OECD Digital Government Review of Luxembourg
Assessment and Recommendations
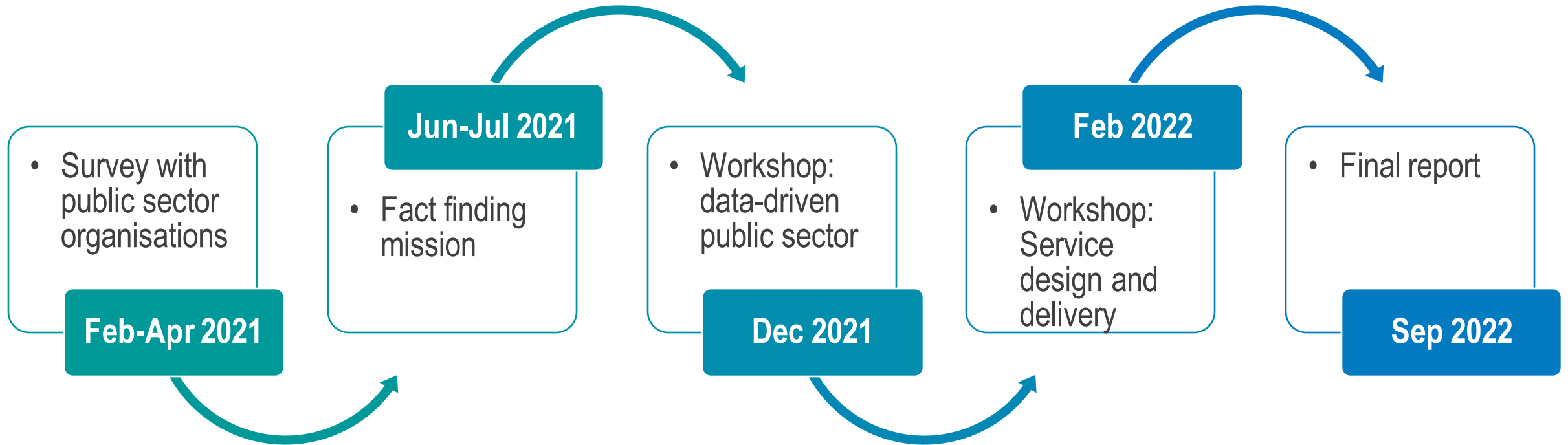
Barbara Chiara-Ubaldi
Head of Digital Government and Data Unit, Deputy Head of Open and Innovative Government Division
Public Governance Directorate, OECD

