

Toward Citizen-Driven Government: From Public-Private to Public-Public Partnerships

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The Perfect Storm

Economic Downturn

- New responsibilities
- Stimulus packages
- Speed vs. Compliance
- Oversight
- Efficiency

E-Government Fatigue

- Cost and time overruns
- Modest take-up
- Struggling transformation
- Most strategies expire in 2010

- Relationships between public and private sector change
- Corporate wisdom no longer enough
- Most boundaries blur

Socialization

- Web 2.0 effect
- Participation & Crowdsourcing
- Mashing vs. Being Mashed

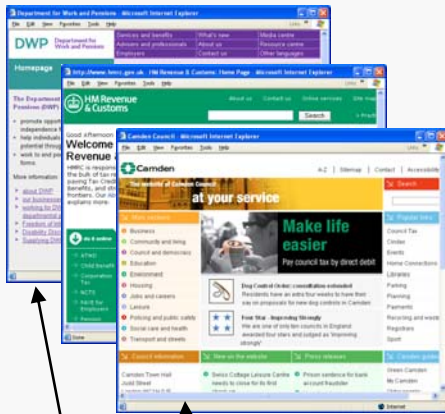
Commoditization

- vs. Centralized vs. Cloud
- Consumer software
- Data wallets
- Identity

Channel Partnerships Change

From ①

Government Web Sites



①

Through ②

One-stop Shop



②

To ③

Specialized intermediaries



Banks



E-tailers



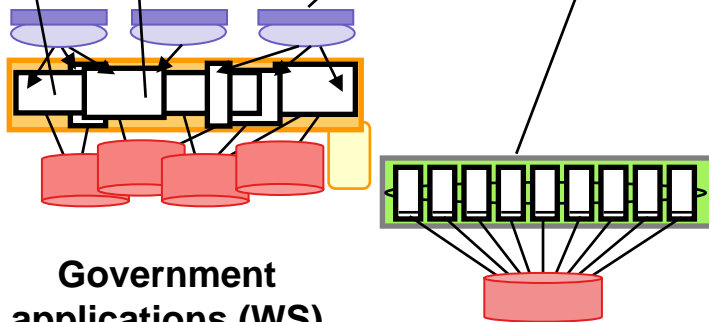
Aggregators



Mashups



③



Government applications (WS)



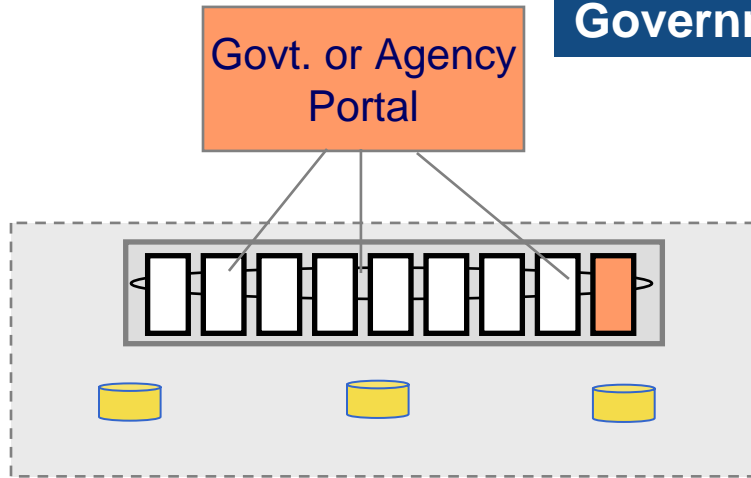
Search Engines



Communities

Service Partnerships Change

Government



Tax/Revenue

1. Select Tax Type
2. (Optional) Get prefilled form/ fill form
3. Calculate tax/return
4. Submit form
5. Pay/be reimbursed
6. Tax fraud audit

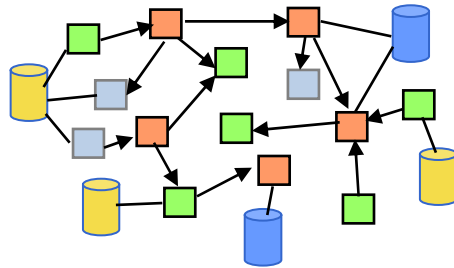
Public Health Care

1. Apply for treatment
2. Receive options (hospitals, schedule)
3. Make appointment
4. Determine cost & pay
5. Receive treatment
6. Provide feedback

Partnerships

Bank
(public-private)

Social Network
(public-public)



- Government
- External Service Provider
- Social Network

Tax/Revenue

1. Select bank e-filing service/get prefilled form
2. Compare filing options
3. Calculate tax/return for each option
4. Submit actual form
5. Pay/be reimbursed through bank account
6. Tax fraud audit

Public Health Care

1. Gather information about treatment quality
2. Provide prioritized list of options
3. Make appointment
4. Provide relevant financial and insurance information
5. Receive treatment
6. Provide feedback to social network

Employees Are At The Center



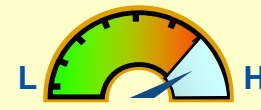
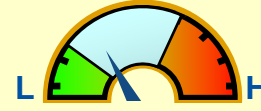
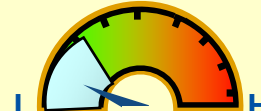

