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**Panel discussion**
# Denmark



Jeremy Millard
*Danish Technological Institute*
jrm@teknologisk.dk

- Denmark (pop. C. 5.600.000)
- 23 national ministries
- 5 regions (pop. av. 1.100.000)
- 98 municipalities (pop. av. 55.000)
- Discretion to set taxes
- Municipalities and regions responsible for 75% of public consumption incl. health care (regions), elderly care, primary schools and child care (municipalities)
- State (central) primarily responsible for public services incl. police, defence and railroad services

| eGovernment online services score (UN) | | |
|---|---|---|
| | *2010* | *2012* |
| Latvia | 42% | 59% |
| Denmark | 67% | 86% |

| Use of Internet for interaction with public authorities (Eurostat) | | |
|---|---|---|
| | *2010* | *2012* |
| Latvia | 41% | 47% |
| Denmark | 81% | 83% |
| EU 28 | 41% | 44% |

| Regular use of Internet for all purposes (Eurostat) | | |
|---|---|---|
| | *2010* | *2012* |
| Latvia | 62% | 70% |
| Denmark | 80% | 89% |
| EU28 | 65% | 70% |

# Over ten years of eGovernment strategies

**Consistent focus on 'benefits realisation'**

**2001**

**DIGITAL COLLABORATION**

**Examples**
Digital signature

e-day 1

Citizens can send emails to the public sector, and authorities adopt digital channels of communication

**2004**

**INTERNAL DIGITALIZATION AND EFFICIENT PAYMENTS**

**Examples**
eFaktura (E-invoice) and NemKonto (easy account)

Virk.dk (The Business Portal) and Sundhed.dk (The Health Portal)

Digital document and archive handling systems

e-day 2

Secure email between authorities

**2007**

**SHARED INFRASTRUCTURE AND ONE POINT OF ACCESS**

**Examples**
Borger.dk (The Citizen Portal)
NemID (easy ID)
Nem Log-in (easy log-in)
eindkomst (E-income)
Digital Post (digital letter box)
NemSMS (easy SMS)

Public sector business case model

e-day 3

Mandatory use of shared infrastructure

**2011**

**THE DIGITAL WAY TO FUTURE WELFARE**

**Examples**
The public sector sends post to citizens' and companies' digital letter boxes

All citizens and companies use self-service on the Internet

New digital welfare, including:

- Ambitious investment in IT and digital teaching aids for schools
- National dissemination of well-tried welfare technology
- Reuse of data
- Stronger collaboration

e-day 4

3

# Implementation: Developing a business case (1)

For each programme, initiative or project, each agency is obliged to develop a business case, which then might be outsourced for implementation.
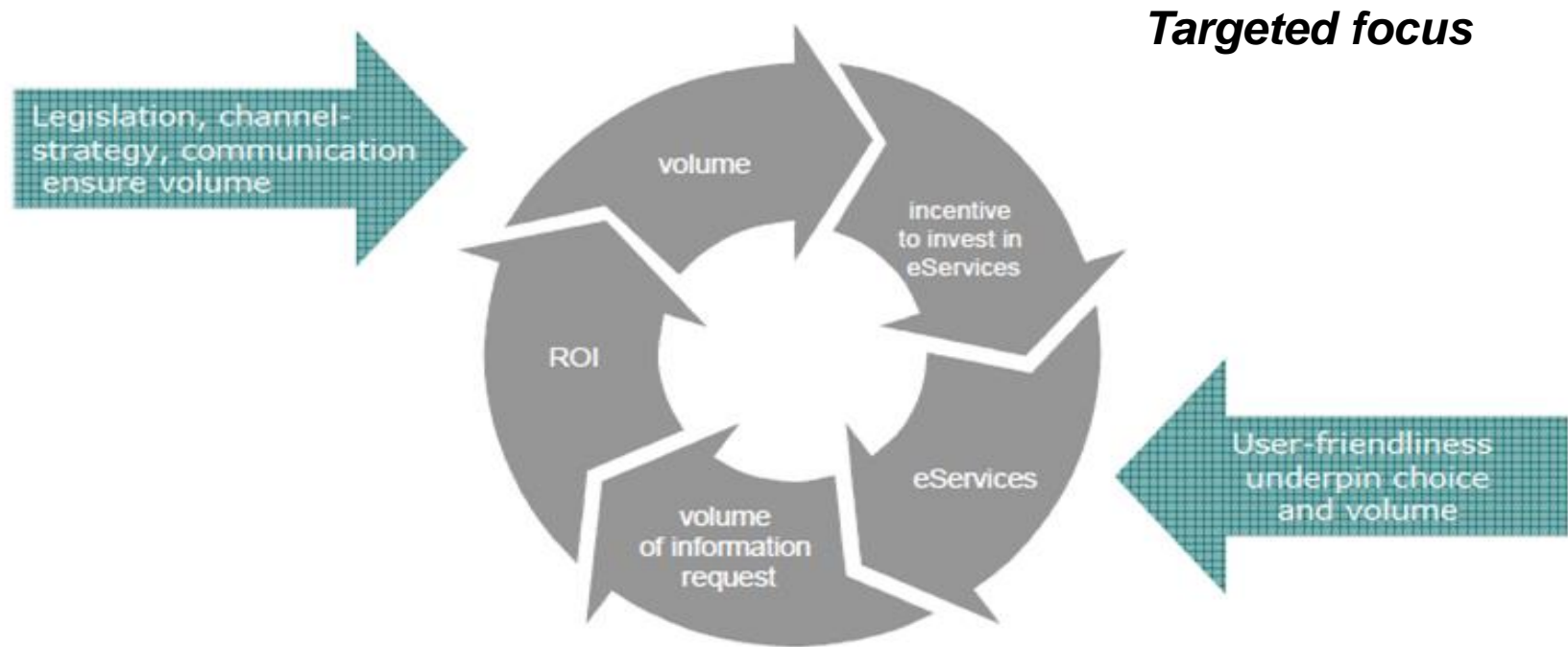
**Business case**