27-28 September 2022

Digital Government Review process
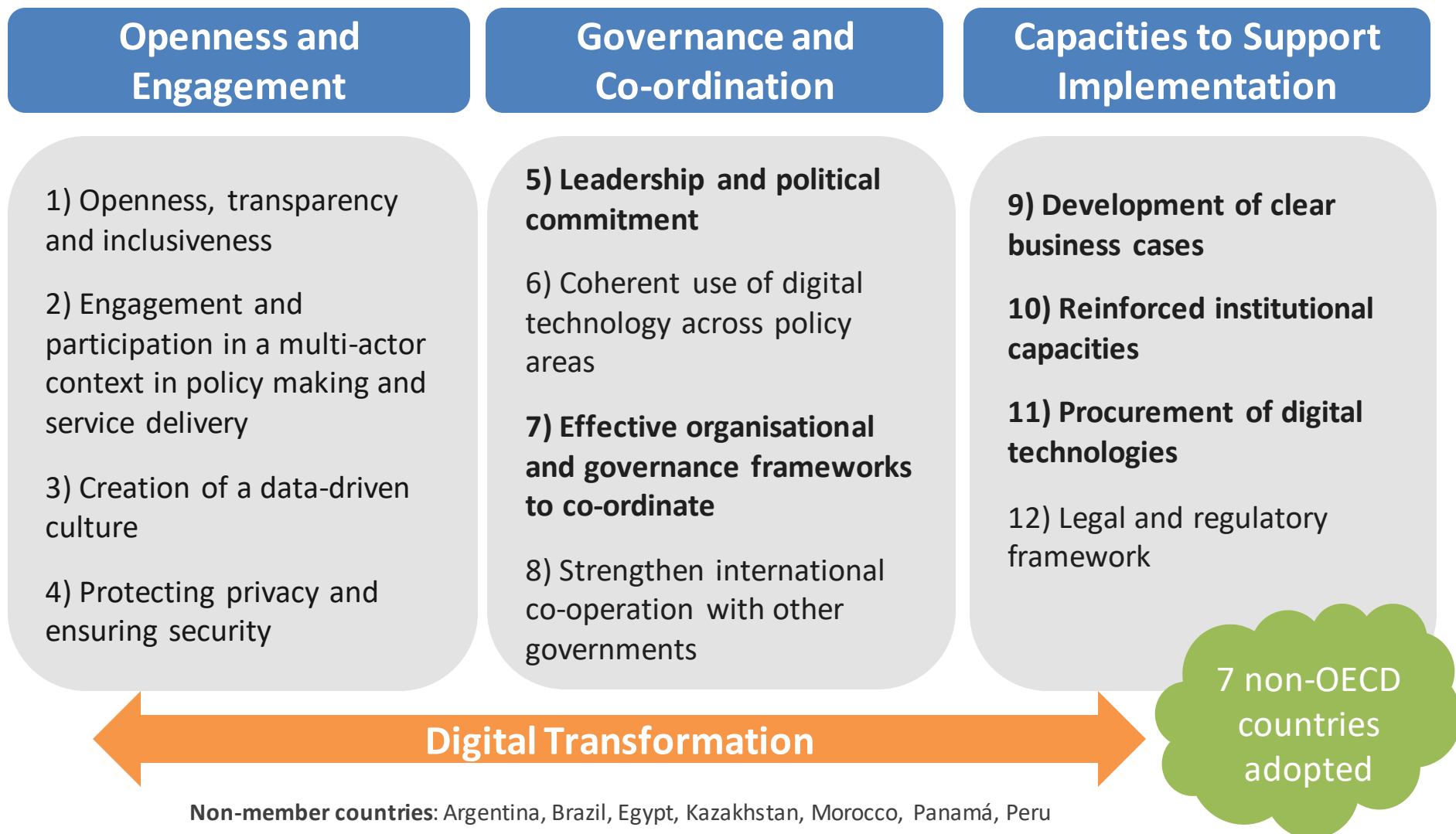
Ministry of Finance, Finland

Ministry of the Interior and Kingdom Relations, Netherlands

Administrative Modernisation Agency, Portugal

Treasury Board of Canada Secretariat, Canada

2014 OECD Recommendation on Digital Government Strategies

Openness and Engagement	Governance and Co-ordination	Capacities to Support Implementation
1) Openness, transparency and inclusiveness	**5) Leadership and political commitment**	**9) Development of clear business cases**
2) Engagement and participation in a multi-actor context in policy making and service delivery	6) Coherent use of digital technology across policy areas	**10) Reinforced institutional capacities**
3) Creation of a data-driven culture	**7) Effective organisational and governance frameworks to co-ordinate**	**11) Procurement of digital technologies**
4) Protecting privacy and ensuring security	8) Strengthen international co-operation with other governments	12) Legal and regulatory framework

Digital Transformation

7 non-OECD countries adopted

Non-member countries: Argentina, Brazil, Egypt, Kazakhstan, Morocco, Panamá, Peru

Four areas of focus

Contextual factors and institutional models

Policy levers, skills and talent for digital government

Towards a data-driven public sector

Public service design and delivery in the digital age

01 Contextual factors and institutional models for digital government

People in Luxembourg have higher trust in their government compared to other OECD countries

