thus to digitise all relevant communication between the citizen and the public sector by 2012. The portal is the main online service point for citizens with public authorities on the Internet. Borger.dk deals with public authorities, legal matters and topics with previously prepared texts and news, and with digital self-service in order to advance the digitisation of citizen services. As well as providing a gateway to online services, the portal also offers services in e-democracy, *e.g.* the new version of the online discussion facility *danmarksdebatten*, which also includes a voting facility.

Borger.dk was developed in two stages. The period 2006 to 2008 saw the inception and development of the current portal. This was a "citizens' information guide" to the public sector. The purpose of the guide was to make it easy for the citizen to find information and answers to their questions on issues relating to the public sector, whether it was related to legislations, regulations, rights, duties, facts, or digital self-service. The period 2008 to 2012 will see the development and release of a second, more advanced, version of the portal which will use digital signatures to offer personalised services to citizens. There will be a "My Page" functionality which will make it possible for citizens to find and put all their personal data in relation to the public sector in one personal "online drawer". "My Page" was launched in its first version in 2008.

The project can be described as "citizen centric" in several ways. It is based on the evidence generated by recent research that "seven out of ten Danes wish to use the digital media more in their dialogue with the public (sector)." This research, however, has also shown that citizens are not necessarily interested in who provides a public service, and that the public sector has to provide one entrance to online services and make these services easier to use. The project was therefore grounded in a clear idea of what the demand for online services looked like.

Furthermore, a call centre has been set up to help citizens with problems they face using the portal.

Source: Flotte resultater for borger.dk (Excellent results for borger.dk – news feed on the website of the Danish National IT and Telecom Agency), 21 February 2008, *www.itst.dk/nyheder/nyhedsarkiv/2008/flotte-resultater-for-borger.dk*, accessed 3 March 2008, and additional information received from the Danish Ministry of Finance, 2008.

Box 3.5. **Hungary: The Government Portal – *www.magyarorszag.hu***

Hungary's e-government portal was launched in September 2003 to replace the former *eKormanyzat.hu* (eGovernment.hu). The aim was to build a single entry online service, where citizens and businesses could administer their central or local government-related affairs. This vision of delivering information and services corresponds to the concept of "one-stop shops" described in the E-Government Strategy and Action Plan 2005.

The portal has been extended to include a number of services and functions, such as the Virtual Document Office (*Virtuális Okmányiroda – XR*),[1] which provides an opportunity to fix an appointment on line and access to initiate the case-handling in certain situations such as change of address, private entrepreneur licenses, birth certificates, driver's licenses, parking passes and car registrations.

The Government Portal now serves as the electronic information gateway to the central government, operating as both an institutional portal and a service platform. The Governmental Portal's information services offer an opportunity to improve communication between public authorities, citizens and businesses. It is also used as an online forum, organised on a regular basis with the participation of public figures, and has become very popular for public debate. Today, all central government bodies have a presence on the Internet. As a result of the website standardisation project initiated in 2004, the Government Portal, in addition to offering a collection of government Internet addresses, now directly accesses these 46 government websites.

The portal features explanations related to administrative transactions (procedural steps, documentation requirements, etc.) and the forms required for this process are available on line and may be printed or filled out and forwarded electronically. As of 31 May 2006, descriptions of more than 1 000 public administration cases were found on the portal and more than 2 000 types of documents were downloadable. The portal has significantly shortened the time required for administrative transactions, allowing users to book appointments through the Internet for a growing number of records offices.

As opposed to the three services provided through the portal in 2003 (searching property, companies and vehicles), there were 264 information or search functions related to public services available in May 2006, including change-of-address notifications, and driving license and birth certificate requests.

Since December 2005, the searchable Collection of Effective Laws has been a popular service on the portal. Since May 2006, portal visitors have been able to fix appointments to visit document offices, and about 400 administrative cases can be settled electronically. The portal is also an important platform of e-democracy. In the framework of its online forum, high-ranking government officials are able to answer citizen questions in real time.

1. Also called Internet Public Administration Service System or Virtual Records Office.

Source: OECD (2007), *OECD e-Government Studies: Hungary*, OECD, Paris, Box 5.2, p. 131. Prime Minister's Office, Hungary, 2008.

- **Mexico: the Mexican Citizen Portal** – *www.gob.mx* – is a part of the Mexican Government Portal and gives citizens a single entry to e-government services on line (Box 3.6).

Box 3.6. **Mexico: The Mexican Citizen Portal and the Stockholm Challenge**

In 2004, the Mexican Citizen Portal of the Federal Government (*Portal Ciudadano del Gobierno Federal, www.gob.mx*) won the e-Government Award of the Stockholm Challenge.

The Stockholm Challenge initiative was established by Sweden to challenge other European cities in ten information society application areas during its accession period to the European Union in 1993. The goal of this challenge was to find the winner of each area to share best practices. The continuing success of the exercise led it to include projects from around the world. The Stockholm Challenge received 900 entries from 107 countries in 2004, and an international jury composed of 27 experts from academia, business, and the public sector selected 10 winners from 103 finalists. The Mexican Citizen Portal of the Federal Government won the 2003-04 Stockholm Challenge Award for e-Government and the e-Mexico portal was also a finalist.

The Citizen Portal of the Federal Government is a government-wide portal that organises information and services around citizens' needs in a thematic, rather than institutional, manner. The portal concentrates more than 1 500 information and transaction sources from over 100 government institutions "24 hours a day, 7 days a week, 365 days a year". The portal is the result of the digital government item in the Good Government Agenda, and is also part of the e-Mexico system. The portal works as the single entry point for government services and acts as a content supplier for the e-Mexico Portal. The Citizen Portal uses a customer relationship management strategy to better present its content according to users' needs. Finally, the portal uses a technological platform that enables interoperability and standardisation across different government offices.

From the end of 2008 to early 2009, the portal will be improved. Gob.mx is currently conducting research into the administrative processes of government, the technology used, and user needs. Citizens' feedback has hardly been used in the design of the updating strategies to achieve a standardised use of technology in government administration. To accomplish this objective, the project activities include diffusion and training of civil servants in the use of technologies currently used in government and the promotion of the migration process. Finally, the project goal is to continuously increase the number of transactional services and reinforce customer resource management and multi-channel strategy and move toward the use of mobile technology in service delivery – also known as mobile government (m-government).

Source: OECD (2005), *OECD e-Government Studies. Mexico*, OECD, Paris, Box 6.1, p. 119, and the Mexican Ministry of Public Administration, 2008.

- **United Kingdom: directgov** – *www.direct.gov.uk* – has for some years offered a single point of entry to a number of online public services for citizens (Box 3.7).

Box 3.7. **United Kingdom: *Directgov***

The United Kingdom has suffered from low adoption of, and satisfaction with, e-government. In a 2007 citizen survey, 41% of UK respondents reported that they had already used e-government. Only 19%, however, considered their government to be doing either a "good" or "excellent" job in this area.

Directgov brings public services together all in one place from across 11 government departments. A wide range of information is available on the site – from how to find a local childminder to what to do when buying a property. Customers can also access services, such as searching for a course or taking a mock theory driving test. Transactions such as applying for car tax or planning a journey on foot, by car or by public transport are also on the site.

Since its launch in 2004, *Directgov* has constantly evolved to reflect the changing demands of citizens who wish to efficiently manage their lives electronically. The Directgov website has approximately two million visits per month. The website allows users to select from the top ten services recently accessed by other users, providing a quick and easy way for the page to present information that is in line with users' shifting needs. The Directgov portal (*www.direct.gov.uk*) is an evidence-based and user-tested solution to driving greater uptake of electronic transactions. It incorporates:

- a clear and compelling value proposition to users that can be effectively marketed and without which the UK government would fail to attract the wide user base which its departments need if they are to meet their targets;
- a capacity to manage service delivery on an integrated basis.

Currently, each government service user is generally "owned" by the department providing that service. The experience a user has with government can be disjointed, frustrating and confusing – in other words, agency-focused instead of user-focused e-government.

By implementing the Directgov model, a user acquired by a department is also acquired for the whole of government, and opportunities to "cross-sell" services are maximised. Furthermore, a sustained dialogue between government and the user is enabled, thus improving users' perceptions of service delivery as significantly more user-focused.

Clusters of government services and transactions targeted at specific user groups have been incrementally built and developed using "department store" and "franchise" models, allowing structured user-focused packages of services, manageable in size. This provides Directgov with three levels of service provision:

- **Top or entry level:** A first entry point for all government Internet and digital TV (DiTV) services (incorporating and replacing the UK Online website, and earlier DiTV services) with a suite of common services and standards, providing a consistent user experience.
- **Service level:** Key services delivered as cross-departmental, user-segmented, service packages.

