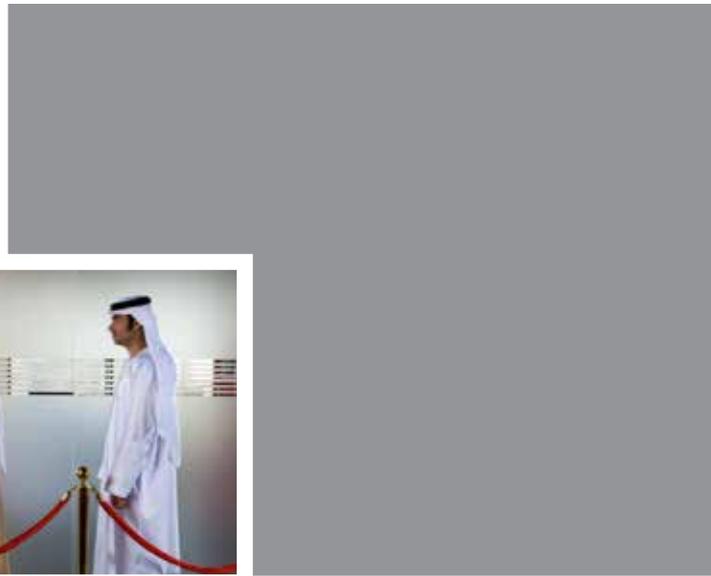




Driving citizen centricity

An ecosystem to help GCC
governments sustainably deliver
better citizen experiences



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Foreword

Over the last decade, there has been a paradigm shift in how citizens view, perceive, and expect public service to be delivered.

Increasing consumerism and vocal citizenry (enabled by disruptive technologies) has taken citizen expectations of service they expect to receive to a much higher level than ever before. Citizens now expect government agencies to treat them as consumers and be accountable for the promises they make.

Historically, government agencies mainly provided “off-the-shelf services” that governments deemed fit for their citizens. Today, citizens are increasingly expecting government agencies to anticipate, understand, and meet their needs across the different stages of their lives. Citizens have now grown accustomed to experiences delivered by the private sector, and hence expect the same quality and standard from government agencies.

To match these expectations and deliver better citizen experiences sustainably, governments need to stop incrementally increasing the quality of services they provide; rather, they must completely overhaul the way they function. This means putting citizens at the top of government agenda and shifting from “we know best” to “co-creation,” a model in which citizens are engaged to understand their needs and expectations, with service development driven from this deep understanding.

In this paper, we explore what governments around the world are doing to drive a citizen-centric agenda, as well as share our perspective on the ecosystem that needs to be put in place for Gulf Cooperation Council (GCC) governments to deliver better citizen experiences sustainably.



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Overview

Changing citizen expectations require governments to put citizens at the center of their policy design and service delivery to meet the core purpose of its existence while keeping itself relevant in the evolving citizen context. Governments are deploying citizens' experience design as a toolkit to improve the communities, and make better and more confident decisions.

Over the past several decades the needs, wants, and expectations of citizens have been constantly evolving, spurred on by an improvement in the level of service provided to them primarily by the private sector. Companies have invested significant resources into providing superior experiences to their clients, evident in the proliferation of customized products & services, channels of service and efficiency of service.

This increase in expectations also now applies to what citizens expect from their governments, with a high level of quality and service expected as well, just as is provided by the private sector.

Citizens now want to be empowered, and prefer to be involved in the process of developing and improving services. With the high standard of services expected, citizens are also greatly concerned about the experience they receive at each step of their journey.

The last cohort of millennials and the post-millennials are tech-savvy, vocal, and demanding customers, with tastes and preferences unlike those of any other generation. They want to be informed, engaged, and consulted on every social issue.

To truly meet these expectations, governments are revising the way they engage and deliver services to their citizens. This raises a key question: how can we make the government system "relevant" for today's and tomorrow's citizens?

Answering the relevancy question requires a paradigm shift from the traditional "I know what they want" approach by addressing some of the more fundamental questions asked by the citizens of today and those that will be asked tomorrow:

- ▶ Why do governments exist?
- ▶ What is a government's core purpose?
- ▶ How can governments truly fulfill their core purpose?

In our view, one of the main reasons governments exist is to serve citizens, the core purpose to enable citizens to live secure, purposeful, fulfilling, healthy, and satisfying lives.

We believe that, to be able deliver on this core purpose effectively, no matter what strategy governments adopt, they must aim to put citizens at the heart of their thinking. The fundamental need of citizens to be treated in a way that makes them feel happy and satisfied is a key consideration.

An outside-in approach, as opposed to the traditional inside-out view, is key for governments to put citizens truly at the center of their approach. This change in approach requires:

- ▶ Listening to citizens
- ▶ Engaging with and empowering citizens
- ▶ Proactively designing and managing citizen experiences that will meet their current and future needs in a sustainable manner
- ▶ Not leaving the citizen experiences to chance

Over the last few years, a number of initiatives have been taken by governments in the GCC region to improve citizen experience. It is time to take a more revolutionary and holistic approach to make citizen experience one of the strategic goals for every government organization and to establish a national citizen experience ecosystem with the right blend of direction, enablers, and incentives. This ecosystem will be rooted in behavioral science. It will motivate all stakeholders to play their role in ensuring that citizens' experiences with public services meet their expectations consistently.



What is driving GCC governments to deliver better citizen experiences?

The GCC is at the cusp of major shifts triggered by economic needs and changing demography. Fiscal realities, the growing number of informed citizens and an evolving future vision are pushing GCC governments to bring citizen experience to the top of their strategic agenda.

Over the last decade, governments around the world have been improving the services they provide in order to satisfy the growing expectations of particularly younger citizen segments around being provided high-quality citizen-centric service. The growing bouquet of ubiquitous technologies and more readily accessible datasets, along with the demand for better user experience, are ensuring governments provide better service to their citizens than ever before.

The GCC region is no exception. While the fundamental drivers to improve citizen experience are similar across the globe, the region's current economic and sociodemographic dynamic makes certain factors more prominent than others. Through our research and experience of working with government agencies in the region and globally, we have arrived at four main factors that are driving governments to focus on citizen experience, as outlined in Figure 1.

Figure 1: Factors driving GCC governments to embrace citizen experience



Public sector transformation agenda

The idea of revamping the public sector has been lingering in the region for the past decade. However, the recent fall in oil prices has provided an impetus to the agendas. GCC countries are either in the midst of or have already started large-scale transformations.

The table below lists some of the key transformation programs in the region.

Country	Program
	Saudi Vision 2030 and National Transformation Plan 2020
	UAE Vision 2021, Abu Dhabi Economic Vision 2030 and Dubai Plan 2021
	Qatar National Vision 2030
	Bahrain Economic Vision 2030
	New Kuwait 2035
	Oman Vision 2020 and National Program for Enhancing Economic Diversification

These programs are aspiring to provide a better quality of life for citizens, and have implicitly and explicitly made promises of:

- ▶ Responsive and quality public services
- ▶ Quality education
- ▶ Affordable housing
- ▶ Better health care
- ▶ Improved social support
- ▶ Better transport and communication
- ▶ Investment opportunities
- ▶ Jobs for nationals

To fulfill these promises effectively and to succeed in these transformation programs, governments should aim to put citizen experience at the forefront of their priorities.

Citizen expectation

The high level of customization offered by companies in the private sector has completely transformed GCC citizens' expectations of service delivery. Moreover, expatriates account for more than 48% of the total population in the GCC countries, with percentages as high as 89% in the UAE and 86% in Qatar, respectively.¹ These expatriates bring with them expectations to receive services that are equal to those in their home countries. The number of GCC citizens traveling to other countries has also grown substantially over the years. BMI Research states that outbound travel from the GCC region stood at 63 million in 2015, estimated to grow to 82 million in 2020.

The high penetration of social media in the region is further increasing citizen expectations. Close to 90% of the Middle East's online population uses social media daily.² This improved connectivity has increased awareness of citizen rights and access to information, leading to a vocal citizenry, where citizens are not shy of criticizing the government and expressing their discontent with public services.

Fiscal constraints

Governments around the globe are facing challenges with delivery because of diminishing resources, and the GCC countries are no exception. The drop in oil prices has prompted GCC governments to adopt a prudent fiscal regime. With this, it is critical for public agencies to become more efficient in delivering services that meet citizen expectations. Evidence from citizen experience leaders, such as Singapore, suggests that putting citizens at the heart of policy design has often led to restructuring of services that deliver better citizen experiences, and leads to operational efficiencies and reduction in costs. More often than not, enhancing citizen experiences and driving operational efficiencies are two sides of the same coin. Governments, by using a strategic approach, can therefore use the same investment to get two benefits. Finally, the introduction of taxes and a reduction in subsidies are expected to raise expectations of governments.

Drive for competitiveness

The GCC is carving out its position as one of the emerging global economies through a series of economic diversification initiatives, thereby moving away from being a resource-based economy.

The sustainability of the region's economic diversification agenda requires it to create an investment-friendly environment to improve attractiveness of the market for foreign investors. Positive citizen experience reflects effectiveness of the government machinery, which is one of the factors that instill confidence in investors.



What are governments around the world doing to improve citizen experiences?

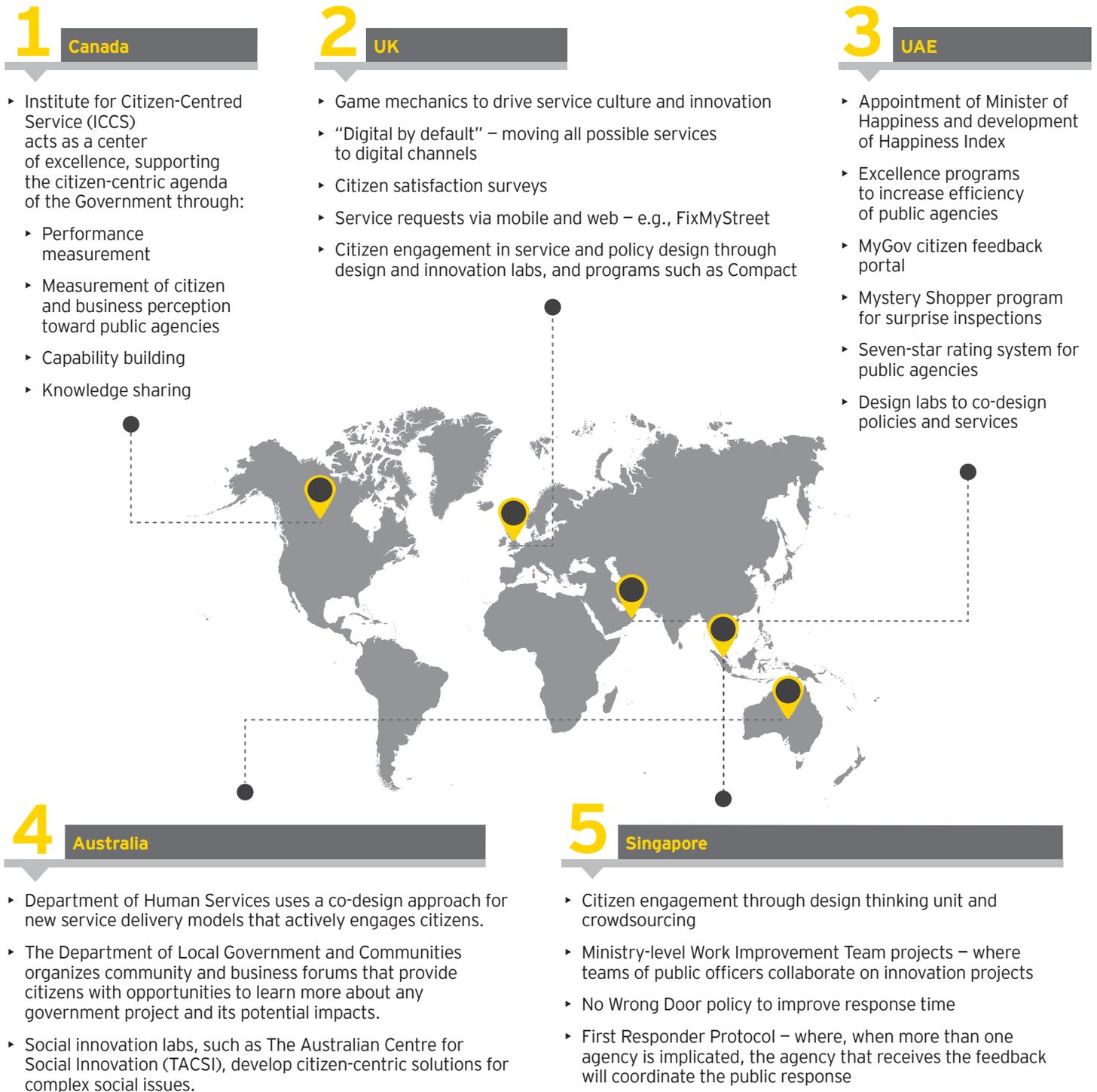
Governments around the world are taking proactive measures to upscale people, technology and processes in the public sector to match the rising expectation of their citizens. Innovation, service redesign and co-creation, backed by strong customer analytics and service culture, have emerged as the prerequisites to drive citizen-centric transformation.

Driven by the need of the hour, governments around the world are taking initiatives that are changing the face of the public sector and citizen experiences. In the UK, the processing time for an online driving license application has reduced from 2 hours to 20 minutes – significantly improving the experience for citizens. The reduced time has been aided by a simple application that pulls information automatically from a passport. This change in experience is the outcome of the digitization agenda of the UK Government launched to transform the way the public sector delivers services to UK citizens.

We conducted a best-practice study to understand and explore more of such initiatives by governments around the world to become more citizen-centric and deliver better citizen experiences. For the purpose of our study, we considered Australia, Canada, Singapore, the UAE and the UK as the most suitable countries that offer insights applicable to the GCC countries. Figure 2 provides a snapshot of the initiatives taken by the governments of these countries.

Figure 2: Government initiatives to improve citizen experience

Note – The below are a random sample of countries and is not a holistic representation of the global activities



The selection of these benchmark countries is based on their high score of government effectiveness, quality of life of their citizens and overall country competitiveness, as reported by the World Governance Indicators and the Global Competitiveness Index, published by the World Bank and the World Economic Forum respectively. In addition, geographical spread has also been considered to understand practices in different regions.

Our findings indicate that these countries have taken multiple initiatives spanning people, processes and technology to overhaul the way public agencies work, and match the rising expectations of citizens during the last decade. These initiatives can be summarized around the eight categories as mentioned in Figure 3.

Figure 3: Global best practice to improve citizen experience



Integrating citizen experience with the national vision for a top-down approach

Singapore enlists “Partnering Singaporeans in Nation-Building, and Good Governance” as one of the fundamental pillars of the nation’s strategic vision.³ The pillar emphasizes a citizen-centric policy design and service delivery; and active communications, engagement and partnership with Singaporeans. Integrating citizen experience in the national vision has helped the Singapore Government drive the idea at a whole-of-government level and make citizen-centric service delivery a priority for all public agencies.

Developing a whole-of-government transformation program to drive citizen-centric agenda

All the countries considered for this study have clearly defined transformation programs to improve citizen experience, with a strong focus on elements such as collaboration, innovation and service culture. For example, Ahead of the Game, Australia’s blueprint to transform Australian public service, puts better service delivery for citizens at the heart of the transformation program. It seeks to achieve this by providing high-quality customized public services and by engaging citizens in co-design of policy and services. The blueprint creates a road map of how services will be delivered from a citizen’s perspective across the public agencies. This includes the adoption of emerging technologies and processes, upgrading human capital, and new models to partner with citizens, businesses, states and local governments.

The UAE Government has developed a National Happiness and Positivity (NHP) program that cuts across all departmental levels.⁴ The program reflects the UAE Government's commitment to providing a nurturing environment for the happiness of its citizens and community through policies, plans, projects and services. Some of the key strategic initiatives under this program include the appointment of a CEO for the Happiness and Positivity Council, and establishing happiness and positivity councils in all entities. In addition, the program has a strong focus on cultural change to improve citizen experiences. The NHP's mandate also includes setting indicators, conducting surveys and preparing reports that provide insights into the happiness level in different sectors. The scope of the program also includes the happiness of public sector employees.

Redesigning government services from a citizen perspective

Governments are moving away from an incremental approach to a complete overhaul of services. This shift is necessary to shun outdated processes and practices, and design services that reflect the current needs of different citizen groups. For example, the UK is shifting toward a "digital by default" service portfolio aided by its digital transformation strategy and digital standards that provide a guideline to public agencies. Starting from April 2014, all new or redesigned transactional services are required to meet the Digital by Default Service Standard. Moreover, all government departments are required to redesign services handling more than 100,000 transactions a year.⁵ The rationale behind this exercise is to make service delivery simple and fast for citizens, and cost-effective for the Government at the same time. In addition to the driving license example mentioned at the beginning, the FixMyStreet application is another good example of how digitization is changing citizen experience in the UK. The application allows citizens to report issues in their locality with features to geotag locations on the map and upload photos through their mobile.

Modification of processes and policies also plays a critical role in overhauling the way services are delivered. For instance, introduction of the No Wrong Door policy and First Responder Protocol in Singapore have significantly changed the way citizens experience government services in the country.⁶ With the No Wrong Door policy, even if citizens approach the wrong agency, they will not be referred from agency to agency, but will be put in touch with the correct agency or department. Similarly, in cases where multiple agencies are implicated, the First Responder Protocol requires public agencies to coordinate between themselves rather than asking citizens to reach out to each of them separately.

Measuring citizen perception to understand effectiveness of policies and programs

Another key trend observed among governments is the increasing focus on measuring citizen perception. The outcome of this focus can be seen in the various surveys and studies about citizen satisfaction, such as Citizen First in Canada; Patient Experience Overall Measure, Her Majesty's Revenue and Customs (HMRC) Customer Experience Score and London Happiness Score in the UK; Happiness Index in the UAE; and customer satisfaction indexes in different parts of the world.

To measure citizen satisfaction and perceptions, governments around the world are investing in citizen experience measurement tools. For instance, the ICCS has developed a Common Measurements Tool (CMT) to measure citizen-centric performance of public entities.⁷ Public agencies can use it to understand their progress against set KPIs. The ICCS' data benchmarking service also helps public agencies compare their results against peer organizations, identify best practice and share lessons learned. The CMT has gained popularity in the international market as well. Government agencies in Abu Dhabi, Singapore and Australia have also subscribed to the CMT to measure citizen satisfaction. In addition, the UAE Government has developed the MyGov portal for citizen feedback.⁸ Polls are also conducted on the UAE Government's portal on different topics that may impact citizen experience, such as website design of the government agency.

A major thrust on digitization of governments around the world has also aided citizen experience measurement. Digitization is not only helping public agencies collect and analyze data in a relatively easier and faster manner, it is allowing governments to consolidate feedback from different sources at different levels of the government. Open data platforms, such as GOV.AU's Performance Dashboard and GOV.UK's Performance, are some key examples of how governments are producing a consolidated view of user satisfaction.⁹

Providing support through soft and hard infrastructure to accelerate transformation

With increasing dependence on emerging digital technologies, governments are investing in creating soft infrastructure, such as digital capabilities, which enables public entities to adopt new technologies quickly. For instance, the UK Government has established a specialized unit, the Government Digital Service (GDS), to accelerate and facilitate the digitization of service deliveries by different public entities. To drive its mandate, the GDS is investing in common digital platforms, such as a performance dashboard, dedicated government cloud infrastructure and a centralized procurement platform. Public agencies across the Government can leverage these platforms for a quick makeover of their services, without needing to start from scratch. Countries such as the US, Australia and Singapore have also developed similar government agencies, with Canada recently announcing its intention to follow suit.

There is also a growing trend to establish innovative hard infrastructure, such as experimental sites, agencies and labs, that promote social innovations across the world. For example, Singapore has established a design thinking unit, The Human Experience Lab, to accelerate its citizen-centric agenda driven by the Public Service for the 21st Century (PS21) transformation program. The lab is part of the Public Service Division (PSD) of the Prime Minister's Office. It uses design thinking techniques to inject citizen perspective in policy design and facilitate interagency collaboration for creating innovative and responsive public services. Moreover, it helps the Government co-design and co-create solutions with citizens. Since its inception, the lab has assisted public agencies in redesigning their services and making them more citizen-friendly. Similar labs, such as TACSI in Australia, Central Innovation Hub in Canada and Nesta Public Service Lab in the UK, have surfaced around the globe, with governments using them as a key instrument to advance their citizen-centric strategies.

Developing human capital to meet growing expectations of citizens

With an ever-changing technological landscape, and the way citizens communicate and receive services from the private sector, skill upgrade of public sector employees has become critical. Courses that have especially gained traction include topics such as leadership development; cultural change; organizational performance; personal development; and technical, digital and design thinking capabilities.

In Canada, the ICCS offers three specialized courses designed to encourage the use of a citizen-centered approach and professionalize the service delivery practice.¹⁰ These courses are available in addition to the learning resources that the Canada School of Public Service provides. In Singapore, the Civil Service College (CSC) offers programs and manages knowledge function to upskill public sector employees to drive the citizen-centric agenda of the PSD. It offers courses that are customized for different levels of employees on the basis of behavioral drivers and their functional requirements, to keep them relevant and effective. CSC is also leveraging emerging concepts such as gamification and micro-learning to develop competencies. For example, it has developed more than 10 games for learning and development. The CSC also offers workshops for public service officers who are new to designing games for learning or as solutions to problems. Additionally, there is a resource portal for middle managers that provides them with micro-learning resources.

Design labs and innovation centers are also emerging as key centers for capability development. The use of design thinking and its components, such as citizen journey mapping and prototyping ideas, requires highly focused learning programs, which these labs are best suited to conduct. For instance, TACSI offers learning modules such as introduction to innovation, co-design and implementation, modeling changes and user experience, and paper and experience prototyping. Similarly, Nesta, an organization supporting new ideas to solve social challenges, offers guides on public service designs, prototyping frameworks and do-it-yourself (DIY) toolkits.

Engaging citizens in co-designing and co-creating solutions

Involving citizens in co-creating and co-designing services, policies and solutions to complex social challenges is an essential element of citizen-centric agendas of governments across the world. Consequently, governments are continually investing in identifying new models and channels to improve the effectiveness of their engagement. Better engagement is the key to designing better solutions that are cost-effective and, at the same time, improve citizen experience. For instance, The Human Experience Lab helped residents of Punggol in Singapore deal with commonplace littering and dog waste as part of the program called Project Love Punggol. The Design Thinking Unit of the lab engaged groups of residents in Punggol to understand their pain points and behavior to get to the root of the problem. The lab characterized different types of core needs and behaviors of residents into six personas. This helped public officers adopt a customized approach while interacting with different groups of citizens. This was aided by project members meeting community members to hear them firsthand and create low-cost prototypes to get quick feedback.¹¹

The ideation sessions and application of citizen journey maps led to the restructuring of public services in the town. The changes improved living experience and evoked a sense of pride among the residents because of their active involvement in the project. In addition, it strengthened mutual trust between the public service of Singapore and residents of Punggol.

Singapore has also developed crowdsourcing app Post'n'Poll. Public sector employees can brainstorm and prototype solutions for service issues through innovation workshops, and public agencies can use the Post'n'Poll mobile app to submit, select and implement new solutions.

Open challenges and hackathons are also popular to attract citizens, and even the private sector, to develop innovative ideas and solutions. For example, the UAE's Blockchain Virtual GovHack competition aims to unlock the potential of blockchain technology in the public sector. The hackathon presented five challenges in the areas of reinventing global identity, reducing paper footprint, fighting fraud and proceeds of crime, the future of health and building smart cities.

While crowdsourcing greatly enhances the public sector's capability to resolve social issues, it also provides an opportunity to improve collaboration between public sector entities and citizens.

Rewarding the efforts of public sector employees to improve citizen experience

It is critical that public sector employees have motivation to perform better and continue to strive for excellence, which results in better outcomes for citizens. Reward and recognition programs are useful in creating that nudge. The public recognition and prestige attached with awards help provide stimulus to intrinsic motivators, whereas adding a monetary component to awards helps with external motivators.

Efficacy of incentives in the public sector has been a matter of debate. However, studies such as *Show me the money! The Behavioral Science of Reward* by the Chartered Institute of Personnel and Development in the UK and *Motivation of Public Service Officials* by the United Nations Development Program suggest that grounding incentives with behavioral traits have shown positive correlation with employee productivity and a change in their attitude.

Scientific studies such as these have prompted governments to use awards as a key instrument to influence behavior and drive a service culture among public entities. The award themes are usually aligned to specific objectives, such as process innovations, or characteristics, such as leadership and collaboration. For example, Canada's Public Service Excellence Award covers topics such as management excellence, employee innovation, excellence in citizen-focused service delivery and excellence in policy, among others. There is also a growing trend of providing incubation and funding support to operationalize innovative ideas and concepts. For instance, the Victoria Government in Australia has set up the Public Sector Innovation Fund, which offers financial assistance ranging from AU\$50,000 to AU\$400,000 to support projects that improve service delivery for Victoria's residents.¹²

Citizen engagement is another area where incentives are playing a crucial role. Governments are using incentives to increase citizen participation in solving social problems. For example, Nesta encourages UK residents to come forward with solutions for social challenges impacting the day-to-day lives of its citizens. Shortlisted and selected concepts can benefit from incubation, technical assistance and help with finding financial support to bring ideas alive. There is also a Challenge Prize awarded to anyone who can first or most effectively meet a defined challenge. The Longitude Prize is an example of the Challenge Prize, which is encouraging ideas for a diagnostic test that helps solve the problem of global antibiotic resistance. The winner will be awarded a fund of £10m.¹³





How can GCC governments sustainably deliver better citizen experiences?

The GCC governments need to bring alive an ecosystem of directions, enablers and incentives that continually fosters innovation and allows for radical changes to be undertaken that ensures positive citizen experiences are delivered and sustained. This includes connecting the dots between vision documents, systems and processes for co-creation and co-design of services, rewarding the public sector to celebrate its success, and creating an environment that encourages continual innovation.

The learnings from our study of leading citizen experience practices by governments across the globe provide a fair idea of the elements that the GCC governments need to focus on in order to deliver better citizen experiences sustainably. However, to ensure the GCC countries can fast track public sector transformation amid their ambitious national visions, we recommend the establishment of an ecosystem with the right balance of direction, enablement and

incentives. Figure 4 provides an overview of such an ecosystem and its key components, which will be discussed in detail in subsequent sections. Bringing alive such an ecosystem will help governments synchronize their effort and investment across all eight elements identified in the benchmark study.

Figure 4: Government's citizen experience ecosystem

Incentives uses the principles of behavioral science to encourage government organizations and employees to embody and drive the delivery of better citizen experiences. It also encourages participation of common citizens, the private sector and the third sector to make contributions to the quest of improving citizen experiences. The incentives must be a blend of both rewards and recognition, and should include financial levers.



Direction puts in place a national-level citizen-centric vision, as well as citizen experience promises and KPIs that all other government organizations will use to align and set their own respective citizen experience promises and KPIs. Secondly, it establishes citizen experience management capabilities at the federal, provincial and local government levels that will drive alignment and achievement of the citizen experience promises, and measure performance against the promises and KPIs.

Enablers is mainly about establishing, at the federal level, citizen experience design, intelligence, thought leadership, research, knowledge, advanced analytics, expertise, and training infrastructure and capabilities that can be leveraged as an asset by all government organizations to design citizen-centric policies and services.

1. Setting the direction

To develop a strong directional pillar, the GCC governments need to start with a clear vision and strategy for citizen centricity that is supported by relevant legislations. This will set a whole-of-government direction for the federal, provincial and local governments to embark upon the transformation journey collectively. Government machineries are often complex and change-averse. Strategic direction propagated by senior leadership and change in legislation help create the initial nudge required to realign priorities for public agencies.

To provide strength in these areas, the GCC governments need to establish specific units for citizen experience management at different levels of government. A strong federal-level entity with its presence in different departments and agencies will help governments drive their citizen experience transformational projects. The UAE's recent experiment with the appointment of a CEO for Council, and establishment of happiness and positivity, councils in all entities, can be considered as a good example.

The idea of being a citizen-centric government needs to be embedded in the national vision with explicit promises of improved citizen experiences. The benefits of including citizen promises in the direction are twofold. On one hand, governments are setting up a performance expectation for its departments and public agencies, while on the other hand, they are locking citizen expectations in terms of what they can expect from a government in a normal scenario. This tying of expectations is critical to bringing consistency in measuring the outcomes. In addition, the vision needs to be supported by a transformation program wherein clear mandates are set forth to deliver on citizen promises made by the government. The direction should also provide for very specific citizen experience measurement KPIs to understand the progress of government agencies on the citizen-centric agenda.

With a majority of the GCC governments going through a series of transformational programs over the next decade and a half, the opportunity is ripe to move citizen experience to the top of the government agenda and set the wheels in motion.

Case study: national citizen experience measurement strategy

EY is helping a key government agency in the GCC to develop and activate a national citizen experience measurement strategy. A four-step approach has been adopted, which includes:

- ▶ Definition of the citizen experience measurement scope and scale
- ▶ Identification of citizen experience best practice, and understanding citizen views through research, surveys, social media scanning and focus groups
- ▶ Development of the strategy, including citizen experience measurement methodology and operating requirements that includes whom to measure, what to measure and how to measure
- ▶ Development of the strategy implementation road map with timelines and key milestones

Case study: customer happiness unit strategy

EY has been working with a key government entity in the GCC to help it establish its customer happiness unit and build the capability development road map. We have designed a happiness unit mandate and strategy that includes four main areas:

- ▶ Customer experience governance
- ▶ Customer experience management and enablement
- ▶ Customer experience measurement – voice of customers and reporting
- ▶ Customer-centric cultural transformation

EY is currently designing the total operating model for the customer happiness unit with the required organization and sizing assessment.

2. Activating the enablers

The second pillar of the ecosystem requires the GCC governments to focus on the necessary infrastructure, institutions, tools and frameworks, capabilities, processes and technologies that help put strategies into action.

For a whole-of-government transformation, it is also critical that governments in the GCC countries develop common platforms and infrastructure at the federal level, which is accessible by public agencies across all the levels. This could include building a common procurement platform, developing cloud infrastructure, data centers and performance dashboards, excellence centers for capability development and physical centers that can be used to co-design services by different entities.

Our experience suggests that establishing a national-level citizen experience design factory, which is a physical space with necessary tools to support social innovation, policy and service design, has become essential. It is very important to understand the needs of your citizens to redesign services. The human-centered design process through physical design labs can help GCC governments understand the demographics, psychographics and behavior of the target citizen segment. Apart from this, governments can deploy strategies, such as events, surveys, in-person focus groups, business forums, advanced analytics, hackathons and hall tests, to meet and understand the relevant citizen base for the government service in the design stage.

Another area that requires attention is the development of a knowledge framework and capability specific to citizen experience measurement and management. A center of excellence should be developed that is mandated to provide and undertake research; build relevant capacity; and measure, monitor and promote the progress of the public sector in the citizen experience space.

Support from such platforms and initiatives will help public agencies realign their resource allocation and also foster innovation. Furthermore, it is important that enablers are themselves designed in a way that breaks agency silos and promotes collaboration, which is an essential element in achieving a common vision.