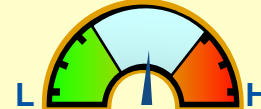
Human Services Case Worker

Today

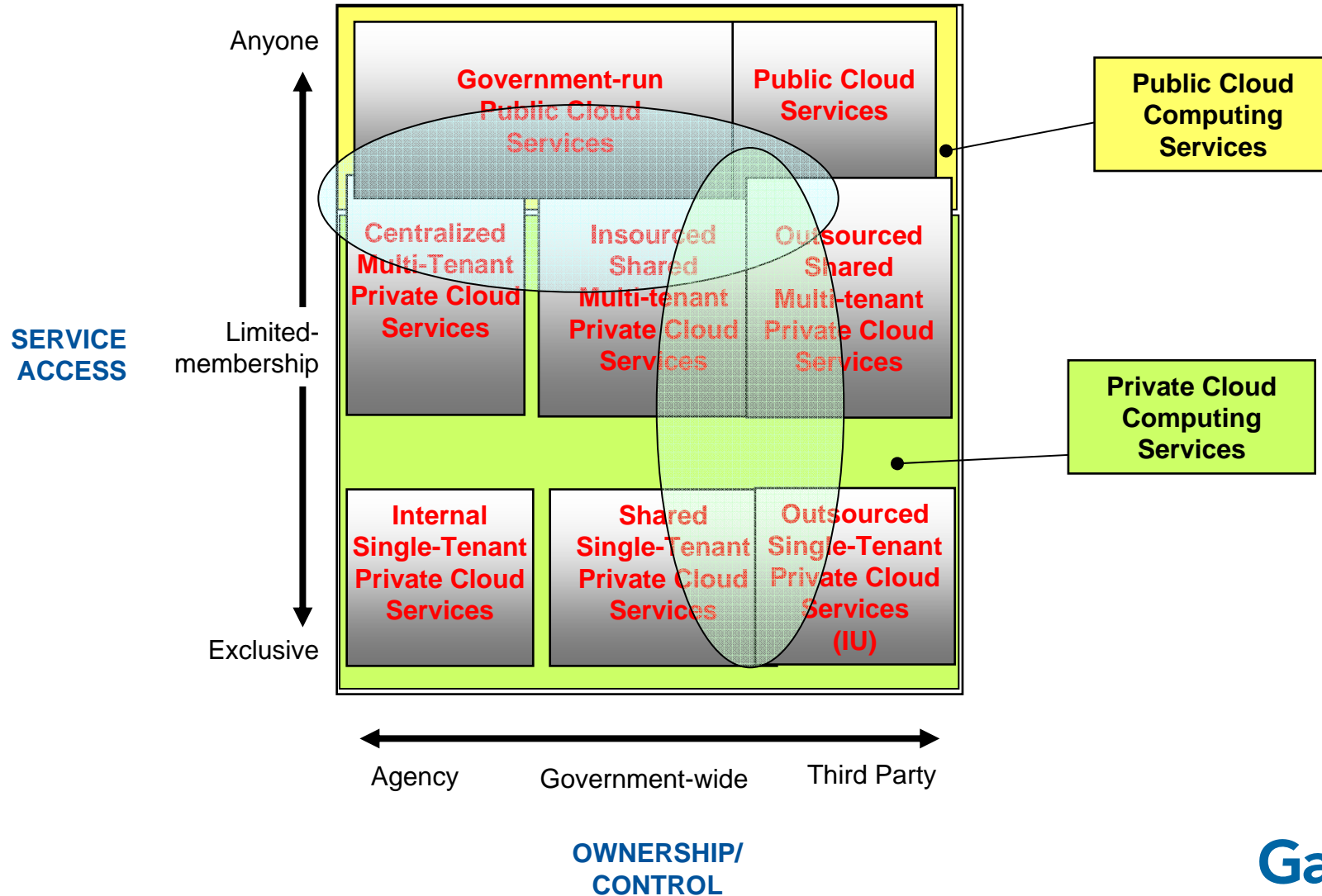
Tomorrow

	Today	Tomorrow
Identify Need	<ul style="list-style-type: none"> • Outreach • Referral 	<ul style="list-style-type: none"> • Social Network Analysis • Engaged by online community
Assess	<ul style="list-style-type: none"> • Identify strengths and limitations of social, financial, institutional resources 	<ul style="list-style-type: none"> • Exchange information with community to complete/complement assessment
Plan	<ul style="list-style-type: none"> • Develop service plan 	<ul style="list-style-type: none"> • Jointly develop service plan • Validate through social networks
Implement	<ul style="list-style-type: none"> • Mobilize formal and informal resources and services • Authority on resource allocation and service evaluation • Regular re-assessment 	<ul style="list-style-type: none"> • Complements community • Responsible only for (government) financial resources • Re-assessment by exception
Interface	<ul style="list-style-type: none"> • Mostly face to face 	<ul style="list-style-type: none"> • Online, through community

All Agencies and Domains Will Be Affected

Domain	Potential Impact	Areas with Highest Impact	Partners
Census & Demographics		Elections, Voting Census Stats	Social Networks
Tax & Revenue		Return Intake Debt Collection Audit	Banks, professional associations, consumer groups
Human Services		Childcare Elderly Care Unemployment	Social networks
Public Safety		Emergency Mgmt.	Social Networks
Criminal Justice		Parole Probation	Voluntary sector, social networks
Community, Culture & Leisure		Young People Recreation Libraries & Museums	Social Networks
Environment		Consumer safety	Consumer groups

New Ground for Partnership: The “Cloud”



Conclusions

- Both government and private sector enterprises have different expectations when entering into PPP
- PPPs usually work well on long-term programs with relatively little scope for change
- The emergence of social networks will further challenge PPPs in areas such as performances and transparency
- The future is about leveraging the so-called “wisdom of the crowd”