Futuring e-Government: governance and policy implications

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Storyline

1. e-Gov at the crossroad between the past and the future
2. Mega-trends, wild-cards and multi-dimensional ICTs
3. Public Services2.0: impacts and governance implications
4. Visioning scenario-designs & future challenges
5. An ICT-enabled governance perspective for policy modelling
What is the Future of (e)Government?

Source: eGovRTD2020, EU, 2007
e-Government «maturity»?!?
Will the messianic auspices be achieved in 2020?
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By 2005, all of our services will be online

**Society**
- Different kinds of digital divide
- Human intervention is key
- Lack of compelling content and services

**Technology**
- Rapid technology evolution
- Architectural complexity
- Security, identification

**Economy**
- Long wave of dot.com bubble
- Budget constraints
- Stagnant economy

**Politics**
- Turf wars
- Initiatives do not survive term
- Overambition

*Source: Courtesy of Andrea Di Maio, Gartner Research, 2005*
Current/Concurrent e-Gov trends...

(Source: Adapted from Gartner & World Bank), 2006
Results?
An unclear & fragmented picture….

Source: The Economist, Special Reports, 14 Feb. 2008
What are the pitfalls most governments have fallen into?

**NEGATIVE IMPACTS**

- No critical mass of users
- Duplicated IT expenditure
- Wasted resources
- Little impact on core public policy objectives

**In the private sector we should better close the business...**

**But we cannot close the Government, can we?**

*Source: Adapted from Gov3 – Government for the Third Millennium Working documents*
The reality of the eGov paradox: widening unbalance growth of supply and consumption


% of Internet users sending eGov forms EU15: 2001/2007

Online availability index Austria: 2001/2007

% of Internet users sending eGov forms Austria: 2001/2007

Sources: Elaboration by Codagnone & Osimo, European Commission, 2008
User-centricity is the future!?!
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Selected Megatrends: Web2.0

- Shift from Web2.0 only for fun to Web2.0 for productivity and services
  - Web2.0 is already now being applied as a business tool & as a way of delivering governmental services
  - Properly channelled Web2.0 means connecting minds and creativity on a scale never before imagined
  - As today’s generation-Y move into management roles, radical changes on business models and productivity gains
  - e-Gov2.0 as a form of e-democracy involving users and getting citizens closer to decision-makers (but not necessary replacing representative democracy)
Selected Megatrends: Web3.0

- Shift from Web2.0 to Web3.0 (Internet of Things)
  - Internet moving beyond a network to connect computers together to being an Internet that connect everything together
  - A new WWW of «things that think»
  - If done well, improvement of quality of life and sustainability
  - Depending on the value system on which it will be built upon
  - Development of an «Internet of Services» leading to possible massive wealth creation
Selected Megatrends: e-Mobility

- The emergence of the Wireless Web
  - Already today applications of wireless technology are a major driver of economic value in many countries in the world (estimation is 250bnEUR or 2-3% of GDP only in the EU)
  - By the end of 2009 it is expected that 5bn (3/4 of the planet’s population) will have use of a mobile handset
  - Unprecedented technological development especially in terms of its speed of take-up and changing the user experience (Mobile2.0)
  - NGNs could lead to an explosion of new applications only limited by human creativity and imagination…
The ‘present’ future: implications for government

The future is already here...

...it is just unevenly distributed

William Gibson, Science Fiction Writer

Source: Gartner, 2008
The need to cope with the multi-dimensional nature of ICTs

ICTs as monitoring, productivity and communication **Tools**

Governance «with» ICTs

ICTs as **Structural Effect** transforming society

ICTs as **Industrial Domain** of their own

Governance «of» ICTs

Management of technology

Policy-making


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From e-GOV expansion....