Share of respondents who indicate trust in various government institutions (responses 6-10 on a 10-point scale), 2021
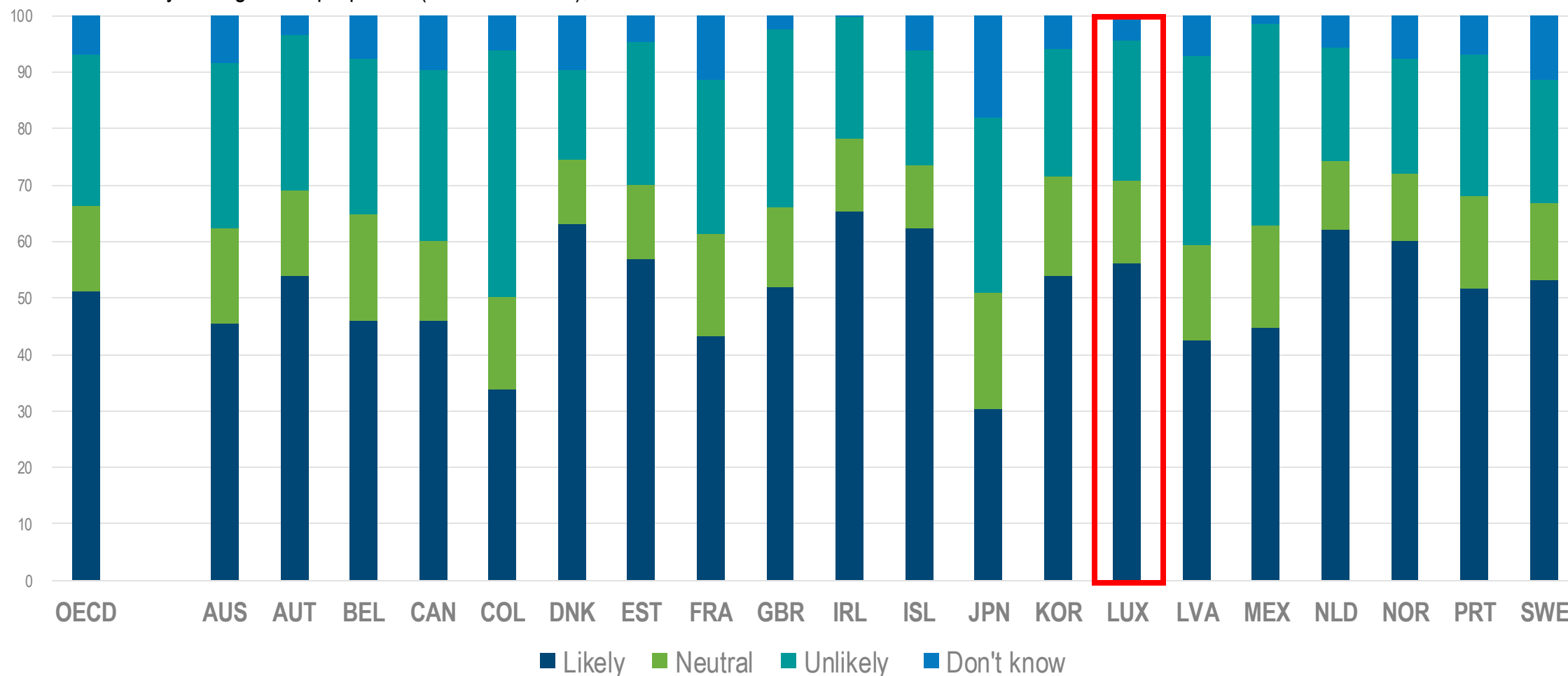
