

KU LEUVEN



PUBLIC GOVERNANCE INSTITUTE

Governing Digital Transformation for Effective Governance

Interoperability Academy Winter School 2019

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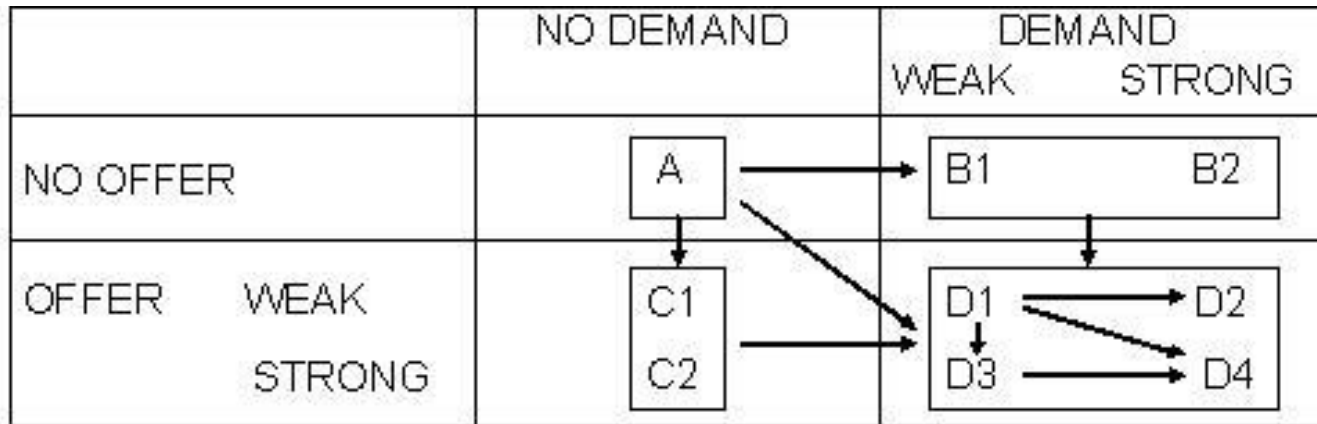
Outline

- Six reasons why the obvious does not happen
 1. Right answers to wrong questions: Supply and demand
 2. CBA: Costs and Benefits and Analyses
 3. From Solutions to Problems
 4. Academic Disciplines of professionals do matter
 5. Data-(vs)-Organisations
 6. Uncertain but Possible Futures of Government

1. Right answers to wrong questions

Digital transformation	No Supply	Supply
No Demand	1. Ignorance	2. Provider-Frustration
Demand	3. User-Frustration	4. Degrees of Matching Satisfaction

1. Right answers to wrong questions



Bouckaert & Halligan (2008) **Managing Performance, International Comparisons**.
Routledge, London, p. 113.

1. Right answers to wrong questions

- Right answers to wrong questions
 - Supply driven approach to Demand
 - Frustration zones
- To do
 - Demand driven approach to Supply
 - Strategies to reduce frustrations
 - Strategies to increase matching satisfaction

2. Why is the obvious not obvious?

CBA

- CBA of Digital Transformation
 - Costs
 - Experimenting, creating, transferring, collecting, processing, storing, making available, ...
 - Benefits
 - Comparing, registering change, improved decisions, better allocations, transparency, responsibility/accountability, learning, ...

2. Costs, Benefits, and Analyses

CBA	COST	BENEFIT
Time	Immediate	Longer Term
Tangibility	Very Tangible, Direct, Unconditional	Not so Tangible, Indirect, Conditional
Measurable	Easier (Euros)	Difficult (Better Decisions, ...)
Locus	Internal	Mostly External

