Government 5.0: Journey towards the ultimate beneficiary satisfaction

Table of contents

Introduction

1

Governments around the world are leveraging technology to foster global connectivity[1], bridge the digital divide and create knowledge-based societies. The core of **citizen-centric** governance lies in a robust **digital transformation** that has been reshaping governmental functions since the early 2000s[2].

This evolution has progressed from Government 1.0's digitisation of services to Government 3.0's[3] adoption of advanced technologies for improved service delivery. In Government 4.0, the focus shifts to whole-of-government alignment, enabling citizens to interact seamlessly with various departments through a unified platform.

Recognising that citizen interactions typically revolve around life events, **Government 5.0** introduces a "**whole-of-life**"[4]delivery model, **placing beneficiaries at the core of service design**. The emphasis now is on structuring digital offerings around life events in a seamless and predictive manner, ensuring beneficiaries are satisfied with their digital experiences. This marks a significant shift towards genuine citizen-centric governance. "**Government 5.0: The journey towards ultimate beneficiary satisfaction**" explores the concepts of beneficiary satisfaction across all interactions with smart governments and the various methods to measure it.

Saudi Arabia, for example, has meticulously formulated its **digital government strategy**, aligning it with the ambitious Saudi Vision 2030[5]. The primary aim is to deliver government services of the highest standard, ensuring they are both effective and efficient in addressing the diverse **needs of citizens**. A key **strategic objective** revolves around attaining **exceptional public satisfaction** and enhancing overall quality of life through the implementation of cutting-edge digital government services[6].

Central to this strategy is the adoption of the **Beneficiary Centricity Principle** by the Saudi Digital Government Authority[7]. This principle underscores a dedicated focus on understanding and addressing the **needs, requirements and aspirations** of **beneficiaries** during the design and implementation of digital government services. Through this approach, Saudi Arabia aims to elevate the user experience, promoting a **beneficiary-centric approach** that reflects a profound commitment to enhancing the **well-being** and **satisfaction** of its citizens[8].

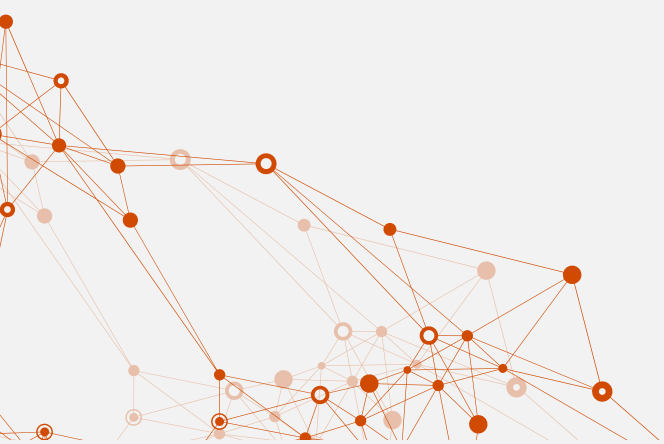
As part of its strategy for government services, the **UAE** is also committed to delivering advanced and efficient government services to its people. To achieve this goal, the country has introduced a **Charter for Future Services**, outlining key principles for service design and delivery. A pivotal **principle** emphasises the customisation of services to meet **human needs**, **requirements** and **preferences**, with an emphasis on incorporating customer feedback into the design process.

To further strengthen client services, the UAE has initiated the **Emirates Programme for Excellence in Government Services.**

The Government Service Development Guide 2.0, a product of this programme, places a significant **focus** on **human-centricity**. The strategies outlined within the guide include a deep **understanding of users, fostering empathy**, **designing services** from the **user's perspective**, and prioritising service quality assurance and prototyping[9]. These approaches collectively contribute to a holistic framework centred around meeting the unique **needs** and **expectations** of the service **beneficiaries**.

Like Saudi Arabia and the UAE, the **Qatar Digital Government Vision**[10] places a strong emphasis on prioritising **beneficiary interests across** all aspects of government decisions, operations and services. A key goal is to transform government service delivery to align with **beneficiary needs and engagement**. This vision is materialised through the **Digital Government Services 2.0** programme, which aims to provide **personalised, seamless** and **anticipatory interactions** with **beneficiaries** via an omni-channel central government portal. The integration of service bundles is poised to revolutionise beneficiary engagement, particularly focusing on **key moments of life**.