Source: OECD Trust Survey (http://oe.cd/trust)
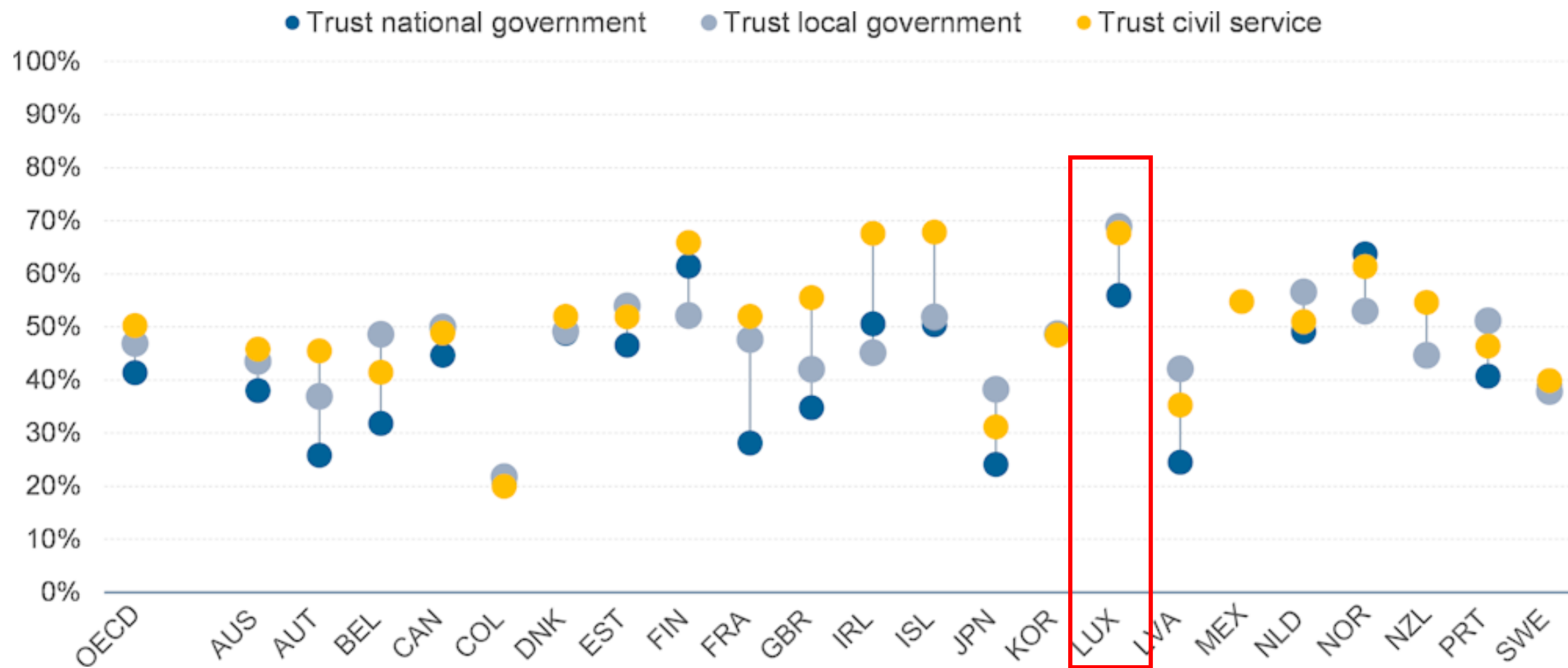
Most people in Luxembourg trust the government's handling of their data