- **United States: USA.gov** – *www.usa.gov* – is a federal portal to government information and more than 100 e-government services from federal, state, local, and tribal government levels (Box 3.8).

Box 3.8. **United States: The federal portal – *USA.gov***

The first official United States portal – *FirstGov.gov* – was launched in September 2000. In 2007, its name was changed to USA.gov and covers in 2009 more than 100 different e-government services provided by federal government to citizens, businesses and non-for-profit organisations, government employees, and visitors to the United States. It also provides links to state and local government websites where state and local government services can be found and accessed.

The portal provides access to a broad range of public information and services covering: government benefits, grants, and financial aid; consumer guides and protection; defense and international relations; environment, energy, and agriculture; family, home, and community; health and nutrition; history, arts and culture; jobs, education, and voluntarism; money and taxes; public safety and law; reference center and general government; science and technology; travel, transportation, and recreation; and voting and elections.

USA.gov is intended to make access to US government information and services easy and is also seen as the catalyst for a growing electronic government.

The portal participates in an online customer satisfaction survey using the American Customer Satisfaction Index (ACSI). The survey randomly selects visitors to the site and asks them a series of questions about their online experience. The survey results provides the portal with information about how it measures up against some of the best commercial and government websites, and helps USA.gov to improve the website for its users.

Source: The federal portal *USA.gov*, *www.usa.gov,* accessed 8 March 2009.

These case examples provide an insight into a few country experiences and show that developing and maintaining portals improves user take-up among targeted user groups. Several other countries are following this strategy to make the promotion and marketing of e-government services more effective so that services are easier and simpler to find for users.

Administrative simplification

Achieving administrative burden reductions through simplification is high on the political agenda across OECD countries. In the European Union, an action plan for reducing by 2012 administrative burden by 25% was adopted in 2007. It calls for the use of ICT, where possible, as a means to achieve the goal and as a contribution to the overall improvement of the Union's global competitiveness.[4]

OECD country experiences show that administrative simplification is closely tied to the effective use of ICT as a tool to increase simplicity and user-friendliness in communication with authorities in the public sector. Country examples show that reducing administrative burdens through simplification has become an integrated part of e-government development. Administrative simplification is thus one of the ways to ensure an increase in user take-up:

- **Belgium** has successfully implemented an integrated back-office for the social security sector, resulting in significant administrative burden reductions for both citizens and businesses (Box 3.9).
- **Germany** won the European Union *e-Government Award 2007* in the category "Effective and efficient administration" for successfully implementing the German Administration eServices Directory and making it possible to simplify administrative procedures across the public sector (Box 3.10).

Box 3.9. **Belgium: Transforming the social security sector**

Across OECD countries, the problem with social service delivery is low take-up. The Crossroads Bank for Social Security (CBSS) network in Belgium introduced a proactive approach by improving social security systems, speeding services and increasing efficiency while reducing fraud and error. For example, energy authorities use income data in the CBSS system to determine if users are eligible for any reductions in their bills; and transportation agencies can determine who has the right to discounted fares.

The social security system in Belgium is complex, involving more than 2 000 offices that deal with collection of contributions, delivery of benefits (such as unemployment, holiday pay, healthcare reimbursement, old age pensions) and determination of supplemental benefits. These institutions are spread across all governments – federal, community, regional, provincial and municipal.

The CBSS links these agencies through a network with a secure connection utilising unique identification keys for citizens. Using a citizen identification number, CBSS facilitates information storage and retrieval by government agencies, allowing governments to easily access citizen data and simplifying citizen interaction with government.

This outreach of government services is particularly important and helpful for disenfranchised individuals, such as the undereducated, who may not be able to fill out complex forms, or people who distrust government in general. These activities greatly increase user take-up of e-government services – and also help government to better realise its service mission to citizens.

Source: OECD (2008), *OECD e-Government Studies: Belgium*, OECD, Paris.

Box 3.10. **Germany: German Administration eServices Directory (DVDV)**

At the Lisbon Ministerial Conference 2007, the German DVDV (*Deutsches Verwaltungsdiensteverzeichnis* – German Administration eServices Directory) won the *eGovernment Award 2007* in the category "Effective and efficient administration". The DVDV lists electronically available e-government services and fulfils an important need in terms of creating a secure and reliable communication infrastructure, based exclusively on open Internet protocols and allowing cross-organisational, paperless processes.

In operation since January 2007, it has helped more than 5 200 German civil registration agencies to save more than EUR 1 million per month. Worldwide, it is one of the first and largest standardised Service Oriented Architecture (SOA) implementations in the government area, and was made possible through unique co-operation between various levels of government and sectors in the Federal Republic of Germany.

The DVDV's range of applicability is not limited to civil registration but is open to any kind of machine-machine-communication with and between public administrations in Germany (G2B, G2G). Besides civil registration communication, the DVDV also supports processes, *e.g.* in tax administration and in the area of justice.

Source: www.epractice.eu/cases/dvdv, accessed 4 October 2008.

- **The Netherlands** has for several years focused on reducing administrative burdens through a whole-of-government approach. E-Government has become an integrated part of the Dutch approach where simplification depends on an effective e-government back-office (Box 3.11).
- **Mexico** aims at creating transparency and integrity in government work through the use of e-government. Even though digitisation has been beneficial with regard to efficiency and effectiveness, the regulatory framework is still an area of focus for improvement (Box 3.12).
- **Spain** has approved an administrative simplification plan with the goal of reducing by 2015 the administrative burdens for business by 25%. This plan is closely linked with the e-government policies, as the use of ICT is one of the main tools to achieve this goal.[5]
- **Turkey** has succeeded in implementing a highly successful e-declaration project in the Social Security Organisation, with significant efficiency gains as a result and considerable benefits for different users of social security (Box 3.13).

Box 3.11. **The Netherlands: Reducing administrative burden by 25%**

Internationally, the Netherlands is in the forefront for reducing administrative burden, which has become a major justification for e-government development. Administrative burden in the Netherlands is defined as the costs incurred by companies and citizens in order to comply with information obligations resulting from laws and government regulation. The target is a 25% cut during 2002-07. E-Government is meant to reduce administrative burden by:

- preparing the groundwork through an offer of generic solutions such as electronic authentication, uniform numbers for citizens and companies, and key registers;
- allowing mapping and analysis of the information flow between government organisations, citizens and companies;
- providing a basic infrastructure and facilities such as interfacing, standardisation and support services.

Source: OECD (2007), *OECD e-Government Studies: Netherlands*, OECD, Paris, p. 246.

Box 3.12. **Mexico: Increasing transparency and accountability with e-government**

Transparency and accountability are top political priorities in Mexico and e-government has been repeatedly used as a weapon in the fight against corruption. Transparency and accountability are practically universal objectives behind e-government in Mexico, with 96% of organisations considering it a "very important" or "important" objective. The examples of Compranet and IMSS (*Instituto Mexican del Seguro Social*) show the extent to which the fight against corruption has, and will continue to have, a strong impact on the implementation of e-government in individual organisations in Mexico.

Compranet is an Internet-based government procurement system introduced in 1996 by the General Comptroller (*Secretaría de la Contraloría y Desarrollo Administrativo* – SECODAM, the actual Ministry of Public Administration). This system contains the legal framework, bidding opportunities, statistics, notifications and all other relevant information for government procurement activities. Its introduction greatly enhanced transparency in public procurement procedures and increased communication between government and citizens. Compranet is one of the better known e-government services in Mexico – and two alleged corruption scandals that were unmasked through Compranet (in 2001 and 2003)

Box 3.12. **Mexico: Increasing transparency and accountability with e-government** *(cont.)*

contributed to the general understanding of how e-government can improve transparency and accountability. However, in spite of its initial popularity and advances, some businesses argue that the current regulatory framework of public sector leasing and public works services still leaves room for government officials' discretionary and interpretative powers. Compranet was a very early e-government initiative in Mexico and it is currently undergoing a revision process to be improved and modernised.

A second, more recent, case demonstrating the importance of transparency in e-government in Mexico is the purchase and expenditures portal of Social Security Institute (*Instituto Mexican del Seguro Social* – IMSS). IMSS is one of the most important government organisations making purchases in the Mexican government: it acquires over USD 3 billion worth of goods and services each year. In 2004, IMSS released its "*IMSS va a comprar, IMSS compró*" portal ("IMSS will buy, IMSS has bought") by which a list of all prospective purchases that IMSS will carry out during the year is published, as well as the terms and conditions under which all purchases were made. This practice not only opens the market to a substantial set of competitors, but also reduces corruption and in the end saves taxpayer money. IMSS' accounting information – generated by the Government Resource Planning Initiative (PREI) – will also be readily available online to the public in order to enable public scrutiny of the IMSS' spending.