To Web 2.0 proliferation
Obama-President2.0

- Decision to run influenced by a page created on MySpace by unofficial supporters numbering >160K members in days
- Web2.0 to raise funds (500 million US$) 2x more than any candidate ever, through MyBarackObama.com. More than 1 million members (still active)
- Far more popular on Facebook than any other candidate (5.5M supporters) with “One Million Strong for Barack” initiated before the campaign started
- President’s administration launched several communication tools for sharing information, & engaging directly with citizens: WhiteHouse.gov, Change.gov, USA.gov, Citizen’s Briefing Book, plus presence in social networking sites (including Twitter)
- Obama “ST&I Plan” focuses on: Openness of the Internet, Next Generation Networks and Competitiveness reinforcing his overall approach to policy making
- Recovery.gov aims to bring transparency to government spending authorized in the 787 billion US$ economic package of the American Recovery and Reinvestment Act
Folksonomy in public administration

- Folksonomy’s **flexibility**, **freshness** and ability to grasp **aboutness**

- Combined authority and **findability** offered by a professional thesaurus

- **Living thesaurus**
  - thesaurus conceived and implemented once and for all, and therefore rigid,
  - Open to ongoing evolution of natural language proposed and requested by users

- **Concept of living thesaurus**
  - the site’s keywords by the company and the marketing and incorporating the 100 words most frequently searched by users

Source: www.invitalia.it/
Governance implications of Social Computing

Opening-up of new channels for political participation and public engagement
- Obama2.0 Presidential Campaign & Open Government Strategy
- Australian Government2.0 approach
- EU eParticipation preparatory actions
- Wikileaks (www.wikileaks.org), ratemy…teacher/doctor/cop/councillor, etc,
- The “Iran's Twitter revolution” & the “Chinese Golden Shields”...

Increasing user-involvement and social empowerment
- MyBikeLane (www.mybikelane.com)
- Fixmystreet (www.fixmystreet.com)
- Theyworkforyou (www.theyworkforyou.com)
- FarmSubsidy (http://farmsubsidy.org)
- Followthemoney (www.followthemoney.eu)

Enhancing professional collaboration and knowledge management of civil servants
- ePractice.eu (www.epractice.eu)
- Jurispedia (http://jurispedia.org )
- LawGuruWiki (http://wiki.lawguru.com)

Innovating organisational and regulatory dynamics
- Intellipedia (www.intelligence.gov)
- Peer-to-patent (www.peertopatent.org)
- Creative commons & OpenLaw initiatives
- EU projects: Lexipation, CitizenScape, TID

Source: Misuraca, IPTS, Reference Report 2009, forthcoming
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Scenario-Design for eGov2.0

Source: IPTS, Public Services 2.0, 2009, forthcoming (Eds. Punie, Misuraca and Osimo)
Future Opportunities

- **Transparency**
  - Social computing applications may enhance transparency of citizen demand and government services and processes, as public-sector information is easier to collect, structure and disseminate.
  - This process is likely to empower citizens to hold their public officials accountable.

- **Citizen-centred and generated services**
  - Forms of social computing can stimulate the accessibility and personalisation of some public services because groups of users are enabled to create those public services themselves or tailor them to their preferences.

- **Improvement of efficiency (cost/benefit)**
  - Social computing trends may enhance the efficiency of public value production as the knowledge needed to create public value can be built up efficiently (e.g. efficient allocation).

*Source: IPTS, Public Services 2.0, 2009, forthcoming (Eds. Punie, Misuraca and Osimo)*
Future Risks

- **Good governance**
  - Good governance principles (such as legitimacy, accountability, transparency, integrity, *audiatur et altera pars* and impartiality) are not automatically ensured in the new models of citizen-generated public service

- **Privacy**
  - As more and more citizens publish highly sensitive information on social networking sites, the potential threat to privacy grows

- **Reliability**
  - Both experts and users question the reliability of the information published on social networking sites

- **Inclusion**
  - Skills and resources such as time, knowledge and (in some cases) financial capital may be critical for participation in a social network. In the near future, some groups may be excluded from participation in online social networks

*Source: IPTS, Public Services 2.0, 2009, forthcoming (Eds. Punie, Misuraca and Osimo)*
Beyond i-2010 eGov Scenarios

Source: Codagnone & Osimo, European Commission, 2008
Future Challenges

Boundary issues
- Increased sensitivity to non-state proposals and interactions

Legal issues
- Seamless arbitration and regulation

Management issues
- Managing heterogenous dynamics

Technical issues
- Integrating Legacy in perpetual change

Source: KITE International, 2009
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EU eGov Policy focus evolution