Case study: service improvement and digital transformation

EY has been mandated to drive a citizen-centric agenda for a major government entity in the GCC, including:

- ▶ Improving services across all the channels of interactions with citizens and businesses
- ▶ Supporting the service centers in the global star rating for government excellence
- ▶ Accompanying the delivery of 80% of services toward digital channels by January 2018 and actively contributing to a federal entity to the increase of citizens' happiness index across the country

The scope of the program includes the achievement of important milestones, such as:

- ▶ Assessment of the current-state customer journeys
- ▶ Understanding the voice of the customer by conducting a deep-dive survey and insights across all the channels
- ▶ Development of the future-state and disruptive customer journeys
- ▶ Designing the service center of the future
- ▶ Development of the transformation road map for all the services and channels

Furthermore, EY has developed an agile approach to accelerate the design phase and build the future, disruptive customer journeys through innovation labs, visual thinking and intense collaboration with the client.

Case study: national citizen experience design factory

EY has developed a national citizen experience design factory for a government entity in the GCC that, at a national level, will manage citizen experience across the government and support government entities to leverage its service design capability to support enhancement in their services. The project includes:

- ▶ Definition of the concept
- ▶ Design of the physical space and environment
- ▶ Development of the strategy, operating model and organization structure
- ▶ Building of the implementation road map with timelines and key milestones

3. Establishing the incentives

Direction and enablers should be supported with appropriate incentives to encourage public sector organizations and employees. While strategies and tools equip organizations to change, it is the people who drive the change. Moreover, it is not a hidden fact that bringing a change in the government sphere is often complex and difficult. This is why the role of incentives as the third pillar of the ecosystem is important.

The GCC governments need to develop detailed frameworks for incentives that specifically focus on improving citizen experience rather than just achieving internal KPIs in terms of volume and cost of services. The incentives should reflect the perception of citizens, not how the public sector sees it. For instance, a public agency may develop a mobile app that would qualify it for an award, but it is of utmost importance that citizens find it useful. It is also critical that incentives are deeply rooted in behavioral traits of different categories of the public employees. The needs of a senior manager in a leadership role are likely to be very different from those of an individual at the entry level. The incentives would also vary on the basis of whether it is designed for an individual, team or an entity.

The incentive framework should also be comprehensive enough to encourage participation of common citizens, the private sector and the third sector in the process of co-creation of services and solutions. Governments should not restrict itself to being the sole provider of solutions for social challenges. It should empower and encourage communities to take up issues that impact their quality of life in a collaborative environment.

The most common way to incentivize the public sector would be to develop rewards and recognition programs that are directly associated with a citizen experience transformation program. However, to create a system that truly encourages sustainable social innovation and excellence in service delivery, a wider array of incentives should be developed and used. For instance, if an entity, team or individual has an innovative idea, there should be a system to recognize it, provide essential support in terms of funds, provide guidance to scale it and create visibility. Establishing innovation funds and toolkits, incubation centers and competitions can complement reward and recognition programs, and help the GCC governments develop a holistic approach to the incentives framework.

Case study: national government awards program

EY has developed a national government awards program for a major government entity in the GCC to help it drive citizen centricity and operational excellence across all government entities. The project included:

- ▶ Defining the program guiding principles and desired behaviors to be encouraged
- ▶ Development of the awards framework and categories
- ▶ Development of the awards for each category and the associated incentives
- ▶ Design of the qualification and measurement criteria, and the assessment and evaluation process
- ▶ Development of operating and governance model, and the organization structure for the awards unit
- ▶ Development of the communication strategy
- ▶ Development of the implementation road map and plan





Where to start

As a first step, GCC governments may wish to consider using the simplified version of the citizen experience maturity framework. With this, they can assess where they stand against each one of the pillars in our suggested citizen experience ecosystem, and it can help them identify and prioritize areas to focus on to become a best-in-class citizen-centric government. This framework was created as a result of an extensive benchmarking exercise, followed by stress testing in multiple ideation sessions. Please see Figure 5.

To arrive at an assessment that reflects the realistic picture of the state of a government, we suggest conducting an ideation session involving the senior leadership from within the government to answer the questions. This is important so that you can arrive at more robust answers to the questions that are more qualitative and subjective in nature.

Figure 5: Citizen experience maturity framework

Citizen experience maturity framework	Direction	▶ Is national vision citizen-centric?	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
		▶ Are there any citizen experience promises to citizens?	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
		▶ Is there a transformation program to realize citizen experience promises?	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
		▶ Is there a whole-of-government approach to direction?	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
		▶ Are there predefined citizen experience measurement KPIs?	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
	Enablers	▶ Are there specific functional units for citizen experience management?	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
		▶ Does physical infrastructure, such as design labs, exist?	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
		▶ Is government providing frameworks, guidelines and tools specific to citizen experience management and measurement?	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
		▶ Is there a knowledge management framework to support citizen experience vision?	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
		▶ Is government facilitating capability building for citizen-centric services?	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
	Incentives	▶ Are there incentives that celebrate and encourage the efforts of public entities to improve citizen experience?	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
		▶ Are there incentives at the individual and team levels that encourage change to improve citizen experience?	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
▶ Are there incentives that encourage citizens to participate in co-creating solutions that improve their experience?		<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>	
▶ Are there incentives that encourage the private sector to collaborate with the public sector for better citizen experience?		<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>	

The framework requires governments or an assessor to answer a set of questions for each pillar of the proposed ecosystem. Figure 5 highlights some of these questions in a simplified version of the framework. A weighted score is assigned to each question on the basis of its significance for activating the ecosystem. The cumulative score of each set can be used to understand the strength of a specific pillar.