Since the end of 2006, it has been a priority for the Mexican government that citizens not only have access to government information, but also to ensure that the quality of information is improved daily with the aim of having a significant impact in terms of generating social benefits. Furthermore, transparency is also a means to avoid corruption. It is therefore the aim of the government to continue a transparency-focused development due to its advantages and benefits, because it allows society to know, evaluate and demand for improvement of government actions on issues such as: public safety, education, politics, social development, decrease red take, and on the provision of public services.

It is important for Mexico to ensure an improved standardisation of access to and quality of public information as a prerequisite for its global competitiveness and for ensuring that economic development expectations are met. Transparency is therefore seen as an instrument for consolidating competitiveness, economic growth and job creation.

Source: OECD (2005), *OECD e-Government Studies: Mexico*, OECD, Paris, and the Mexican Ministry of Public Administration, 2008.

Box 3.13. **Turkey: Reducing administrative costs in the Social Security Organisation**

The Social Security Organisation (SIO) serves 41 million people, of a total population of 72 million. The agency launched the Social Security E-Declaration project on 1 May 2004. It enables employers to calculate premiums to be paid on line, to pay the premiums electronically, to monitor declared premiums to be paid and to determine payments made and outstanding debts without going to the local insurance management office and without paying fees.

The Social Security E-Declaration Project has been successful, in the sense that 800 000 firms (of 950 000 firms, or 84%) actively use the e-declaration site. It has generated major benefits for both government and businesses. Among those are: reduction of staff by 2 000, amounting to USD 650 millions in savings; more precise identification of persons entitled to receive pensions, resulting in the cancellation of 100 000 false health records with a savings of USD 133 million; and the shortening of processing time from 180-240 days to 3-5 days.

Source: OECD (2007), *OECD e-Government Studies: Turkey*, OECD, Paris, Annex G, p. 139.

These case examples show that administrative simplification is an integrated part of the countries' e-government development and that increasing user take-up through simplification will also increase the total benefits for both governments and users. Even though an approach from an administrative simplification starting point is public sector focused, the outcomes of successful simplification activities are immediately visible to both governments (improved efficiency and effectiveness in service delivery) and users (perceived performance improvement of the public sector service delivery, resulting in increased user satisfaction).

Situation-bound approaches

Situation-bound approaches are increasingly taken into consideration by governments as a way to make e-government services more relevant to different user groups. In contrast to the traditional assumption that it is the user's responsibility to find out which public authority is supposed to handle one's case, the situation-bound approach provides governments with a way to identify and analyse the typical processes and procedures a specific user group needs to follow to gain appropriate assistance. By identifying, analysing and developing e-government services to support specific user groups' needs, governments can achieve more integrated and targeted e-government solutions.

Tailor-made services

Tailor-made services are developed to better satisfy the expectations of targeted user groups with specific and identified needs. The European Union's i2010 strategy has addressed the issue of user focus and inclusiveness in e-government and has developed a number of principles for user-focused and inclusive e-government (Box 3.14). European Union member states are urged to follow these principles in developing and implementing e-government services nationally.

Box 3.14. **European Union principles for user-focused and inclusive e-government**

The European Union i2010 programme has formulated a draft set of guidelines for modernising and deploying EU policy to encourage the development of the digital economy; this includes regulatory instruments, research and partnerships with industry. The European Commission is particularly promoting user-focused, inclusive e-government. i2010 recommends that governments consider the following scenarios for the development of high-quality, efficient and effective public services for citizens and business:

- "**What's in it for me?**" It is important to be very clear and open about what citizens stand to gain if they deal with administrations electronically rather than traditionally. Is the service better? Do they save money and/or time? Do they potentially get more, or better, service? What do they miss if they do not use electronic channels?
- "**How do I know?**" If people do not learn about services and their benefits – in a form and language they can understand – they cannot take advantage of them. A recent study in Belgium highlighted better communication as the leading action to improve take-up and use of electronic services.
- "**Can I get support from my social assistant, trade union, or mutuality?**" Some people will never feel comfortable using electronic channels, regardless of technological advances. For them, effective support via an intermediary is key.
- "**I can't do that – I don't know how!**" Developing and enhancing users' skills is an empowering process in itself. However, disadvantaged and marginalised groups are often the least likely to engage with "the establishment" for structured training. Governments must consider more creative methods to enhance skills, using best practices from unstructured, informal and community learning, as well as more standard approaches.
- "**I can't use this – it doesn't make sense!**" Accessible and user-friendly interfaces, intuitive menus and well-structured content in a country's language help users to find their way through issues, even if they are complex. Accessibility standards and guidelines should be harmonised and widely implemented.

Box 3.14. **European Union principles for user-focused and inclusive e-government** *(cont.)*

- "**I need help!**" If people don't understand online instructions, they should be able to reach someone who will take the time to explain things in a friendly way by telephone.
- "**Can I trust it?**" Trust is a crucial element of the inclusive e-government approach. This includes: trust in the technology used to deal with government and trust in the government itself. Creating a broad, transparent, accessible climate of trust will encourage citizens to access and use electronic services on various topics such as education, health, commerce, transport and tourism.

The European Union principles for user focus and inclusiveness in e-government development poses a number of basic questions when developing user-focused e-government services. Even though the principles are fundamental and to large extent "common sense", they highlight that user-focused e-government development is a state of mind where user needs and approaches need to be in the forefront of design considerations, and that user focus is in essence a question of relevance and usability.[6]

OECD countries face the choice of developing target strategies, and serving specific user groups, or continuing with the "one-size-fits-all" approach. The targeting of user groups has proven to increase take-up of e-government, as different Belgian government approaches show (Box 3.15).

Box 3.15. **Belgium: Accessibility, the disabled and e-government**

There is no formal legislation in Belgium regarding web accessibility. However, a law on anti-discrimination passed in March 2003 stated that "any lack of reasonable adjustments for people with disabilities will be considered a form of discrimination." Since that time, all governments have been launching **disabled-friendly e-government initiatives.**

The federal government has awarded portals the "**Blindsurfer Label**" since 2003, designating accessibility to the portal for visually-impaired people. In Belgium, the BlindSurfer label has been proposed as the official quality mark for accessible websites.

In April 2003, the **Walloon Region launched a web accessibility strategy** (titled "BlindSurfer") for the blind and the sight-impaired, and adapted it in 2007 under the title *Anysurfer*. Anysurfer shows the region's commitment to improving accessibility and usability of e-government for all disabled Belgian citizens. In December 2003, the federal administration also received the *BlindSurfer* label for making its portal accessible to the blind and sight-impaired. The French community has also adopted the Blindsurfer approach to accessibility.

Box 3.15. **Belgium: Accessibility, the disabled and e-government** *(cont.)*

The **Flemish Region has launched the "*Surf en durf*" (Surf and dare)** campaign to promote accessibility of e-government services for disabled citizens. Furthermore, all e-government websites should be made accessible to disabled citizens by the end of 2007 as part of the "Accessible Web" project.

The ***Communit-e* application facilitates benefit application procedures for disabled persons at local governments** as applicants can be identified with the help of their eID and social data are transferred *via* the Crossroads Bank for Social Security.

Source: OECD (2008), *OECD e-Government Studies. Belgium*, OECD, Paris.

Life-event approach

Establishing service delivery processes focused on a "life-event" approach is another way to provide relevant services to specific user groups, focusing on their specific needs in phases of their lives or in specific life situations. Several OECD countries have adopted a life-event approach as a means to develop user-focused e-government services targeting specific situations in life. These approaches have shown highly successful and seem to be a very effective way to achieve high user take-up in the given target group.

- **Italy** has used a "life-event" approach to prioritise e-government development activities (Box 3.16).

Box 3.16. **Italy: A "life event" approach to service delivery**

The Italian government has used a "life-event" approach to identify which services should be given priority for e-enablement. This was done in two phases. In the first phase, a quantitative evaluation model was used to classify and rank services in terms of priority for e-enablement. A preliminary set of 80 high-priority services was identified – 40 for citizens and 40 for businesses. The second phase involved qualitative analysis of the opportunity for making these services available online. The following criteria were used in the selection process:

- frequency of use (including the population affected by the service and the number of interactions needed to provide the service);
- added value for users;
- tendency of potential service users to use the Internet;
- range of fees to be paid for the service;
- opportunities for eliminating services from the service provider which are not considered to be required by citizens (for example, certificates produced by a public administration);

Box 3.16. **Italy: A "life event" approach to service delivery** *(cont.)*

- possibility of providing the service more easily electronically (for example, payments for public utilities that can be easily executed automatically by the user's bank).