Despite the comprehensive digital government strategies in the region, all designed to enhance beneficiary satisfaction and improve the quality of government services, **significant challenges remain**. One major hurdles is the **difficulty** in **defining** a comprehensive **beneficiary satisfaction management model**. Measuring satisfaction through ad hoc methods fail to deliver the consistent and reliable data needed to fully understand beneficiary needs and experiences. This fragmented approach hinders governments' ability to identify specific pain points and areas for improvement, ultimately stalling the evolution of digital services. Without a structured model, efforts to create personalised, seamless and efficient services that align with beneficiary needs are compromised, weakening the overall effectiveness of digital transformation initiatives.



The goal?

Satisfied Beneficiary

How does one define and measure beneficiary satisfaction?

In this report, we explore the concepts of beneficiary satisfaction across all interactions with smart governments and the various methods to measure it.

Beneficiary satisfaction explained

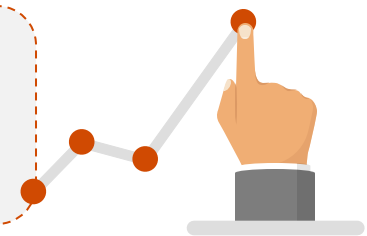
2

Beneficiary satisfaction transcends mere service provision; it encapsulates **citizens' fulfillment** and **contentment** with the services offered by government agencies. Achieving this requires creating a deep human connection, instilling trust and fostering a sense of belonging within the community.

Shifting from service providers to facilitators of happiness and fulfillment requires placing **citizens' needs** and **digital experiences** at the core of service delivery. In the contemporary digital era, citizens anticipate seamless and convenient services akin to private sector experiences, prompting governments to prioritise beneficiary satisfaction.

Unfortunately, there has been a global decline in satisfaction towards public institutions among beneficiaries, underscoring the heightened importance of meeting and exceeding expectations in service delivery.

By focusing on increasing beneficiary satisfaction, government agencies can reap significant benefits



A positive perception of the government agency can help to build trust and establish a sense of legitimacy. Consequently, as satisfaction with the services they receive increases, beneficiaries are more likely to utilise additional digital government services, leading to an increase in the uptake of digital services. This allows governments to deliver quality services in the future.

Simply put, beneficiary satisfaction is more than just a metric – it's a crucial aspect of the relationship between government agencies and their citizens; one that should be at the centre of their service strategy[11].

But how is beneficiary satisfaction defined?

Key challenges in defining beneficiary satisfaction

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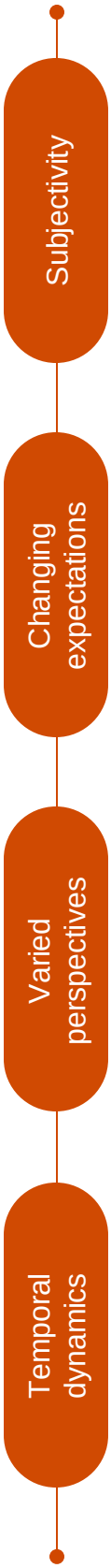
Defining beneficiary satisfaction faces several challenges due to the complexity and subjective nature of the concept:



Satisfaction is subjective, varying by person. It's challenging to create a universal definition as what satisfies one may not satisfy another.

Beneficiary expectations evolve over time, influenced by various factors such as trends, experiences and market dynamics. Defining satisfaction becomes challenging as it requires keeping pace with changing beneficiary expectations.

Stakeholders may have diverse expectations and criteria for satisfaction, making it difficult to create a comprehensive definition that satisfies all parties involved.

Beneficiary satisfaction is not static; it changes over time. What satisfies beneficiaries today may not be sufficient tomorrow. Defining satisfaction involves accounting for temporal dynamics and ensuring that it remains relevant.

Navigating challenges in context, touchpoints, and intangibles for effective measurement:

Context dependence

The context in which satisfaction is measured matters. A person may be satisfied with a specific aspect of a service but dissatisfied with another, making it challenging to provide an all-encompassing definition.

Interconnected touchpoints

Beneficiaries interact with digital government services through multiple touchpoints. Defining satisfaction becomes complex as it involves understanding the interconnectedness of these touchpoints and their collective impact on the overall experience.

Difficulty in quantification

While satisfaction is a qualitative concept, attempts to quantify it for research or analysis purposes may oversimplify its multifaceted nature, leading to challenges in measurement and comparison.

intangible aspects

Some aspects of satisfaction, such as emotional well-being or psychological fulfillment, are intangible and challenging to articulate or measure accurately.

Lack of consensus

There may not be unanimous agreement on what constitutes satisfaction, especially in complex fields like customer experience.