56% of survey respondents in Luxembourg trust that the government will use their personal data only for legitimate purposes

% of respondents reporting different levels of perceived likelihood that their government would use personal data exclusively for "legitimate purposes" (on a 0-10 scale), 2021
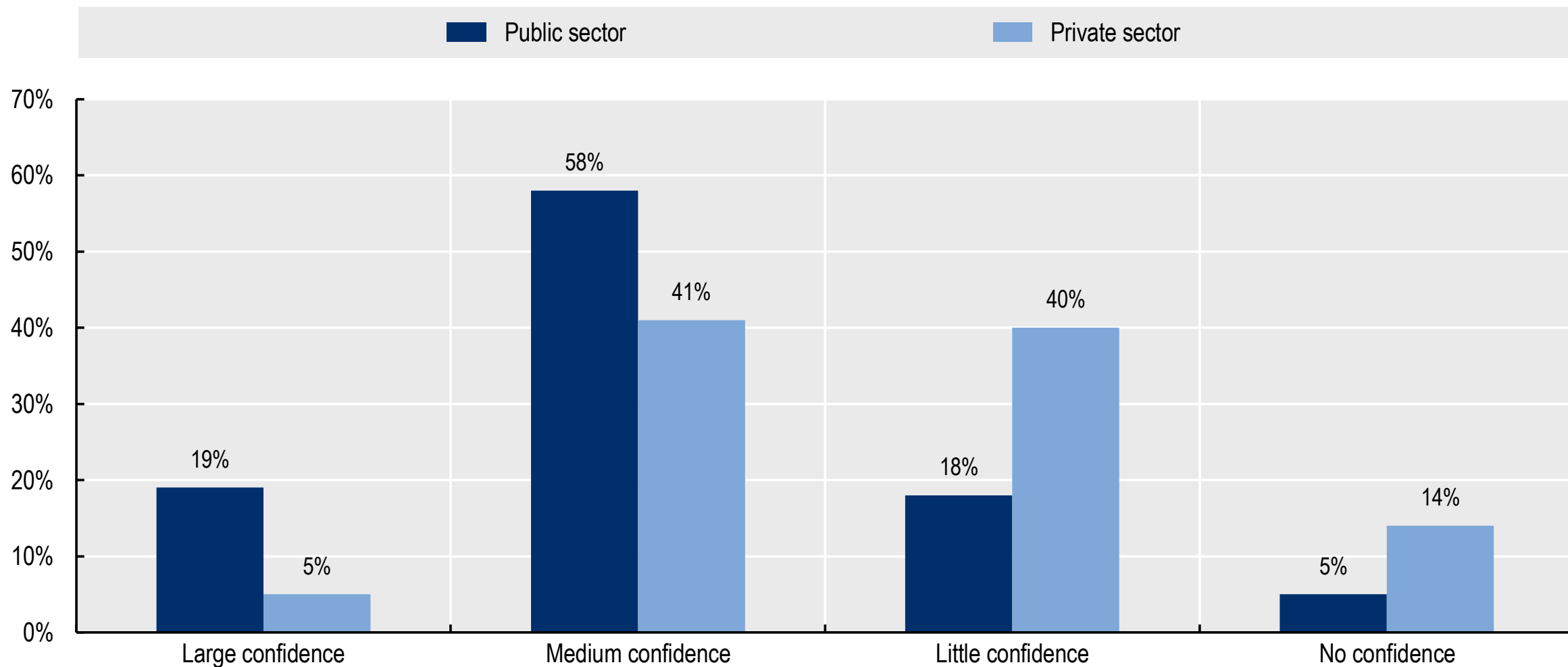