Source: De Petra, Giulio, and De Pietro, Luca (2005), *The Italian Approach to Local E-Government*. Chapter 3 of Springer (2005), *On Line Citizenship. Emerging Technologies for European Cities*, Eds. Di Maria, Eleonora, and Micelli, Stefano, United States.

- **Slovenia** has integrated a broad range of services in their e-government portal – some of those organised as life-event services (Box 3.17).
- **The United Kingdom** has put citizen centricity at the centre of their e-government development. One of the tools to analyse which processes users experience when approaching the public sector is "customer journey mapping". The tool provides an overview of a specific business process which can be used to simplify an unnecessary, complex sequence of activities (Box 3.18).
- **The United States** improves the delivery of assistance to disaster victims by providing a one-stop-portal for those affected by disasters (Box 3.19).

Box 3.17. **Slovenia: State Portal life-event organised services**

Slovenia launched its State Portal in March 2001. It was re-launched in December 2003 and modernised in May 2006. The enhanced portal supports government to citizen (G2C), government to business (G2B) and government to government (G2G) interactions and offers various services to citizens, legal persons, and public employees.

The portal provides access to the Electronic Administrative Affairs application, which supports the full electronic handling of administrative forms registered in a centrally maintained registry of procedures. The application can be used by all residents equipped with qualified digital certificates (electronic signature) valid in Slovenia.

An increasing number of e-government services have been integrated into the portal since its launch:

Period	Number of services	Number of e-government applications
June 2006	200	100
May 2007	400	200
September 2007	600	250
February 2008	700	400

Box 3.17. **Slovenia: State Portal life-event organised services** *(cont.)*

The State Portal currently includes more than 10 000 unique web pages and more than 700 life events and electronic services respectively. Users send more than 500 electronic application forms per month. Life events are managed by over 300 content editors; over 45 000 users are registered in *MyeGovernment* (a web application); and there are more than 1 million hits from visitors every month (from July 2007 onwards).

With the growth of available information and electronic services published on the e-government portal, the number of visitors has also grown:

Period	Number of users
January 2006	270 000
June 2006	885 000
July 2007	1 030 000
January 2008	1 150 000

The constant progress of the State Portal has been followed by an increasing number of users. Inevitably, every online information transaction elicits, first, technical, and later on, more complex, content-based questions. This is why a special e-mail address (e-uprava@gov.si) was created to respond to questions and comments from users. Content editors are especially dedicated to the task of providing answers, which are written directly in the application itself and sent to the user via e-mail:

1. The user sends a question via e-mail to one of the following addresses: e-uprava@gov.si, inspekcija.mju@gov.si or kids@gov.si. The sector for contacts with users at the Ministry of Public Administration is in charge of managing the e-mail accounts.
2. The user poses a question using a specially designed e-form (that is found within every electronic service or life event) published on the State Portal. The answers are provided by content editors, who are in charge of managing specific content (specific electronic service or life event) on the State Portal.
3. The users call a special phone number and poses his/her question. The service is organised on three levels.

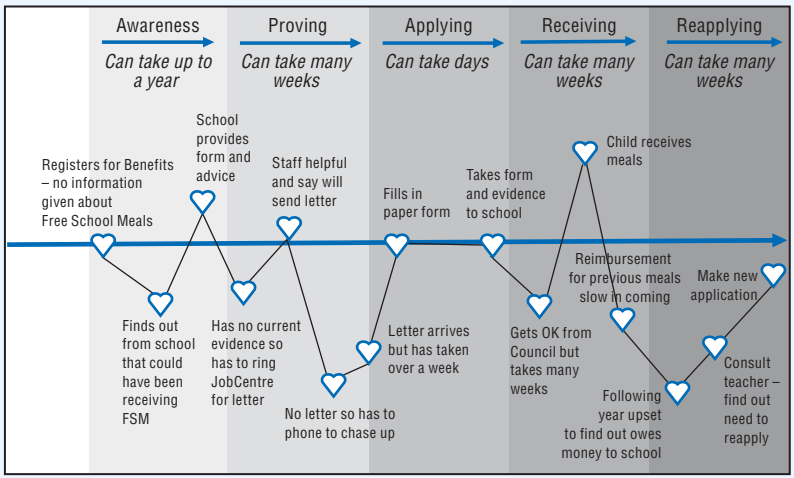
Source: Slovenian Ministry of Public Administration, 2008.

Box 3.18. **United Kingdom: Customer journey mapping – transforming Free School Meals**

The United Kingdom has set up a Customer Insight Forum. The Forum's task is to become an advocate across departments for the role and value of customer insight, by promoting best practice and knowledge, and by championing examples of customer insight in action, making a difference to both service-design processes and outcomes.

One of the tools for building customer insight is "customer journey mapping". An example of the application of this tool is found in "Free School Meals".

Many parents/carers do not apply, or simply abandon their applications to Free School Meals due to lack of awareness and/or previous experience and confusion given the complexity of the process (illustrated in the customer journey mapping below).



However, there is an opportunity to transform Free School Meal service delivery by joining up back-office processes, creating an online application and making the whole experience for parents/carers effortless. This would encourage a greater take-up of Free School Meals.

Source: UK Cabinet Office (2007), Transformational Government – Our Progress in 2007: Delivering Better, More Efficient Service for Everyone, *www.cio.gov.uk/documents/annual_report2007/tg_annual_report07.pdf*, accessed 24 August 2008.

Box 3.19. **United States: Improving disaster assistance through a one-stop-portal**

The Disaster Assistance Improvement Programme (DAIP) is a federal government-wide initiative to improve the delivery of assistance to disaster victims. Through the modification of an existing e-government initiative, GovBenefits.gov, DAIP provides a one-stop-portal for those affected by disaster by providing information on programmes offering disaster assistance and a screening of benefits for which they may be eligible. After determining their eligibility, users may apply for disaster assistance benefits using a single application through the Federal Emergency Management Agency (FEMA), leading to a more simplified, streamlined process. All benefit applications are adjudicated by the appropriate agency. DAIP also allows returning users to check the status of their request for benefits available through the single application. DAIP includes member agencies that have programmes which can: provide benefits for persons in response to disasters; help facilitate the application and delivery process through validation; have other resources that may assist disaster victims; or are otherwise relevant to those who are impacted by disasters. The Disaster Benefits Portal was launched 31 December 2008.

Source: Executive Office of the President of the United States (2008), *Report to Congress on the Benefits of the President's E-Government Initiatives*, *www.whitehouse.gov/omb/egov/c-1-6-daip.html*, accessed 31 August 2008.

Participatory and inclusive approach

A participatory and inclusive approach to user take-up focuses on engaging users in the planning and developmental stages of an e-government service. This approach utilises a broad range of communication channels (electronic as well as more traditional/physical) in order to establish a dialogue with targeted user segments. The approach often goes beyond traditional consultation, and reaches out to active potential users who want to proactively influence development and decisions. The approach is often perceived as resource-consuming, but it often results in a more solid buy-in from users.

Participation and inclusiveness in service development also include paying attention to digital divide policies and prerequisites. Making it possible for all users to participate and use online services is one of the considerations covered by a participatory and inclusive approach. The approach is therefore not limited to discussions on creating a meaningful user dialogue, but also addresses basic digital divide issues regarding electronic infrastructure

penetration and access to it; socio-economic barriers; competencies and skills; etc. (See also discussion in Chapter 1).

Whether or not the approach is cost-effective depends on the quality of user engagement and whether governments see the value of applying user feedback in the planning, development, and implementation of e-government services. Given that governments wish to improve user take-up and satisfaction, this approach might, in the end, be a better investment than a non-participatory and non-inclusive approach where user inputs are not sufficiently taken into account.

Inclusive service delivery approach

An inclusive service delivery approach is about how to ensure that all users can access those services. It therefore deals with a broad range of digital divide questions (see also Chapter 2). The digital divide question is equally central for mature e-government countries (*e.g.* Denmark and the Netherlands) and e-government latecomers (such as Hungary, Mexico, and Turkey) alike. Though the digital divide question is relevant to all OECD countries, different countries are emphasising different aspects of it.

E-Government latecomers tend to focus more on access to infrastructure as well as the socio-economic and demographic barriers for affordable access. For example, Hungary (Box 3.20) and Mexico (Box 3.21) are prioritising to further develop their electronic infrastructures and are increasing user competencies and skills – to enable broad participation in the Information Society, and thus to increase the uptake of e-government services. Germany launched in 2007 a new e-government strategy – E-Government 2.0 – emphasising user-centricity and inclusiveness (Box 3.22).