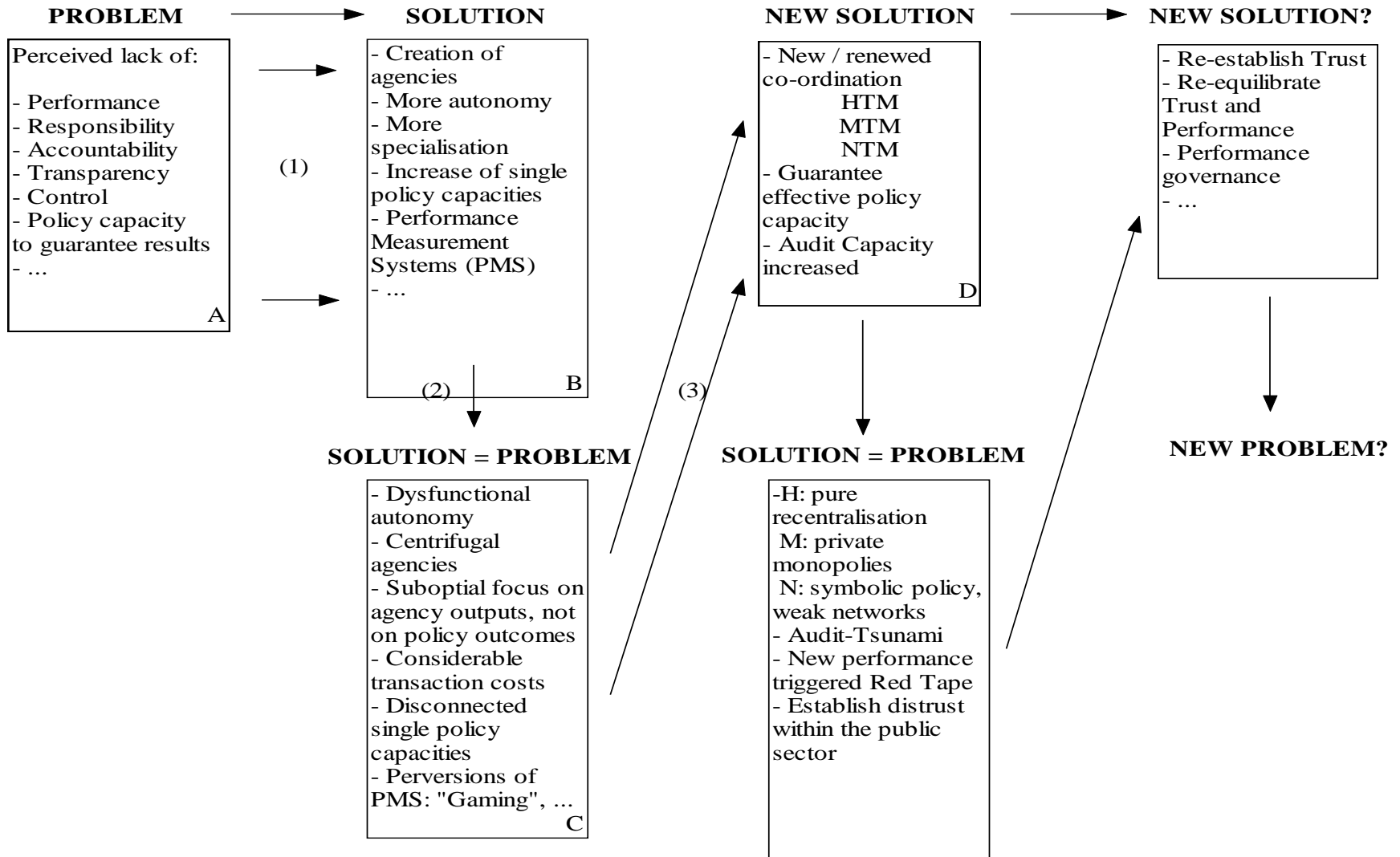
2. Costs, Benefits, and Analyses

- CBA: Costs, Benefits, and Analyses
 - There is a 'natural' deficit: $C \gg B$
- To do
 - Need to control C, consider C as investment
 - Need to push (perception) of B

3. From Solutions to Problems

- Solutions create new problems:
 1. Wrong solutions for right problems;
 2. Right solutions but bad implementation;
 3. Right solutions, correct implementation, but solutions disconnect from problems

3. From Solutions to Problems



4. Academic disciplines matter

- From sequential to simultaneous dynamics:
 - Technology
 - Legal Frames
 - Finances: Financing Investments and Charging Fees
 - Organisation
 - Service delivery