Legend: ■ Likely ■ Neutral ■ Unlikely ■ Don't know

Source: OECD Trust Survey (http://oe.cd/trust)

People in Luxembourg have more trust in the public sector's use of AI than the private sector

58% vs. 41% have medium confidence in the public and private sector's use of AI

Source: Poussing (2021), *Résultats de la consultation publique relative aux opportunités et aux défis de l'Intelligence Artificielle*

Assessment – contextual factors and institutional models for digital government

Overall political culture and structure

- The current Government Coalition's Agreement identifies digitalisation as a top political priority
- Centralised government structure and close collaboration within and across government levels

Socio-economic factors

- High digital maturity
- High trust in government
- Small, diverse population

Structure and leadership for the digital government agenda

- Prime Minister is also the Minister for Digitalisation
- Ministry for Digitalisation (MDIGI) and the Government IT Centre (CTIE) play critical roles
- Heavy reliance on the CTIE among ministries and public sector organisations (PSOs)

Co-ordination and collaboration

- Inter-Ministerial Committee for Digitalisation - operational coordination
- **High-Committee for Digital Transformation - high level alignment and strategic discussions**
- Technical working groups
- **Govtech Lab**

Key policy recommendations

> Leverage the contextual factors of Luxembourg's political and administrative culture and structure to support the digital government agenda

> Reinforce policy efforts in economic, societal and technological development as the basis for fostering a stronger digital government ecosystem

> Strengthen the mandate and role of the Ministry for Digitalisation as the organisation-in-charge of co-ordinating efforts and building coherence in the development of a digital government.

> Prioritise further co-ordination and co-operation around digital government policies and projects through the High Committee for Digital Transformation, the Inter-Ministerial Committee for Digitalisation, and the Govtech Lab.

02 **Policy levers, talent and skills for digital government**

Assessment – policy levers, skills and talent for digital government

Policy levers	Digital skills and talent in the public sector
› The Electronic Governance Strategy 2021-2025 is comprehensive but relatively few ministries and PSOs are fully aware of its implications › Heavy reliance by ministries and PSOs on the CTIE to plan and implement their digital projects › Difficult to monitor digital/ICT projects not implemented by the CTIE - can cause duplication of initiatives and shadow IT costs. › Necessary to improve the regulatory framework for digital government, including in areas such as data exchange and data sharing	› Many projects to strengthen digital talent and skills through INAP and the ADEM. › More than 50% of ministries and PSOs have initiatives to develop digital talent and skills › However, only 15% of the surveyed ministries and PSOs recognise improving digital talent and skills as a very high priority

Key policy recommendations

> Develop a publicly available monitoring tool to track implementation of the Electronic Governance Strategy 2021-2025

> Use the new digital advisory service to support ministries and PSOs in defining their own digital strategies while aligning with standards and priorities developed by MDIGI and the CTIE

> Promote the use of project management tools and financial mechanisms, including agile project management and innovative public procurement

> Increase transparency of the CTIE's digital project management

> Consider developing mandatory trainings on skills core to digital leadership and digital project implementation

03 **Towards a data-driven public sector in Luxembourg**

Assessment – towards a data-driven public sector in Luxembourg

Data governance

- Oppportunity to consolidate efforts across the public sector - Electronic Governance Strategy, National Interoperability Framework, Open data strategy, AI strategy, etc.