Mature e-government countries tend to focus more on competencies as well as skill and motivational issues. For example, the Netherlands has a well-developed electronic infrastructure, but significant population segments still seem hesitant to engage online due to motivational factors (*e.g.* lack of understanding of the potential benefits of using ICT).[7] This trend is also present in Denmark where the motivational factor seems to be a key challenge and in need of further development.[8]

Online citizen consultation and participation approach

The online citizen consultation and participation approach is a fast-growing approach which attracts governments' attention as a way to improve citizen participation in service development and delivery. Governments looking to increase transparency and broaden citizen engagement in service delivery see the online citizen consultation and participation approach as appealing.

Box 3.20. **Hungary: Improving user take-up through digital divide policies**

Hungary has put significant effort into bridging the digital divide in recent years. Improvement has been registered by a range of different indicators, but the process of closing the digital divide gap is slow.

In Hungary, the number of households with Internet access is rather low – but many Hungarians access the Internet from the workplace, school, public libraries and Internet cafés. This is a significant factor in how the Internet is used (*e.g.* communication, downloading content, etc.) and indeed there is a qualitative difference in the experience of accessing the Internet from home or from a public space.

Only 38% of households have access to a broadband infrastructure and the rural/urban divides are significant. This applies to cable, DSL (digital subscriber line), and wireless access. In this respect the government's project on establishing a broadband infrastructure in remote areas is crucial. A penetration and uptake of mobile phones and mobile telephony may open an interesting new channel for service delivery to individuals.

Building trust in government and in the security of the e-services provided by public agencies will be important in the near future. Success in "doing business" with the government is in synergy with private e-business and will induce the development of business-to-consumer commerce as well. To this end it is necessary to:

- increase the quantity of e-government services, including the services in line with the European Union recommendations;
- increase the quality of Internet services and raise the level of consumer protection.

Source: OECD (2007), *OECD e-Government Studies. Hungary*, OECD, Paris, p. 72, and the Prime Minister's Office, 2008.

A consultative and participative approach is also a way to increase user interest in the public sector and its provision of e-government services. Integrating online consultation and participation tools in service delivery portals is a way to boost traffic and drive usage of a government portal. In the cases of Denmark and Hungary, both countries have implemented online functions for public consultation and debate.

The Danish citizens' portal, *borger.dk*, has integrated a public consultation and debate function in which official hearings take place online via the portal. In combination with the use of digital signatures, the portal also technically permits electronic voting (Box 3.23).

Box 3.21. **Mexico: Targeting the digital divide through the e-Mexico initiative**

According to the OECD e-government country study from 2005, there is a substantial digital divide in Mexico, with certain groups of people having higher rates of Internet access than others. For example, the young are more likely to have Internet access than the elderly; men have more Internet access than women; and large businesses have more Internet access than small businesses.

The Mexican Internet Association (AMIPCI) reported in 2007 that there were almost 24 million Internet users; young males were more likely to have Internet access than older males; 55% of the male population and 45% of the female population had Internet access; large businesses had more Internet access than smaller businesses; and 59% of total computers were connected to the Internet.

Of Internet users in Mexico, only 11% are over the age of 45. The largest percentage of Internet users are 13-24 years old – the age group least likely to interact with government. However, some government organisations are able to take advantage of high access rates among the young, in particular for educational services. High usage patterns among the young also suggest that the percentage of total access to the Internet could rise significantly as the population ages.

In the report 2007 of AMIPCI, of the Internet users in Mexico, only 9% were over the age of 45. The largest percentage (55%) of Internet users were 12-24 years old. Of the total Internet users, 7.6% were connected from rural zones. Finally, 68% of the Internet users had used government service over the Internet.

As a response to the digital divide challenge, the Mexican government created the e-Mexico initiative to help improve access to ICT. The government is making a considerable effort to close the digital divide by creating additional "digital community centres" across the country, particularly in remote and rural areas. These digital community centres are targeted to people, who do not have access to ICT, and they provide assisted access to the Internet as well as information on education, health, economy and government at all levels. The fact that these centres are facilitated is important, as they allow people to use the Internet regardless of their education level or local language. The e-Mexico initiative provides a large number of digital community centres: 3 200 in 2003, 7 200 in 2004 and more than 9 200 in 2007.

Source: OECD (2005), *OECD e-Government Studies. Mexico*, OECD, Paris, p. 71. See also *www.e-mexico.gob.mx/wb2/eMex/eMex_Digital_community_centers*, accessed 31 August 2008. The Mexican Ministry of Public Administration, 2008.

Box 3.22. **Germany: E-Government 2.0 – a user-centric e-government strategy**

On 13 September 2006, the German Federal Cabinet adopted the comprehensive strategy *Focused on the Future: Innovations for Administration* (*Zukunftsorientierte Verwaltung durch Innovationen*), which aims to modernise the Federal State Administration, to downsize bureaucracy and improve the quality and efficiency of public sector services. An integral part of the strategy consists of the *E-Government 2.0 Programme*. The programme has been developed in compliance with the European Union Action Plan i2010 and utilises already existing know-how on e-government, originated from the implementation of the *BundOnline 2005* and *Deutschland-Online* initiatives.

The *E-Government 2.0 Programme* has the following objectives:

- create user-centric services;
- accelerate administrative processes by 15-30% by 2010;
- reduce costs by 15% by 2010;
- develop electronic identity on the Internet;
- make communication over the Internet reliable and legal binding.

The federal government has identified four fields of action that are to be elaborated in a targeted manner by 2010 in order to promote the modernisation process in public administrations and in Germany as a business location supported by e-government:

- **portfolio:** enhancing the federal e-government services in terms of quantity and quality;
- **process chains:** establishing electronic collaboration between the public administration and the business community utilising common business process chains;
- **identification:** introducing an electronic Identity card (eID Card) and developing electronic Identification concepts;
- **communication:** development of secure communication infrastructure for citizens, businesses and public administrations.

Important projects of *E-Government 2.0* are the German eID card and de-mail (current working title: Citizens' Portals/*Bürgerportale*) which will both be delivered in 2010. The German eID card will provide functionalities in addition to the traditional functions (photo ID, identification document, and travel document) and facilitate reciprocal identification on the Internet. By utilising a chip, the card will provide an authentication functionality, applicable to both e-government and e-business transactions. *de-mail* will provide for secure delivery of electronic documents for e-business and e-government by means of an e-safe including services like proof-of-delivery

Box 3.22. **Germany: E-Government 2.0 – a user-centric e-government strategy** *(cont.)*

and the capability of providing identity data to third-party services. The *de-mail* concept will be delivered as a specification to be implemented by existing (and certified) Internet service providers and will be flanked by corresponding legislation. Because *de-mail* can be used with standard applications like web browsers and e-mail clients, it is suited particularly for the secure and reliable communication to citizens, businesses and government. The technical specification of *de-mail* is based on international standards for e-mail communication. The communication between participants of *de-mail* is transferred through mutually authenticated and encrypted channels of certified Internet service providers. Due to the technical relationship to e-mail and the decentralised operating concept, *de-mail* is also appropriate for implementation by Internet service providers with international scope.

Source: European Commission (2008), "eGovernment in Germany"*www.epractice.eu*, Brussels, accessed 4 October 2008, and the Federal Coordination and Advisory Agency, *www.kbst.bund.de*, accessed 4 October 2008.

Box 3.23. **Denmark: E-Engaging citizens in political processes**

In its modernisation programme, the government has committed to the use of ICT to underpin "creation of a more open, user-oriented and democratic administration" where both citizens and businesses have greater access to the workings of government and are able to participate in strengthened dialogue with politicians. While this commitment has not translated into any specific goals under the e-government strategy, it has nonetheless been acted on at the all-of-government level through the development of an online system for public debate. The tool is part of the Danish citizens portal *borger.dk* and was part of the 2003 *Using IT Wisely* telecommunications policy action plan. It was developed by the Danish National IT and Telecom Agency and it functions as a national "debate portal" allowing citizens, businesses, politicians and journalists to participate in debates organised by levels of government, subject, etc. The tool can handle debates at the local, regional and national levels.

Source: For further information on the Danish e-democracy activities, see: *http://e-demokrati.borger.dk/app/DDMain.external*, accessed 31 August 2008.