- Building new business models, based on a sound business case which delivers lower cost but also higher benefit solutions, is the key implementation strategy in Danish eGovernment

- For example, the need for €4 million back-office savings per annum is a political imperative, and can be achieved by getting 80% of citizen transactions to take place digitally through the "digital-by-default" programme.

# Implementation: Developing a business case (2)



**Targeted focus**

The citizen digital self-service strategy is based on a strong financial business case for government, but it is also dependent on legislation, channel strategy and good awareness, on the one hand, and good quality user-friendly digital self-services to attract users on the other

# Implementation: Developing a business case (3)

**Business case based on channel strategy**

| Channel | Cost/ transaction in € |
|---|---|
| Received mails/ e-mails | 14.7 |
| Personal services | 10.7 |
| Telephone calls | 5.4 |
| e-services/self-services | 0.4 |

The eGovernment Strategy 2011-2015 maps out a step-by-step implementation transition toward **mandatory digital self-service for communications between citizens and the public sector.** The preliminary plan for communications requiring citizens to use digital self-service is specified up to 2015, but in practice the goal is to reach 80% of contacts with the public sector being conducted digitally according to the schedule, even though this is mandatory  for all citizens, given that there will always be some citizens who cannot do so

# The transition to mandatory digital self-service for citizens – "digital by default"

| | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|
| **AREAS IN FOCUS** | Danish Tax and Customs Administration (SKAT), services for individual citizens such as management of student loans | Citizen-focused services provided by local authorities and the state | Employment, housing, construction and the environment | Employment, social services and integration |
| **EXAMPLES OF TASKS** | Moving<br>Medical cards<br>Self-service tax declaration (for submitting information to the Danish Tax and Customs Administration)<br>Signing up for after-school clubs, daycare and schools<br>Student loans<br>Passports | Driving licenses<br>Marriages<br>Birth registration<br>Name registration<br>Admission to higher education | Town planning and roads<br>Income support<br>Construction<br>Vehicle registration<br>License plates | Benefit pre-validation for senior citizens and people with disabilities<br>Reimbursement and social support services<br>Maternity and paternity benefits<br>Old age pension |
| | **WAVE 1** | **WAVE 2** | **WAVE 3** | **WAVE 4** |

# Public-private-partnership for software development
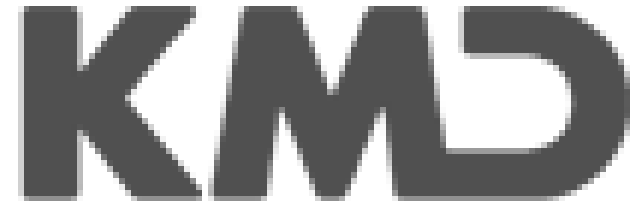
KMD is one of Denmark's largest IT and software companies, with branches in Copenhagen, Århus, Odense and Aalborg. The majority of KMD's business derives from software development, and the company develops and delivers IT solutions for the local government, central government and private markets.

- Until 2009 KMD was owned by the municipalities country association after establishment in 1972 by merging of municipal IT centres.

- In 2009, KMD was sold to EQT Partners (85%) and a public pension fund (15%)

- Today as a majority privately-owned PPP it has annual revenue of over €540 million and over 3,000 employees, with the public sector as its main customer and partner.

KMD has strategic partnerships with SAP and Mahindra Satyam.

- For 40 years KMD has developed and currently operates more than 400 IT systems that support Denmark's welfare state accompanying Danes from cradle to grave

- For example, using KMD systems Danes receive key welfare benefits such as family allowance, maternity/paternity pay, daily allowance and state pensions.