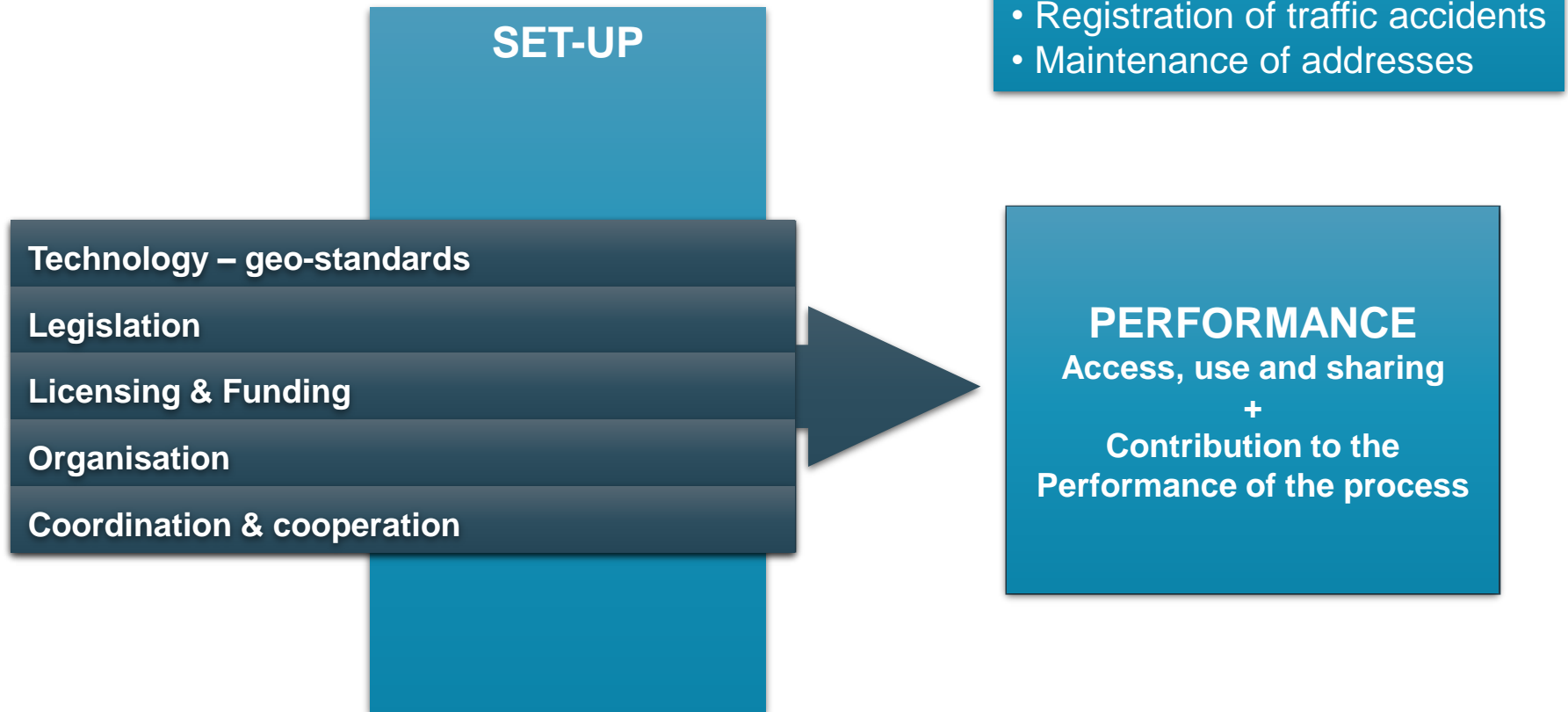
4. Academic disciplines matter

- Classical domino dynamics are sequential:
 - Technology / Legislation / Finance / Organisation / Service delivery