Germany has conducted two studies on e-participation and e-inclusion in 2007 as part of its *E-Government 2.0 strategy* covering both the federal and municipal levels. Recommendations from the study, together with the results of a broad public consultation in 2008 are anticipated to be incorporated in the federal e-government action plan (Box 3.24).

The Hungarian eGames for electronic public debate is an integrated part of Hungary's government portal and is another example of how governments are setting up electronic debates to encourage public electronic engagement (Box 3.25).

New Zealand is an example of a country where the online citizens' consultation and participation approach has been used or piloted more widely across departments and agencies in central government (Box 3.26). The government-wide use and piloting of social applications to enhance and support a more continuous dialogue with citizens is rare among OECD countries – and serves as a pioneering exercise in gauging the possible use, and effect, of Web 2.0 technologies in public administration.

Box 3.24. **Germany: User-centric approach to e-participation and e-inclusion**

In 2007 the German Ministry of the Interior – responsible for e-government on the federal level – conducted two studies on e-participation ("E-Participation – Electronic Participation of Citizens and the Business Community in E-government") and eInclusion ("E-Inclusion – Digital Integration via E-Government"). The studies presented the current status and prospects of electronic participation and inclusion in Germany and recommended actions, projects and measures for the German government's E-Government 2.0 Programme. The studies are not limited exclusively to the federal level, but also addressed the municipal level where many approaches exist which can be used to provide impetus for the federal government.

Using the instrument of online consultation (*www.e-konsultation.de*), from 4 to 30 March 2008 the Federal Ministry of the Interior gave specialists and the interested public the opportunity to evaluate and comment on selected recommendations from the studies "E-Participation" and "E-Inclusion". The recommendations of the studies as well as the result of e-consultation are integrated in the federal e-government action plan and will lead to follow-up activities.

Source: The German Federal Ministry of the Interior, 2008. See also *www.e-konsultation.de*, accessed 4 October 2008.

Box 3.25. **Hungary: eGames for public engagement**

An online forum (*Párbeszéd rovat*) coupled with the eGames (eGovernment Assessment, Measuring and Evaluation System)[1] enables online communication and interaction among citizens and between citizens and the public sector. *eGames* is a tool to improve public participation in, and discussion of, government issues.

In order to implement a well-functioning service, the following rules have been defined:

- Users cannot use a pseudonym; they must use their real names. This makes the nature of the forum clear as a form of participatory government. Every user is legally responsible for the content of his/her contributions.
- Users can assess each others' comments positively and negatively, providing a value judgment on every user's participation. The aggregated number of points therefore draws a picture of public opinion on the forum's users.
- Apart from mutual value judgments, the number of contributions to the forum topics creates a popularity index.
- Public administration officials are among the users, but they cannot attribute points to the opinions expressed.
- Any external/official moderation of contributions takes place publicly online.

eGames can be considered as a mirror of Hungarian society. Government leaders and politicians can learn from the online user chat what kind of issues are on the minds of its citizens; what the main streams of opinion on different topics are; and how opinion leaders (forum members who have been given more than the average points) assess different situations. *eGames* provides feedback to government on the judgment of their performance.

1. Hungarian Government Portal (2006), eGames, *www.magyarorszag.hu/parbeszed_egames.html*, accessed on 31 July 2006.

Source: OECD (2007), *OECD e-Government Studies. Hungary*, OECD, Paris, p. 147.

In order to ensure the engagement of the public, it is necessary to show that their contributions in a public consultation process are assessed seriously, and that suggestions, opinions, and arguments have an impact on government decisions.

Portugal has, through its public consultation of the yearly simplification programme, seen an increase in the number of contributions from citizens, businesses, and associations. In the preparation for Simplex 2007 (see also Box 3.2), an open and systematic consultation process was conducted to

Box 3.26. **New Zealand: Web 2.0 social networking tools**

New Zealand has, as one of the very first OECD countries, begun to pilot broader usage of Web 2.0 social networking tools to explore their potential as generic communication tools for a wider participatory approach to service development and delivery.

The term Web 2.0 is used to describe the social use of the Internet with tools that allow people to collaborate and share information on line in ways previously unavailable. Web 2.0 is used for web-based communities, virtual worlds, and hosted services for social networking, social interaction and information dissemination. The concept of social networking encompasses new patterns of use and behaviour, changing culture, as well as new technologies to support these changes. The tools being used or considered by agencies include: web logs or blogs,[1] wikis,[2] online forums; RSS,[3] mash-ups,[4] social network services; and services such as Flickr and YouTube.

Some agencies are using social networking tools for internal purposes. Wikis or blogs have been established to improve collaboration between parts of an agency (that may or may not be geographically dispersed). Other agencies are using wikis or blogs internally as an experimental stepping stone towards future public engagement on policy making or programme development.

Social networking tools are also being used across government agencies. A few examples are: *Government Shared Workspace* – a suite of online tools that supports information sharing and working between government agencies; *E-initiatives Wiki* – an online library of ICT projects across government, set up by the State Services Commission, to allow those working on similar projects to share information and experience; *TiWiki* – the Ministry of Education's collaborative website for people from various agencies in the tertiary education sector; and *Principals Electronic Network* – an interactive online community of principals and school leaders, established as a space for reflection and discussion, and to facilitate learning from colleagues' knowledge and expertise.

Most social networking initiatives have been developed by agencies for the purpose of engaging with the public. A few selected key examples are:

- **Police Act wiki** – an initiative by the New Zealand Police to encourage public contributions to inform the drafting of the new policing act. The wiki was one of a number of initiatives undertaken by the police to enable people to participate in the project. The experiment was trialled for one week in 2007, and resulted in thousands of visits and a huge number of ideas and suggestions from the public during that brief time. All were posted publicly on line and this material was provided to the select committee considering submissions on the bill. The wiki also generated much interest from other governments wanting to learn from the experience and undertake similar initiatives themselves.

Box 3.26. **New Zealand: Web 2.0 social networking tools** *(cont.)*

- **Web Standards wiki** – a collaborative space in which to share knowledge and make suggestions on the New Zealand Government Web Standards. These standards exist to ensure that government websites are accessible regardless of a user's disability, web browser, mobile device, or connection speed. The wiki widens and deepens the discourse on standards development that would otherwise be likely to occur. Users discuss the rationale behind each standard and can see how their input has been integrated into the evaluation process. It also opens up the discussion to those who would previously have regarded web standards as impenetrably technical.
- **Participation Project wiki** – a vehicle for collaborative policy making, developed by the State Services Commission. This wiki attracted comments from more than 1 200 people over eight days during the process of developing the Guide to Online Participation – far more input than had ever been received from a conventional public forum. At the centre of the Participation Project is a diverse community of more than 300 practitioners from academia, government, the private sector, civil society, and other countries, all of whom share a common interest in fostering online, public participation.

1. A *blog* (a contraction of the term "web log") is a website, usually maintained by an individual, with regular entries of commentary, descriptions of events, or other material such as graphics or video.
2. A *wiki* is a collection of web pages designed to enable anyone who accesses it to contribute or modify content.
3. RSS is a family of web feed formats (a data format used for providing users with frequently updated content) used to publish frequently updated works such as blog entries, news headlines, audio, and video in a standardised format. An RSS document (which is called a "feed", "web feed" or "channel") includes full or summarised text plus metadata such as publishing dates and authorship. Web feeds benefit publishers by letting them syndicate content quickly and automatically.
4. A *mash-up* is a web application that combines data from more than one source into a single integrated tool.

Source: State Services Commission (2008), *New Zealand E-Government 2007: Progress Towards Transformation*, June, New Zealand, *www.e.govt.nz/resources/research/progress/Progress2007.pdf*, accessed 1 September 2008.

collect suggestions for initiatives from a number of sources. A total of 274 suggestions were received, 86 of which eventually became part of the final Simplex 2007 programme (which contained 235 different initiatives – corresponding to 37%). For the preparation of Simplex 2008, a total of 775 contributions were received. Of these, 54% were comments or suggestions. More than 60 suggestions eventually became part of the final version of the 189 initiatives in Simplex 2008 – corresponding to 32%.[9]

Box 3.27. **Malta: Targeting user take-up and user participation**

The implementation of e-government services in Malta has been very successful. In 2007, the European Commission ranked Malta second place in online sophistication and availability of e-government services. The *Smart Island Strategy for 2010*[1] has the vision of transforming Malta into a regional ICT services hub.

To date, more than 90% of the widely used public services are being provided on line. By means of the e-government web portal (*mygov.mt*), citizens can access all e-government services which are available online. This portal encompasses an electronic identity (e-ID), an electronic payment gateway and an SMS (short message service, or text messaging) gateway that has push and pull capabilities. The electronic identity (e-ID) offers a secure, single sign-on authentication and electronic signing.

