DIGITAL GOVERNMENT REVIEW OF NORWAY

Achieving the Digital Transformation of the Public Sector

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OECD – Norway: a long-lasting collaboration!

2005 E-Government Study of Norway

2014 Digital Government Performance survey

2014 OECD Recommendation DG Strategies

2017 Digital Government Review

2013 OGD Survey 1.0

2014 OGD Survey 2.0

2016/2017 OGD Survey 3.0

OECD Working Party of Senior Digital Government Officials (E-leaders)
THE OVERALL CONTEXT
A new policy scenario…
Business as usual won’t do!

Governments operate in a new context characterised by:
- **Rapid digitalisation** of societies and the economies
- Trends towards **greater openness** of government operations
- **Sharing** of government data and information, common/interoperable solutions (e.g. open source)
- Growing demand for better **tailored and citizen-driven innovative services**
- **Need of new forms of partnerships** to co-create value

**Digital transformation of the public sector**

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**Strategic use of technologies and data to deliver public value**
## OECD Recommendation on Digital Government Strategies

### Openness and Engagement
1) Openness, transparency and inclusiveness
2) Engagement and participation in a multi-actor context in policy making and service delivery
3) Creation of a data-driven culture
4) Protecting privacy and ensuring security

### Governance and Coordination
5) Leadership and political commitment
6) Coherent use of digital technology across policy areas
7) Effective organizational and governance frameworks to coordinate
8) Strengthen international cooperation with other governments

### Capacities to Support Implementation
9) Development of clear business cases
10) Reinforced institutional capacities
11) Procurement of digital technologies
12) Legal and regulatory framework

**Creating Value Through the Use of ICT**

**Non-OECD members**: Colombia, Costa Rica, Egypt, Kazakhstan, Lithuania, Morocco, Romania, Russia
OECD countries are working towards the digital transformation of the public sector, but key challenges remain in place.
ICT Project management: *Fragmented practices affect systemic efforts.*

Does a standardised model exist for ICT project management at the central government level?

**Yes:** 59.3%

**No:** 40.7%

*If so... is it mandatory to use at the central government level?*

**Yes:** 31.25%

**No:** 31.25%

**Sometimes:** 37.50%

ICT project management: GOVs are unable to account for ICT projects financial benefits

What share (%) of the full potential direct financial benefits of ICT projects do you estimate is actually being measured and followed up upon centrally?

Source: OECD Survey on Digital Government Performance, 2014
OECD OURdata Index 2014

Norway, Finland, Denmark, Estonia and Sweden
Achieving the digital transformation of the public sector

The Digital Government Review of Norway

**** Key Findings ****
Digital Government Review of Norway: Background

- **Mission to Oslo**: 26-30 September 2016.
- **Host**: Ministry of Local Government and Modernisation (KMD)
- **Peers**: New Zealand, Netherlands and the United Kingdom.
- **Surveys**: Central coordinating institution & public sector institutions (ministries & agencies)
- **Launching of the review**: September 2017
DGR Review of Norway: *Main focus*

- Governance
- ICT Management and strategic planning
- Data-driven public sector
- Public service delivery
KEY FINDINGS
Governing the digital transformation

- Stronger responsibilities and levers
- Breaking down silos: Coordination (Horizontal and vertical)
- Building a sense of urgency
- Balancing public vs. private
Improving ICT projects management

- Cost and benefits approaches
- Institutional learning & knowledge sharing
- ICT projects’ scrutiny and quality assurance
- Financial levers for strategic alignment
Leveraging data for a smart government

- Basic registries and Gov-2-Gov data sharing
- Leverage Open Government Data
- Use data to make the government smarter: foresight, delivery, performance
User-driven service delivery

- User-centred vs. User-driven
- User-driven = Engaging users by default and by design
- ICT + data: for more efficient governments and happier people
What are the main barriers to fully reap the benefits of ICTs in the Norwegian public sector?

Lack of interest by users (e.g. not considered a priority by target users)

- Lack of capacity by users (e.g. lack of skills, existence of digital divides)

- Concern over rising public expenditures at national government

- Legal or regulatory hurdles

- Concern over security or privacy of information held by government

- Differing priorities for the central government

- Institutional conflicts (e.g. competencies for a given policy area are distributed across ministries and agencies)

- Deficit or lack of capacities in public sector institutions at the managerial and strategic level (e.g. lack of institutional chief...)

- Unclear IT projects ownership between stakeholders

- Unclear distribution of benefits and costs between stakeholders

- Deficit or lack of capacities in public sector institutions at the technical level (e.g. ICT skills, software management)

- Missing value proposition (e.g. absence of economic benefits or other tangible impact)
The goal of the OECD Digital Government Review is to...

Assist the Government to use untapped opportunities to digitally transform the Norwegian public sector!
THANK YOU!

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