How EY can help

EY, for decades, has been advising and helping governments around the world navigate the constantly evolving environment in which they operate, particularly the rapidly changing expectations of more informed and empowered citizens.

We are continually pushing ourselves to ask and explore better questions with the aim of helping our collaborators in the public sector fulfill their ambitions to serve citizens better and tackle complex, pressing and important challenges.

In our endeavor to build a better working world, we are cognizant of the need for governments to become citizen-centric, helping them to make their policies work better, understand social needs and issues, and develop and implement better approaches.

We can help you transition toward the citizen-centric ecosystem that we have outlined by providing a more detailed and customized maturity assessment, building a transformation program, helping to manage it, supporting the implementation of initiatives and measuring the impact.

In the GCC, over the last few years in particular, we have helped governments with a range of citizen-centric challenges and initiatives. We can help you in a broad range of areas, including:

- ▶ **Experience-led transformation:** we design leading citizen experiences with an “outside-in” customer-centric perspective.

- ▶ **Customer digital transformation:** we apply key digital trends and technologies to develop an effective road map aligned to customer enhancement strategic priorities.
- ▶ **Citizen strategy, policy and service design:** we create executable strategies and help public agencies redesign services to initiate, grow and sustain better relationships with citizens.
- ▶ **Customer insight and advanced analytics:** we can capture insights and create strategies for identifying gaps and customer expectations, and better engage citizens.
- ▶ **Omni-channel strategy:** we synchronize key touch points and channels with the intent of presenting a consistent experience, reflective of your objectives and strategic goals.
- ▶ **Voice of the citizen:** we deploy a rigorous and fact-based methodology that analyzes the interactions and transactions that make up the DNA of the citizen experience.
- ▶ **Experience design innovation lab:** we design and help operationalize a capability based on design thinking, for use by all government entities to develop and enhance services, and design better experience.

Let us be your strategic partner in the quest to achieving citizen centricity and sustainably delivering better citizen experiences.

Key definitions

Terms	Meaning
Gen Y	Generation Y or Gen Y are the people born during the 1980s and early 1990s. They are also known as millennials.
Digital by default	It refers to a shift in government attitude, wherein the services are designed by thinking digital as the first option. It also means that digital services that are produced are easy to use and attractive enough to induce users (those who can) to select the digital channel.
Hackathon	Hackathons are events where people come together to solve problems. Although initially the term referred to a sprint-like coding event where computer programmers would assemble to create applications, the term is now widely used for any event that seeks to solve a challenge.
Persona	Personas are the representation of the goals and behaviors of a group of individuals and are developed on the basis of interaction with citizens.
Design thinking	Design thinking is a human-centered approach to innovate by leveraging design elements, such as empathy, engagement and experimentation, to design solutions for real-life problems. It allows organizations to make decisions on the basis of what end users want.
Crowdsourcing	It means to outsource a task to the crowd who work independently toward a common goal or finding a solution to a common challenge.
Intrinsic motivators	Intrinsic motivators are the factors that influence a person's internal desires to do something; for example, a sense of achievement, making a difference and self-improvement.
Extrinsic motivators	Extrinsic motivators influence a human behavior through external rewards, such as monetary rewards, gifts and promotion.
Whole of government	It refers to collaborative and integrated functioning of public departments and agencies across different portfolios of the Government to achieve a common goal or resolve a specific issue.
Co-design and co-create	This is a design approach that attempts to involve all stakeholders, such as end users, employees and business partners, in the design phase to build a product or solution that meets the user requirements and is also feasible.
Blockchain	Blockchain is a technology that enables creation of a distributed ledger with a decentralized consensus. It has the ability to streamline government processes, give citizens the rights to their own data, and save the organization's time and money.
Ideation	It is a process of generating, developing and communicating new ideas through a creative process. It usually refers to the complete life cycle, including development and implementation.
Experience and design labs	These are physical centers to promote innovation, with tools to engage all key stakeholders, facilitate brainstorming sessions and test prototypes for their feasibility in the real world.
Citizen journey map	These are visual representations of a citizen's end-to-end journey with a public agency or the services it offers. It includes the pre- and post-transaction experiences, and takes into account attitudes, emotions and needs of citizens.
Gamification	It is the concept of applying game mechanics and game design techniques to engage people and motivate them to achieve personal and organizational goals.
Citizen-centered approach	This refers to putting requirements of citizens at the center of creating policies and government services.
Soft infrastructure	These refer to the capabilities and institutions required to maintain an economy, organization or system.
Hard infrastructure	These refer to physical infrastructure, such as a building, road or optical fiber network.

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About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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The MENA practice of EY has been operating in the region since 1923. For more than 90 years, we have grown to more than 6,000 people united across 20 offices and 15 countries, sharing the same values and an unwavering commitment to quality. As an organization, we continue to develop outstanding leaders who deliver exceptional services to our clients and who contribute to our communities. We are proud of our accomplishments over the years, reaffirming our position as the largest and most established professional services organization in the region.

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