Two of the most successful e-government services include the MEPA e-Applications and eVERA. The e-Applications of the Malta Environment and Planning Authority (MEPA) portal provides the functionality to the public, architects and consulting bodies who are registered with the authority to access electronic documents and correspondence on applications, registrations and notifications. The eVERA service provides citizens with the facility to renew their driver's licence on line. Vehicle owners may also check the date of their next Vehicle Roadworthiness Test (VRT). Vehicle test stations and insurance companies are electronically connected to the Transport Authority's systems. This has eliminated the need for a person to visit the Authority's front-office and there has been an encouraging take-up of about 80% of all licenses being renewed on line.

The Ministry for Infrastructure, Transport and Communication continues to be the political champion in drawing ambitious programmes for e-government services in Malta. The implementation of the ICT strategy for Malta will be strengthened under a new organisational set-up – the Malta Information Technology Agency (MITA). The agency will serve as the central driver of ICT policy, programmes and initiatives in Malta. The government's initiatives in e-government services involve overcoming major challenges. The major challenge has been to instil stakeholder ownership of the e-government service as well as rapidly procure and deliver the services and ensure take-up. Malta's next challenge is not only to further disseminate e-government but also to further engage e-government agents which (as in the case of the Transport Authority) have shown to be successful at increasing take-up. E-Participation is also very important on Malta's agenda, using the latest Web 2.0 technologies to bring about active involvement of citizens in the moulding and delivery of more effective public services.

1. The Smart Island. The national ICT Strategy for Malta 2008-2010 states a political vision of Malta becoming one of the top ten information societies in the world with the focus on having ICT becoming the main vehicle for social cohesion and engagement, and economic development. See *https://secure2.gov.mt/SmartIsland/Pages/Home.aspx*. To download the strategy, see *https://secure2.gov.mt/SmartIsland/Pages/Helper/Downloads.ashx?id=5f615288-b162-418a-b7e7-5ba9d7237f33*, both links accessed 14 September 2008.

Source: Malta's Embassy to France, 2008.

Spain has involved citizens in the development of its e-government law ("Law for Citizen's Electronic Access to Public Services"), using a discussion forum in its national portal, where the different drafts of this law were discussed. Many of the suggestions posted by anonymous citizens were adopted in the approved text.[10]

Engaging users and stakeholders through online consultation and participation is still in its infancy, and its success depends on governments taking these new channels of communication (with, in and between all stakeholders) seriously. Digitising communication will enhance governments' communication with the so-called "digital natives" (younger generations that are familiar with, and use, electronic communication regularly), a growing population. Increasing user take-up of e-government services depends not only on whether governments can succeed in engaging people across all sectors, but in also helping users trust these services – a situation which has been fully recognised by, for example, Malta (Box 3.27). Making e-government services known is an equally important challenge to address and ensure that potential users know of their existence and how to find them. This is one of the basic prerequisites and the topic of the following section.

Marketing and channel management

Marketing and channel management are important for user take-up. This activity is often overlooked in e-government projects, leaving services under-used and short of expectations and promises made. Therefore, governments have realised the importance of marketing e-government services and developing an appropriate channel management strategy that fits the e-government readiness situation of the country.

This section will take a closer look at how selected governments have incorporated marketing and channel management in their e-government strategy, implementation and roll-out.

Marketing of e-government services

OECD e-government country studies show that the lack of user awareness of e-government services is a significant barrier to increasing user take-up. Marketing of e-government services is therefore a necessary part of a communications and promotion plan for e-government services. Awareness raising has shown successful for many countries and has had a direct impact on user awareness and take-up.

Marketing of e-government services involves educating users about the possibilities of a given e-government service, as well as building a recognisable brand in the users' minds (and thus establishing necessary user trust). Attention to these issues is increasing in OECD countries, and resources are

set aside to improve the professionalism and effect of marketing and awareness raising in the public sector.

Korea has taken up the challenge of low user take-up and adopted a four-year national plan to increase user take-up. One of the key elements of the plan is the marketing and promotion of e-government services (Box 3.28).

Box 3.28. **Korea: Awareness raising – a priority in its new national plan (2008-11)**

The Korean government has established a four-year national plan (2008-11) to increase user take-up of e-government services in Korea. The action plan takes a phased approach to increase the usage rate of e-government services, through the increase of public awareness, user take-up, and public satisfaction level.

- **Phase I (2008)** will focus on increasing the public awareness of e-government services (with the aim of reaching 86% of user awareness) and on establishing a legislative framework for promoting e-government services. All Korean e-government services are to be branded by a "Korea e-Government" brand as a means to raise public awareness and strengthen advertisement efforts through co-operation with private Internet portals.
- **Phase II (2009)** will focus on customising e-government services to meet user needs; the provision of "My-egov" services and the identification of administrative services that could be useful to the public as e-government services; the application "integrated ID management system (G-PIN)" will be developed further to strengthen ICT security.
- **Phase III (2010)** will focus on creating a quality management system in order to increase user satisfaction levels; and it will focus on applying professional service quality assessment agencies for quality assessment of e-government services.
- **Phase IV (2011)** will focus on reaching the targeted rates for public awareness (90%), user take-up (60%), and service satisfaction (80%).

Source: Korean Ministry of Public Administration and Security, 2008.

Other OECD countries, such as Germany and the United States, have prioritised the marketing of their portals and e-government services with the aim of increasing the use and adoption of those services (Box 3.29). The United Kingdom has targeted the promotion of e-government services delivered by local authorities and managed to raise awareness and user take-up during a "Connect to your counsel" take-up campaign (Box 3.30).

Box 3.29. **Germany and the United States: Marketing e-government**

Marketing is an integral part of the German initiative *BundOnline*. Initially the marketing focus was on enhancing awareness of the *BundOnline* and the services it offers to citizens, businesses and government agencies. As transactional services have become available, the focus is now concentrated on making the services better known to businesses and improving usage.

In the United States, the Office of Management and Budget (OMB) is trying to boost citizens' awareness of federal e-government service, through a marketing and outreach strategy focused on about 10 of the 25 "Quicksilver" projects. Marketing will include targeted outreach to particular customer segments, innovative ideas on how to increase usage, and methods on providing greater synergy among e-government offerings. OMB will give each agency project office resources to reach out to citizens. The marketing plans likely will focus on how many customers are using the service and whether or not it meets their expectations. The approach will focus on enhancing utilisation and adoption.

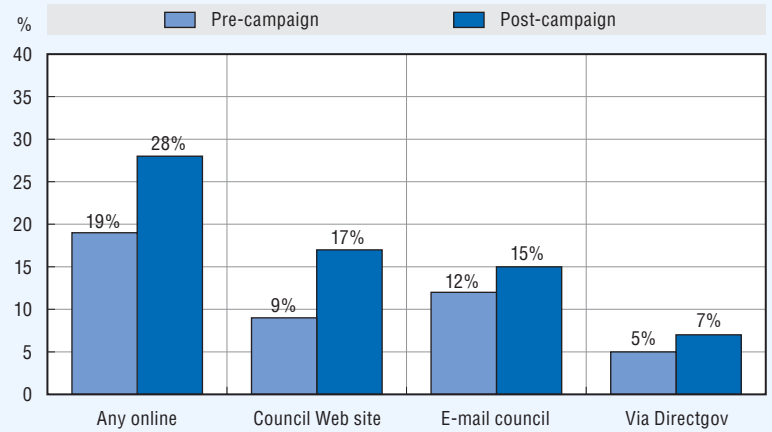
Box 3.30. **United Kingdom: Increasing user take-up through "Connect to your council" take-up campaign**

The take-up campaign to encourage more people to use effective and efficient online council services was launched by UK communities and local government on 8 May 2006.

Under the strap-line of *Connect to your council*, the campaign was designed to raise citizen awareness around their access to a wide range of council services on line, from finding information on rubbish collection, to applying for school places, or paying bills. People going to the campaign homepage at *www.direct.gov.uk/mycouncil* only need to enter a post code, town or street name to be taken directly to the relevant service page of the local council website. With two-thirds of UK homes connected to the Internet and over 10 million broadband connections, there is a huge opportunity for people to connect with their council on line, by putting themselves in charge of when, where and how they access local services.

A pre- and post-campaign survey measured the impact of the campaign. The campaign contained three campaign bursts. The results of the first impact measurement (May-July 2006) are shown in the figure below.