- **1999**: Readiness
  - Strategy
  - Awareness
  - Infrastructure
  - Digital divide
- **eEurope 2002**: Availability
  - Maturity stage
  - User centric
  - Pan-European
- **eEurope 2005**: Back-office
  - Interoperability
  - Service sharing
- **1999**: Impact
  - Efficiency
  - Effectiveness
  - Take up
  - User satisfaction
- **2004**: User centricity
  - Empowerment
  - Inclusive eGov
  - Web 2.0
- **2006-08**: Governance
  - Policy modeling
  - Participation
  - Web 2.0

Source: Codagnone & Osimo, European Commission, 2008
ICT for governance and policy modelling

New technology research for government in the area of Web 2.0 for collaboration and participation and policy modelling

After efficiency and effectiveness, next stage is about empowerment and blurring boundaries

**Antti Ilmari Peltomäki** (Deputy Director General, DG INFSO)

Changes in the architecture of government: profound shift in governance from a focus on transactions to one embracing citizen engagement and empowerment

**David Broster** (at the time Head of Unit, eGovernment & CIP Operations)

**Anthony Williams** (Vice President, Government 2.0, nGenera, and co-author of “Wikinomics”)
Challenges of ICT-enabled governance

- Who participate in the policy making or service delivering communities/networks?
  - How representative is the community/network?
  - Who is the gate keeper?

- Policy/service communities self-referential closures and the danger of:
  - Technocratic drift (epistemic community of expert)
  - Populism, demagogy (social community)

- Blurred accountability:
  - Need of very sophisticated outcome evaluation and measurement
  - Who is responsible if something goes wrong in critical situations?

- What about the status of civil servants and potential conflict of interest if they fully join in social networks?
Policy Implications

- Unprecedented opportunity to revive and harness citizen engagement in policy-making

- Governance of changes brought about by ICTs is required
  - New security, safety and privacy risks are emerging
  - New critical skills and digital competences are required
  - New dynamic digital divides need to be addressed

- New (ICT-enabled) governance models are desperately needed!!!
Policy Recommendations for Future eGov

- **Strategic level**: invest in ICTs allowing better integration, **visualisation and modelling of information** on the need of constituencies to improve policies and service design.

- **Managerial and operational back-office level**: invest in simpler ICTs to lower the organisational bottleneck to **cross-agencies integrations** making possible the **cooperation between public and private sector**.

- **Front office operational level**: invest in futuristic human/computer interaction applications to **lower users’ barriers and increase consumption**.

- **At general level**: adopt easy and simple technologies that make cheaper to provide **more and better information and services**.
Beyond ICTs: harnessing the socio-economic dimensions of e-Government

- Technological research and deployment not accompanied by a significant effort on socio-economic and legal research and changes appears useless in e-Government as in all other applied ICT domains

- 70% to 80% of new product and service development that fails does so not for lack of advanced technology but because of a failure to understand real users’ need

- Strong need for multidisciplinary research and multi-stakeholder collaboration
EC Policy Research Recommendations

**FOCUS**

**Vertical (ICT)**
- Research themes for ICT FP7 & FP8
- Areas for ICT PSP CIP deployment Pilots (A & B)

**Horizontal (beyond ICT)**
- Widening focus of ICT FP7 & FP8
- Joint ICT and SSH calls

**POLICY INSTRUMENTS**
- 2009 eGov Ministerial conference
- Future communications
  - New Action plan

**Others**
- Joint policy initiatives focused on Public Administration dimension with:
  - UNDESA
  - OECD (Public Governance)

Source: European Commission, 2008
As a conclusion, the future of e-Government is not like jumping over the gap (you run, you jump, you land – over)
… it is more like crossing the desert

So be prepared and have plenty of resources!
Annex: Selected References
Selected References 1/3


- Misuraca, G., ‘Transforming Government Roles Towards a Digital State: Governance Reform as a Key to Success’, Background Paper, Middle East e-Government Conference 2008


Selected References 2/3

EC Reports:


