



SIGMA



Service Design and Delivery in the ENP EAST Region

Digital Conference for the Eastern Partnership

24 October 2022

Nick THIJIS
Senior Advisor - SIGMA

A joint initiative of
the OECD and the EU,
principally financed
by the EU

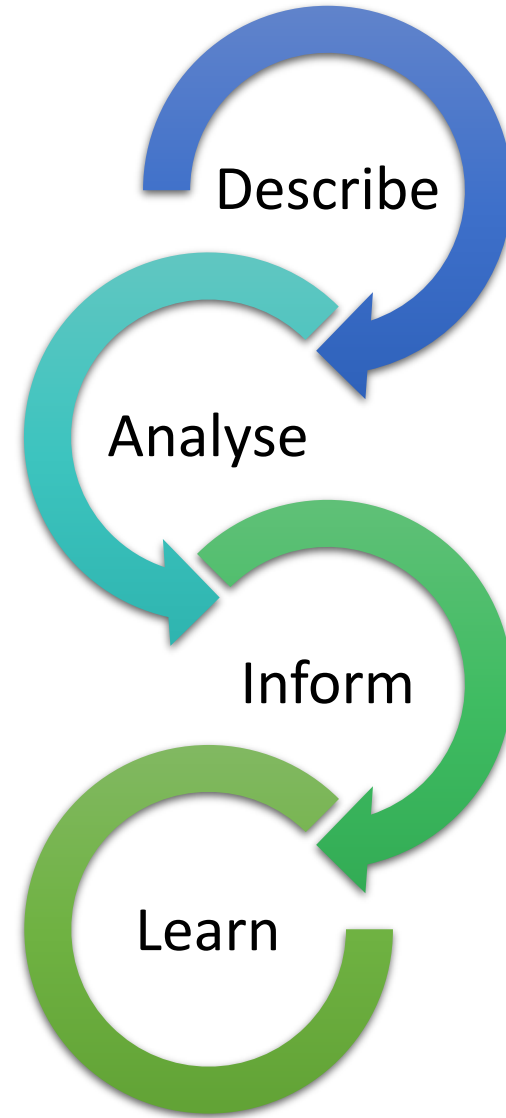
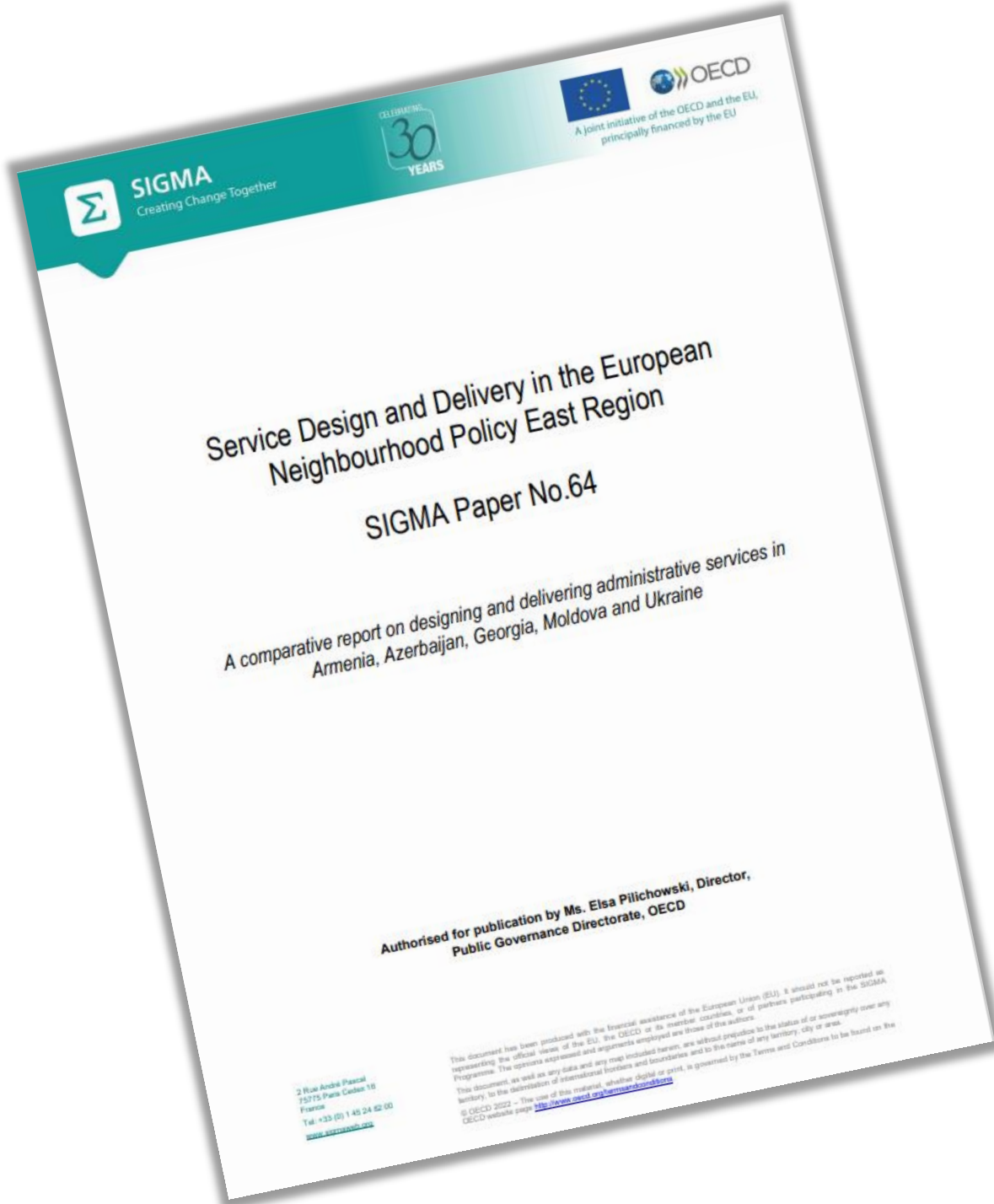