Box 3.30. **United Kingdom: Increasing user take-up through "Connect to your council" take-up campaign** *(cont.)*



The figure shows a significant increase of 88% (from 9% to 17%) in those accessing council websites. The long-term impact can be seen by comparing the first burst survey results with the third burst survey results: the third bursts show a more modest relative increase, though on a higher level from 12% to 14% for those accessing council websites.

Source: Crown (December 2007), *The Communities and Local Government "Connect to your Council" Take-Up Campaign. Campaign Review and Recommendations for Future Local Authority Campaigns (Bursts 1-3)*, Communities and Local Government, London, *www.communities.gov.uk/documents/localgovernment/pdf/Connect_your_council.pdf*, accessed 1 September 2008.

Channel management strategy and incentives for users

The most common concerns for e-government users' are that their problems or questions are not addressed and that e-government services are not relevant to their needs. Providing them with integrated services addressing their needs and delivered through their choice of delivery channel, is important for improving user take-up. Delivering services using a carefully considered multi-channel strategy targeted at the main user segment's habitual preferences of delivery channel and media will lower barriers for take-up and increase the relevance of e-government services.

There are different considerations to keep in mind when deciding on a channel management strategy. One is to actually reach the user segment or segments which are relevant for that group. Another is to use the e-government readiness level in a country or among identified user segments to create incentives for those users to use the digital channel. If these

preconditions are met, one could also consider closing down more traditional and resource-intensive channels.

The former approach is exemplified by the difficulty of reaching the "digital natives" where the digital channel is preferable to other service delivery channels (Box 3.31). The example shows that user-focused e-government is also about meeting users on their terms and in their own environment – meaning using mobile telephones as the main service delivery platform for the "students" user segment.

The latter approach is specifically stated in the *Danish E-Government Strategy 2007-10* (Box 3.32). Impacts of this can be seen in abandoning paper-based communications where possible. Examples are: Denmark with mandatory electronic reporting of pollution data[11] and Hungary regarding businesses' tax return declarations.[12]

Box 3.31. **The Netherlands: Multi-channel strategy of the IB-Groep (Agency for Educational Grants Administration)**

The *Informatie Beheer Groep* (IB-Groep) is an independent government agency responsible for the administration of student grants, information management, and the organisation of examinations. IB-Groep has about 3.5 million users, including about 550 000 students and their parents. In the late 1990s and early 2000s, IB-Groep was in crisis. The agency faced broad criticism over slow and poor customer service. The problem was so severe that the IB-Groep became a political liability for its responsible minister. Under intense external pressure, the agency initiated a total rethinking of operational strategies, aiming to implement intelligent, strategic and integrated usage of ICT to solve many performance problems.

The *Mijn IB-Groep* – the portal for study loans and grants – was developed and implemented. IB-Groep aimed to reallocate resources to users who needed personal advice and to give users who were able to manage their own affairs the opportunity to do so. The agency also wanted to change its image to a service-driven and innovative organisation which is easily accessible to customers. The IB-Groep also developed an e-authentication concept using SMS and mobile telephones, to respond to experience that students frequently misplaced electronic tokens or other e-solutions, but do not lose their mobile phones. The sense of emergency inspired the IB-Groep to implement different channels of service delivery (physical regional offices, telephone services, e-mail contacts, and web portal services), more intelligently directing users to the proper service channels.

Source: OECD (2007), *OECD e-Government Studies: Netherlands*, OECD, Paris, p. 149.

Box 3.32. **Denmark: Mandatory use of digital channels through proactive channel management**

The Danish E-Government Strategy 2007-10 emphasises the use of digital channels in communication between authorities and citizens and businesses. The strategy states that digital channels can become mandatory for specific user groups to use where conditions are in place. Having a citizens portal (*borger.dk*) and a business portal (*virk.dk*) in place, the aim is to have all e-government services fully integrated and on line: for citizens, all e-government services should be completely integrated into the *borger.dk* by 2010; for businesses all e-government services (reporting solutions) should be accessible by 2009 and 75% of business reporting should be digital by 2012.

The strategy specifically mentions that channels of communication between the public sector and citizens and businesses should be targeted and strengthened so as to promote digital channels as much as possible. An example is the creation of a digital letter box in which citizens and businesses, by 2010, can choose to receive their communications from the public sector solely in this way. It will be explored whether e-government services can become mandatory for ICT-ready groups, with special focus on: educational grant applications, business reporting of absence due to sickness, registration of new business information with the authorities, and the founding of private limited companies.

Areas which have become fully digitised are: *NemKonto* (EasyAccount) where all citizens, businesses, and associations are obliged to get a *NemKonto* bank account number to which the public sector can transfer money; *Jobnet.dk* (public website for job seekers) which is mandatory for the unemployed to be registered and where they can continuously confirm their status as job seeker; *E-faktura* (e-invoicing) where it is mandatory for providers of products and services to electronically invoice public organisations; and all central government employees receive their pay slips electronically only.

Source: The Danish Government, Local Government Denmark (LGDK) and Danish Regions (2007), *The Danish E-Government Strategy 2007-2010: Towards Better Digital Service, Increased Efficiency and Stronger Collaboration*, The Digital Taskforce, Ministry of Finance, Denmark, June, *http://modernisering.dk/fileadmin/user_upload/documents/Projekter/digitaliseringsstrategi/ Danish_E-Government_strategy_2007-2010.pdf*, accessed 15 September 2008. See also the Ministry of Finance website on the progress of the *Obligatorisk digitalisering* (manatory digitisation) project: *http://modernisering.dk/da/projektside/bedre_digital_service/obligatorisk_digitalisering*, accessed 1 September 2008.

Notes

1. Several national Information Society strategies from the mid-1990s include strategic goals and concrete action lines on improving the quality of life of disabled persons using ICT. Initiatives are often developed as part of electronic inclusion programmes aimed at addressing accessibility issues. On 13 December 2006, the United Nations

adopted the Convention on the Rights of Persons with Disabilities, which explicitly mentions accessibility of disabled persons to information and communication technology as an integrated part of a full participation and inclusion in society equally to "physical accessibility" in general – as seen in the Convention's Article 9, first paragraph (see *www.un.org/disabilities/default.asp?id=150*, accessed 31 August 2008).

2. As for example in Portugal where the government launched its Simplex programmes to improve the performance of the public sector as a means of making life easier for citizens and businesses. See OECD (2008), *Making Life Easy for Citizens and Businesses in Portugal. Administrative Simplification and E-Government*, OECD, Paris.

3. Several OECD countries have education and training in focus in their Information Society and e-government strategies according to OECD country studies on e-government. *See also Chapter 1, Note 2.*

4. European Commission (2007b), "Communication from the Commission to the Council, the European Parliament, the European Economic and Social Committee and the Committee of the Regions, Action Programme for Reducing Administrative Burdens in the European Union", COM(2007)23final, Commission of the European Communities, *http://ec.europa.eu/enterprise/regulation/better_regulation/docs/docs_admin_b/com_2007_23_en.pdf*, accessed 31 August 2008.

5. According to the Spanish Ministry of Public Administration, 2008.

6. "Usability" has been studied for several decades as part of ongoing research on human-computer interfaces in computer science. "Usability" is understood as the measurement of how easy or difficult it is to be productive with a piece of software. It often looks at the user interface – what elements appear on screen and how efficient, confusing, and/or intuitive they are for beginning, intermediate, and advanced users. "Usability engineering" is the formal study of usability. See for example Nielsen, Jakob (1993), *Usability Engineering (Interactive Technologies)*, Academic Press Inc, July 1993.

7. The OECD e-government country study of the Netherlands shows that 65% of the population that does not have Internet access at home have answered that they do not want the Internet because they are not interested or do not find an Internet connection useful. See OECD (2007), *OECD e-Government Studies: Netherlands*, OECD, Paris, Table 2.4, p. 77.

8. The OECD e-government country study of Denmark shows that 15% of the Danish population indicated a lack of need for the Internet. See OECD (2006), *OECD e-Government Studies: Denmark*, OECD, Paris, Chapter 3.4, p. 74.

9. OECD (2008), *Making Life Easy for Citizens and Businesses in Portugal: Administrative Simplification and E-Government*, OECD, Paris, Chapter 5.

10. According to information received from the Spanish Ministry of Public Administration, 2008.

11. Denmark has required electronic reporting to public authorities in a number of areas. An example is the mandatory reporting of pollution data according to the Government Order No. 132 of 07/02/2007 (see *https://www.retsinformation.dk/Forms/R0710.aspx?id=13088*, accessed 19 August 2008).

12. Hungary has obligated an increasingly number of larger enterprises to submit their tax return declarations on line according to OECD (2007), *OECD e-Government Studies: Hungary*, OECD, Paris, Box 6.5, p. 151.