Nortal

A maturity matrix for public service portals

Our maturity model for digital public service portals is based on insights from Estonia's state portal, eesti.ee, plus other digital gateways and state service platforms. It distinguishes between portals that are information-centric and those that offer end-to-end service to users. It allows for a comparison of approaches in terms of service value and user outcomes.

Information portal or digital services gateway?

The maturity model explains what personalized government means in practice. It helps evaluate the maturity level of state information portals and offers benchmarks for those moving toward digitally advanced government. The ultimate goal: a personalized approach for states to deliver public services to their citizens.

Matrix elements

01

Maturity measurements: From first-level information portals to fourth-level personalized services

02

Desired characteristics: Human-centricity, accessibility, proactiveness, trustworthiness, empowerment

03

Parameters and development stages for characteristics and focus areas

Citizen-government relationship assessment

See Personal Government from a citizen's point of view – how government and state service portals can impact citizens' trust and government efficiency.

Impact on citizen and government efficiency and trust

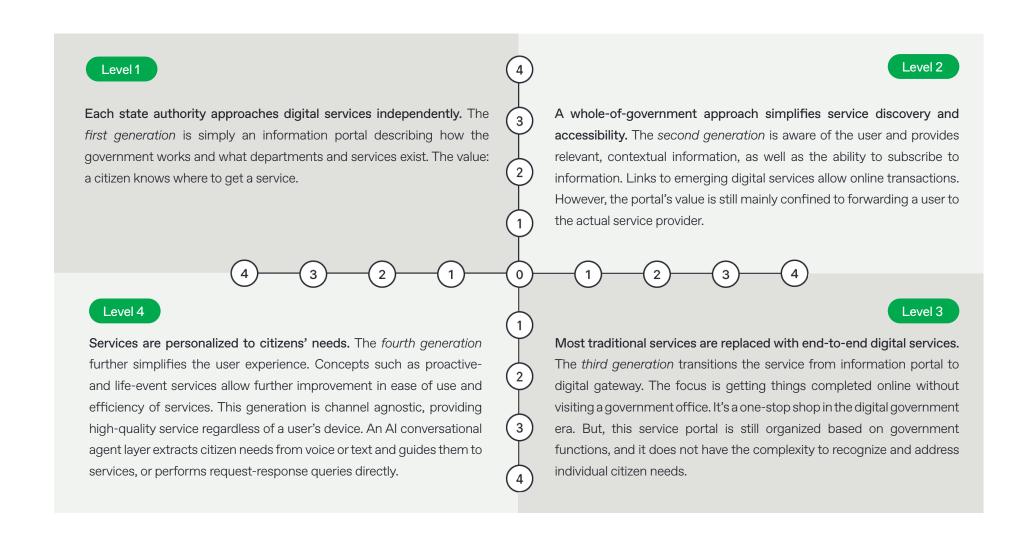|	**Level 1** Authorities driven	**Level 2** Information provider	**Level 3** Digital Gateway	**Level 4** Invisible, but personal
Human-centric "I see the government as a person, and I shouldn't have to understand the complexities of its rules and institutions – only what affects me or my loved ones."	"I need to know what authorities exist and where to look for what information".	"I can get information on what services are available from a single source of truth."	"I can get everything done in a single place. For most things, I do not need to visit a state authority."	"I do not need to know what state authorities and services exist – everything is organized around me and my life."
Accessible "I should be able to use services through channels I like and that are accessible to me."	"While I get information how the services work, I mostly need to visit a government office to get what I need".	"While I get information on how the services work from a single place, I mostly need to visit a government office to get what I need".	"I can get all major things done through online channels 24/7."	"I can get all major things done when I need it through the channel I prefer."
Proactive "Why should I have to apply for things I'm eligible for? The government knows what benefits I qualify for, and I consent for them to do these things for me."	Proactiveness is limited to providing information, but citizens need to know where to subscribe to it. Some information can be submitted on a form or an application to speed up service.	Citizens can easily subscribe to different notifications from the government for important information.	Services provide mostly automatic (real-time) outcomes. Forms and applications are becoming obsolete.	Services are initiated automatically for which the government knows the citizen is eligible. Some services are predictively rendered or completely made invisible.
Trustworthy "If I can understand it, then I'll trust. I'm willing to give it a try if there are enough incentives."	Trustworthiness is limited to providing information on how data privacy is assured and how the service works.	Trustworthiness is often augmented by general description of how to address concerns related to data privacy and other related matters.	Citizens are provided transparency and control over the secondary use of their data.	Services explain how they use data and for what, and what additional benefits can be used if the citizen trusts the service more.
Empowering "I'm provided with opportunities custom-tailored for me. I feel like I'm treated as a valued member of a society where I can reach my goals."	Citizens are listed with opportunities available for them, but citizens need to know where to look.	Citizens are listed with opportunities available for them in a single location.	Citizens are provided with context-specific opportunities that are relevant for them.	Citizens understand all their obligations and value-adding opportunities specific to them in a single source of truth.

How to get to personalized, end-to-end digital services

A critical differentiator in maturity levels is how a society establishes trust in its digital services. A high level of cooperation between authorities and citizens is a core enabler of data-based governance. But the right strategy makes it possible for a government to leapfrog from a first-generation information portal to a fourth-generation personalized public services.

Level 1

Each state authority approaches digital services independently. The *first generation* is simply an information portal describing how the government works and what departments and services exist. The value: a citizen knows where to get a service.

Level 2

A whole-of-government approach simplifies service discovery and accessibility. The *second generation* is aware of the user and provides relevant, contextual information, as well as the ability to subscribe to information. Links to emerging digital services allow online transactions. However, the portal's value is still mainly confined to forwarding a user to the actual service provider.

Level 4

Services are personalized to citizens' needs. The *fourth generation* further simplifies the user experience. Concepts such as proactive- and life-event services allow further improvement in ease of use and efficiency of services. This generation is channel agnostic, providing high-quality service regardless of a user's device. An AI conversational agent layer extracts citizen needs from voice or text and guides them to services, or performs request-response queries directly.

Level 3

Most traditional services are replaced with end-to-end digital services. The *third generation* transitions the service from information portal to digital gateway. The focus is getting things completed online without visiting a government office. It's a one-stop shop in the digital government era. But, this service portal is still organized based on government functions, and it does not have the complexity to recognize and address individual citizen needs.

Key considerations for personalized-approach strategies

Complete realization of Personal Government goals requires both adoption of emerging technology and reorganization of a government's work methods as they pertain to service provision and inter-institutional cooperation.

These are the essential capabilities for meeting goals:

- Ability to create trust in personalized services by providing data ownership, control, and transparency to the citizen.
- Citizens must be presented with opportunities and obligations, not services and authorities. Through platform services, a government opens the market for offering value-added public services.
- Wide application of AI to provide human-centric and efficient public services.
- Continuous renewal of services to ensure efficiency, effectiveness, and public approval.

These capabilities are technologically possible or within reach of near-term development.

Get in touch!

Get in touch if you'd like to learn more or have a conversation govtech@nortal.com