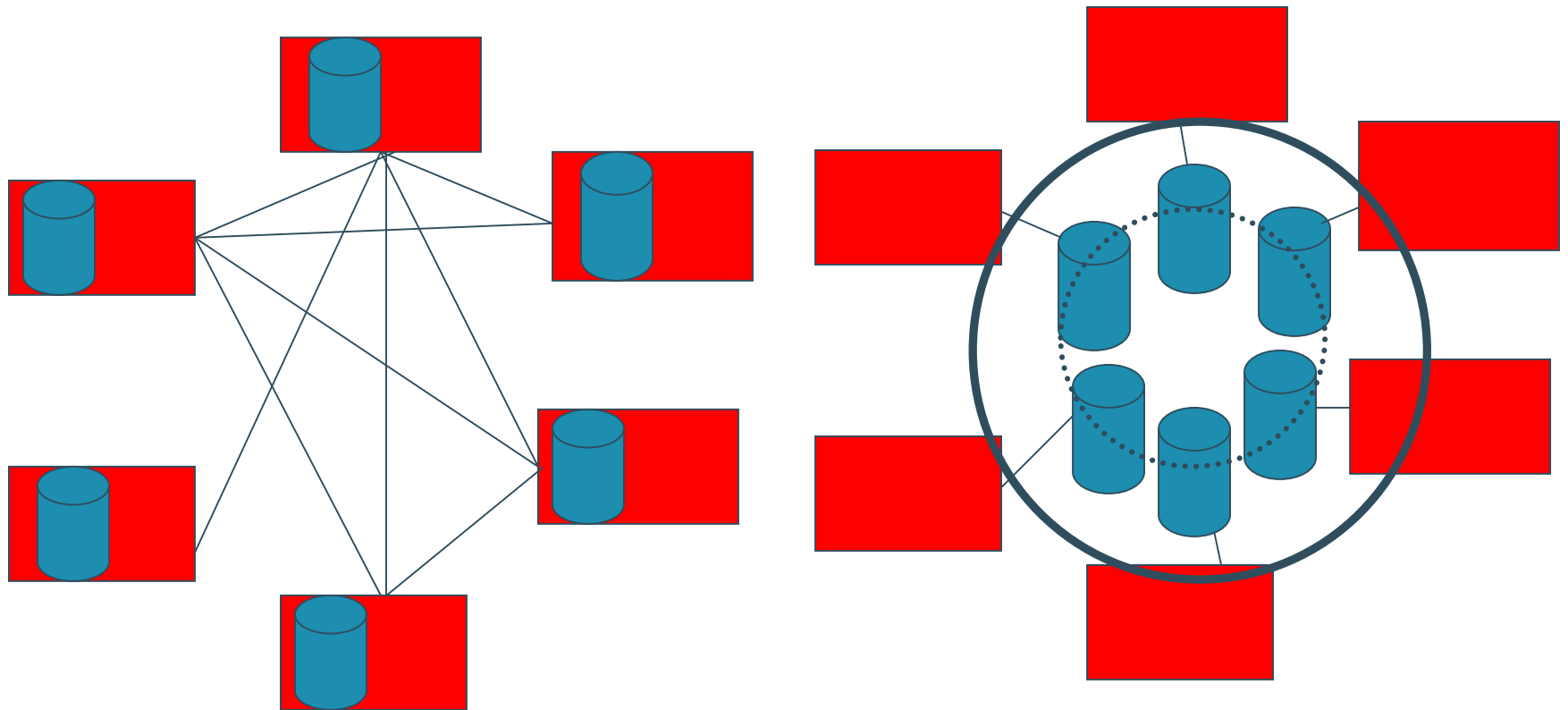


4. Academic disciplines matter

- Simultaneous Logic



5. Data-(vs)-Organisations



Organisations with
Databases



Databases with
Organisations

5. Data-(vs)-Organisations

- The case of Landregistries (Cadaster):
 - First: periferical and isolated
 - Then: (almost) privatised
 - Now: pivotal and central
- Belgium: Crossroads Bank for Social Security (CBSS)

6. Uncertain but Possible Futures of Government (DG CONNECT)

- Four scenarios
 1. DIY Democracy: Citizen driven
 2. Private Algocracy: Global company driven
 3. Super Collaborative Government: Full open digital government
 4. Over-Regulatocracy: Big bureaucracy

Conclusion: How to make the obvious happen?

- Six strategies
 1. Provide right answers to right questions: trigger demand driven supply
 2. Control Costs and Push Benefits (CBA): Invest for Benefits
 3. Think ahead: Anticipate problems triggered by solutions
 4. Handle different professional disciplines interactively and simultaneously
 5. Start thinking in terms of databases with organisations
 6. Prepare for possible futures of government



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