SIGMA

CELEBRATING
30
YEARS

A joint initiative of
the OECD and the EU,
principally financed
by the EU





SIGMA



Importance of Service Delivery

- ❑ **Armenia:** “radically transform the quality of public service delivery to become citizen-centred...”(Government Programme 2021-26) & “Public Administration Reforms Strategy. Government 4.0” (May ‘22).
- ❑ **Azerbaijan:** Strategic Roadmap for Development of Telecommunications and Information Technology (2016), strong commitment to digitalise service design and delivery.
- ❑ **Georgia:** Government Programme 2020-24, public service reform and 2nd Digital Governance Strategy
- ❑ **Moldova:** Government Action Plan 2021-22 good governance and digital transformation policy
- ❑ **Ukraine:** Strategy for Public Administration Reform in Ukraine for 2022-25. Vision of service design and delivery, ‘the State in a Smartphone’ (launched 2019)

A joint initiative of
the OECD and the EU,
principally financed
by the EU





SIGMA

Rights and principles of good administration

Primary legislation

- **Armenia:** Law on Fundamentals of Administration & Administrative Procedure (2004)
- **Georgia:** General Administrative Code (1999)
- **Moldova:** Administrative Code (2018)
- **Ukraine:** Law on Administrative Procedure (2022)

CELEBRATING



A joint initiative of
the OECD and the EU,
principally financed
by the EU





SIGMA



A joint initiative of the OECD and the EU, principally financed by the EU



Scope of ‘public administrative service’

Country	Published list(s)	Consolidated list	Number of services*
Armenia	Yes	No	560
Azerbaijan	Yes	Yes	1 005
Georgia	Yes	No	n/a
Moldova	Yes	Yes (central only)	688
Ukraine	Yes	Yes (all levels)	2 230

* As of 1 May 2022, for ARM, AZE, GEO and MLD; as of 23 February 2022 for UKR.



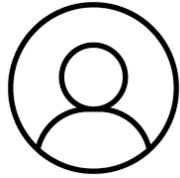
SIGMA

CELEBRATING
30
YEARS

A joint initiative of
the OECD and the EU,
principally financed
by the EU

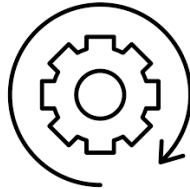


Key elements for improving service delivery



Understanding users' needs and expectations

- *Direct contact with citizens/businesses*
- *Indirect feedback and representation*
- *Mystery shopping*
- *Life events, customer journey mapping*



Improving processes

- *Process re-engineering*
- *Administrative simplification*



Easy access to services

- *The one-stop shop (OSS)*
- *Multi-channel service delivery*



Going digital

- *Interoperability and 'once only'*
- *Moving towards digital by design*



Committing to service standards and measuring satisfaction

- *Service charters*
- *Measuring and managing satisfaction*



SIGMA

CELEBRATING
30
YEARS

A joint initiative of
the OECD and the EU,
principally financed
by the EU



Key elements for improving service delivery



Understanding users'
needs and expectations



Improving processes



Easy access to services



Going digital



Committing to service
standards and measuring
satisfaction



SIGMA



A joint initiative of the OECD and the EU, principally financed by the EU



Physical one-stop shops

Country	Name	Offices*	Services*
Armenia	Unified Offices for Public Services	3	97
	Citizens' Offices	55	26
Azerbaijan	'ASAN service' centres	23	> 300
	'ASAN communal' centres	3	54
Georgia	Public Service Halls	27	476
	Community Centres	88	280
Moldova	Multi-functional Centres of PSA	40	> 70
	Unified Public Service Centres (CUPSs)	26	28
Ukraine	Administrative Service Centres (ASCs)	1 042	383-598**

* As of 1 May 2022 (ARM, AZE, GEO, MLD) and as of 23 February 2022 (UKR)

** The number of services depends on the category of ASC, which in turn depends on the size of the population in the ASC's zone of responsibility. This is the expected number; in practice, the average number of services is 185.