- Limited available human resources and skills for managing data consistently, which affects negatively data quality

- CTIE critical in providing common infrastructure for safely storing, processing, analysing, and exchanging data. Yet ministries and PSOs are not always aware that they exist.

- Data interoperability and the once-only principle are major priorities. Yet insufficient availability of common standards and semantic rules for enabling data exchange

- Success with open geospatial data while the general performance in open government data has been falling behind.

Application of data to deliver value

- Most PSOs use data to anticipate and deliver interventions, fewer use it to evaluate and monitor government interventions

- The use of AI in the public sector is a big priority, supported by the national AI strategy and the AI4GOV committee

Data and trust

- Data quality and unclear accountability for data management across the public sector is seen as a challenge

- Supporting GDPR-compliance is seen one of the primary challenges to increase use of data

Key policy recommendations

> Develop and publish a national public sector data strategy

> Improve the tactical capacity of ministries and public sector institutions to better manage and use data by developing ministry-level data strategies and designating data steward roles within ministries

> Develop a national architecture framework for basic data to support data standardisation and data exchange

> Encourage use of data for regulatory impact assessments and to monitor service- and policy performance

> Promote the development of more scalable AI applications in the public sector.

> Direct efforts towards improving data quality and integrity across the public sector, including by ensuring that data that feeds into AI and other applications is representative

> Provide support to ministries and public sector organisations to comply with the GDPR
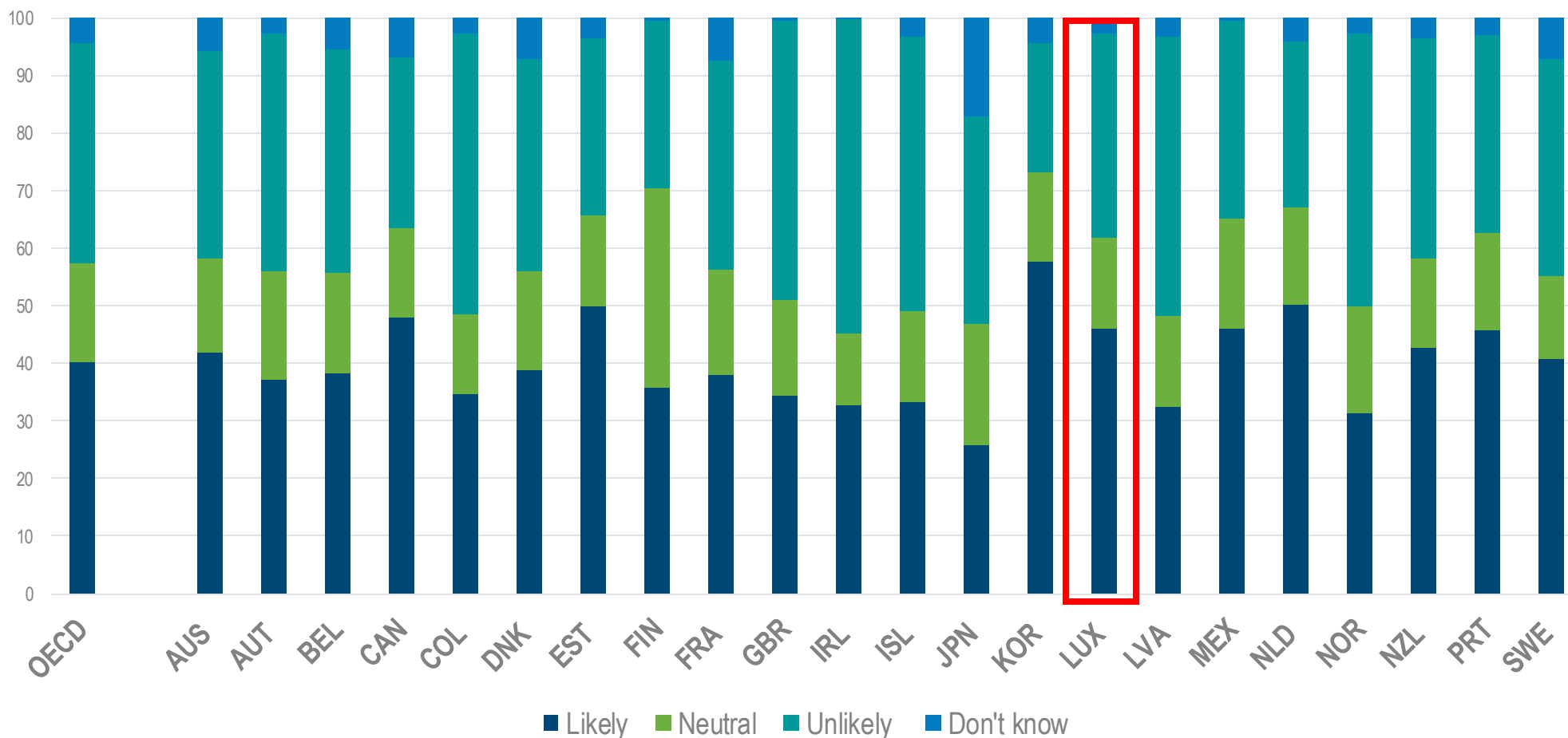
04 **Public service design and delivery in the digital age in Luxembourg**