SIGMA



Virtual one-stop shops

Country	Name	E-services*	Weblink ***
Armenia	e-gov.am	Approx. 150	https://www.e-gov.am
Azerbaijan	Unified information portal on public services	501**	https://www.dxr.az/dxr
	Electronic services portal My.gov		https://www.e-gov.az https://my.gov.az
Georgia	Unified electronic services portal	700+	https://my.gov.ge/ka-ge/services/10
Moldova	Unique government portal of public services	131**	https://servicii.gov.md/ro
Ukraine	Diia portal	72	https://diia.gov.ua/

* Numbers as of 1 May 2022 (ARM, AZE, GEO, MLD) and 23 February 2022 (UKR).

** Also information on non-digital administrative services.

*** The weblinks for Armenia, Georgia and Moldova also have an English-language option.

A joint initiative of the OECD and the EU, principally financed by the EU





SIGMA

CELEBRATING
30
YEARS

A joint initiative of
the OECD and the EU,
principally financed
by the EU



Key elements for improving service delivery



Understanding users'
needs and expectations



Improving processes



Easy access to services



Going digital



Committing to service
standards and measuring
satisfaction



SIGMA



A joint initiative of the OECD and the EU, principally financed by the EU



Interoperability

Country	Legal basis	Platform
Armenia	Yes	Government Interoperability Platform (GIP)
Azerbaijan	Yes	ASAN Bridge System
Georgia	Yes	Georgian Government Gateway (3G)
Moldova	Yes	Interoperability Platform (MConnect)
Ukraine	Yes	System of Electronic Interaction of Executive Bodies; Trembita data exchange solution



SIGMA

‘Once-only’ in principle and practice

Country	Legal basis	Practical application
Armenia	Yes	Some agencies apply the once-only principle (e.g. police, Civil Acts Registration Agency).
Azerbaijan	Yes	Potentially through the ASAN Bridge System, relevant permissions can be managed centrally in transferring information from one institution to another.
Georgia	Yes	Only some agencies apply once-only (e.g. PSDA).
Moldova	Yes	Potentially through the Interoperability Platform (Mconnect), but realised only sporadically.
Ukraine	Yes	Potentially through the Trembita data exchange system.



A joint initiative of the OECD and the EU, principally financed by the EU



^[1] Parliament of Georgia (2020), consolidated publication of Law 323 (Chapter 3, Article 20) on the Procedure for Registering Citizens of Georgia and Aliens Residing in Georgia, for Issuing an Identity (Residence) Card and a Passport of a Citizen of Georgia, Legislative Herald of Georgia, <https://matsne.gov.ge/en/document/view/31504?publication=51>.



SIGMA

Electronic identification and trust services

Country	e-ID	e-Authentication	Legal basis
Armenia	Yes	e-Signatures	2005 Law on Electronic Document and Electronic Digital Signature
Azerbaijan	Yes	e-Signatures	2004 Law on Electronic Signatures and Electronic Documents
Georgia	Yes	e-Signatures, electronic time stamps, e-Seals, biometric data encryption certificate	2017 Law on Electronic Documents and Electronic Trust Services
Moldova	Yes	e-Signatures, public keys	2014 Law on Electronic Signature and Electronic Document
Ukraine	Yes	e-Signatures, website certification, electronic time stamps, e-Seals, registered electronic delivery, public keys	2020 Law on Electronic Trust Services



A joint initiative of the OECD and the EU, principally financed by the EU





SIGMA

Ways forward

1. 'complete' policy framework: package of up-to-date strategy , umbrella law on administrative services and comprehensive 'service catalogue)
2. extending and completing the network of physical one-stop shops
3. enhance digital access and increase maturity levels
4. Increase the level of interoperability , in order to facilitate once-only in practice
5. Citizen-centric mindset (design – delivery – feedback)



A joint initiative of
the OECD and the EU,
principally financed
by the EU





SIGMA



A joint initiative of
the OECD and the EU,
principally financed
by the EU



Links

⇒ ***The full report can be found here***

- <https://www.sigmaweb.org/publications/SIGMA-Paper-64-Service-Design-and-Delivery-ENP-East.pdf>

As spin-off related to this comparative report, SIGMA developed a paper on “Administrative Service Delivery under War Circumstances”

⇒ ***The policy paper can be found here***

- <https://www.sigmaweb.org/publications/Administrative-service-delivery-in-Ukraine-war-context-SIGMA-2022.pdf>



SIGMA



A joint initiative of
the OECD and the EU,
principally financed
by the EU



Contact

Nick THIJS

Senior Advisor

Service Delivery and Public Administration Reform

Mailing address: OECD/GOV/SIGMA 2 rue André Pascal - 75775 Paris Cedex 16,
France

Visiting address: 46 quai Alphonse le Gallo - 92100 Boulogne Billancourt, France

Tel: +33 1 45 24 19 34 – Mob: +33 6 33 56 08 08

nick.thijs@oecd.org || www.sigmaweb.org