There is an opportunity to improve the responsiveness of public services

46% of citizens in Luxembourg say a public service would be improved if people complained

% of respondents reporting different levels of perceived likelihood that a poorly-performing public service would be improved if many people complained about it (on a 0-10 scale), 2021

Likely   Neutral   Unlikely   Don't know

Source: OECD Trust Survey (http://oe.cd/trust)

Luxembourg's public sector can be more innovative and agile

43% of citizens in Luxembourg say a public agency/office would adopt an innovative idea to improve a public service

% of respondents reporting different levels of perceived likelihood that a public agency/office would adopt an innovative idea that could improve a public service (on a 0-10 scale), 2021

Source: OECD Trust Survey (http://oe.cd/trust)

Legend: ■ Likely ■ Neutral ■ Unlikely ■ Don't know
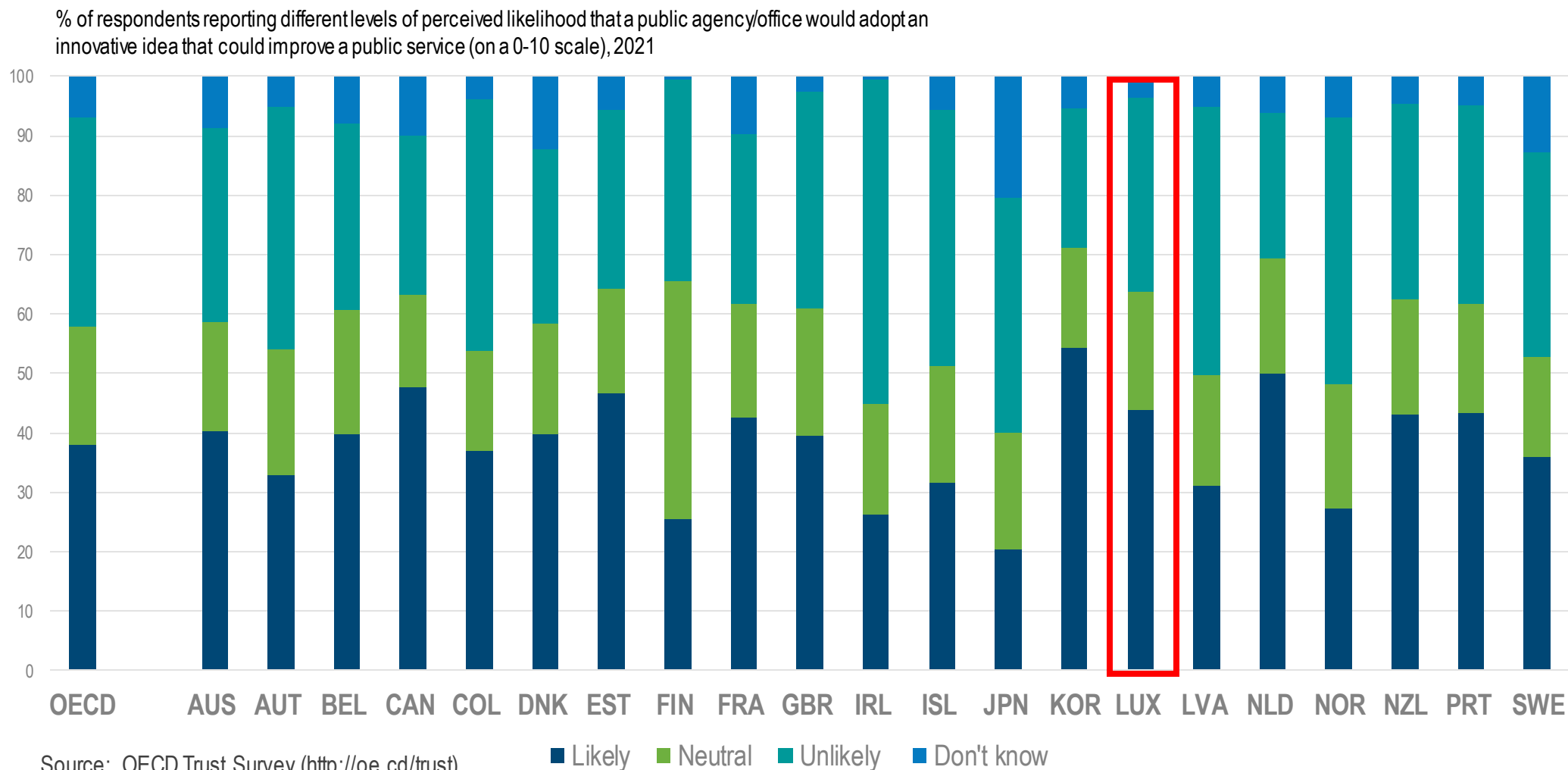
Assessment – public service design and delivery in the digital age in Luxembourg

Context for public service design and delivery

> Developing inclusive and responsive public services is necessary to facilitating the lives of citizens and continue making Luxembourg an attractive country for investors and foreign workforce.

> At the centre of Luxembourg's public service agenda are the single-entry points GUICHET.LU and MYGUICHET.LU

> On-site services still remain largely operated according to institutional procedures and cultures which may provide a different experience to users between channels and across public institutions

Philosophy for public service design and delivery

> The Electronic Governance Strategy 2021-2025 calls for a paperless administration while remaining inclusive to different needs

> Ministries and PSOs do not have a common culture or practices to research and understand user needs

> The review process revealed that most ministries and PSOs are not equipped to adopt agile management approaches for the design and delivery of services.

Key enablers to support better public service design and delivery

> The CTIE makes available, reliable and trusted digital infrastructure that supports the digitalisation of public services.

> The review process revealed that further efforts can be done to advance towards a Government as a Platform approach

> Digital inclusion stated in the electronic governance strategy is backed with concrete plans that create an ecosystem of initiatives and guidance for ministries and PSOs

Key policy recommendations

> Promote a user-driven and omni-channel service design and delivery approach across public sector organisations

> Increase awareness about the importance of service design

> Encourage public sector organisations to share practices and data related to services

> Create communities of practice for service specialists and enthusiasts on different service domains

> Define and implement a standardised user satisfaction measurement instrument across channels

> Establish common service standards and secure enablers for digital public services - including digital identity, payments system and other infrastructure.

Four areas for Luxembourg to achieve digital government maturity

1 **A consolidated governance for digital government...**

2 **Solid public sector capacities, policy levers and enablers...**

3 **And a common vision and strategy for governing, sharing and using data...**

4 **To be more agile, user-driven and innovative when designing and delivering government services**

Thank you!

Barbara Chiara-Ubaldi, OECD

✉ barbara.ubaldi@oecd.org

🐦 @OECDgov

in @OECD-Public-Governance

OECD Digital Government Studies

Digital Government Review of Luxembourg

TOWARDS MORE DIGITAL, INNOVATIVE AND INCLUSIVE PUBLIC SERVICES

OECD