Satisfaction journey

Defining and unraveling key elements

4

The four phases that make up a beneficiary's satisfaction journey:

From the government agency's perspective, beneficiary satisfaction is a journey that can be broken down into defined and measurable phases. This allows agencies to measure beneficiaries' digital experiences at each step of the process, identify areas for improvement and develop targeted strategies.

Beneficiary satisfaction is a journey, not just a destination, encompassing all interactions with a government agency. Examining touchpoints like information access, customer service helpfulness and issue resolution timeliness is crucial. Understanding these factors empowers government agencies to enhance services and create positive beneficiary digital experiences.

- Anticipate
- Seek
- Use
- Reflect

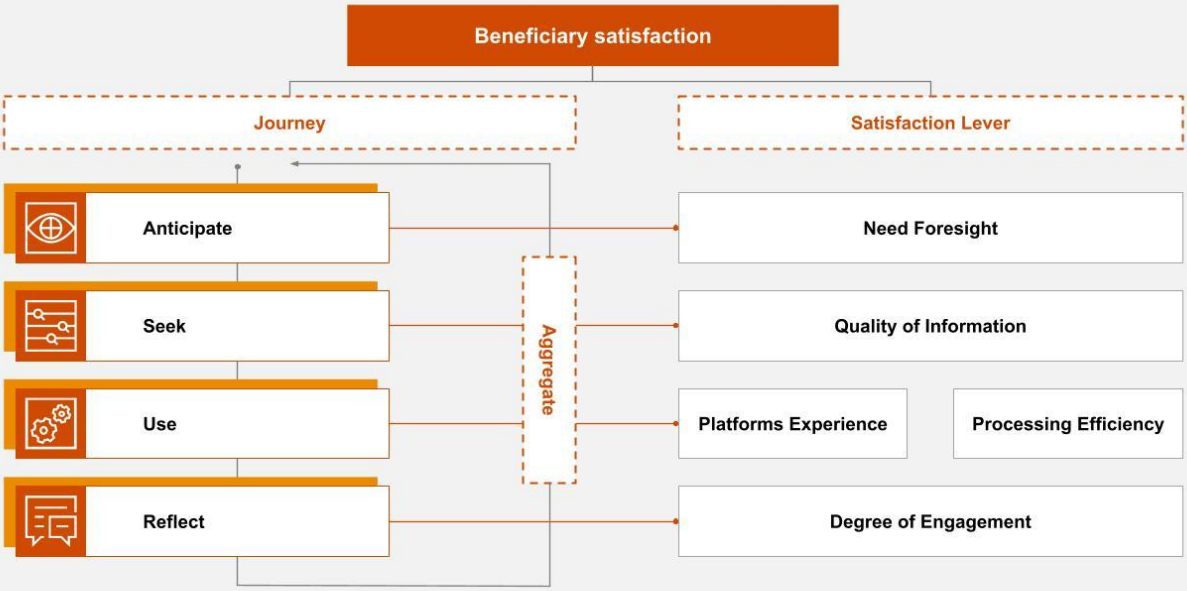


Figure 1: Model of the beneficiary satisfaction journey

A comprehensive satisfaction journey can typically be modeled into **four phases:**

- **Anticipate**: Service-providing agencies proactively recognise the needs of their beneficiaries and respond by creating valuable, effective and innovative services.
- **Seek**: Beneficiaries actively search for information about a service, including where to find it and how to use it.
- **Use**: Beneficiaries engage with a specific service on a shared platform.
- **Reflect**: Beneficiaries offer feedback on their digital experience with the service and express their satisfaction with the overall process.

Beneficiary satisfaction develops through each phase, expressed in the "Reflect" stage. Satisfaction consists of common components known as **satisfaction areas**, which break down into **satisfaction factors** that can enhance service offerings. To assess satisfaction, each factor has **measurement considerations**, offering valuable insights into service inefficiencies. Governments should **aggregate** data, often overlooked but crucial for differentiating leading agencies on the E-Government Development Index. Utilising data-driven tools and analysis helps identify trends and challenges; guiding improvements based on beneficiary feedback.

Anticipate

Government agencies must **anticipate** beneficiary needs and create valuable services before explicit requests, exemplified by e-participation platforms. When developing services, agencies should consider users' daily routines, challenges and priorities. Advanced technologies such as AI and ML can analyse beneficiary data, providing actionable insights to meet genuine needs[12].

Measuring satisfaction within the "**Anticipate"** phase revolves around **innovation and participation:**

Satisfaction Lever | Need Foresight

Measurement considerations	Satisfaction factors
• Innovation projects led by agencies aimed at increasing the functionality of services.	**Service innovation**
• Change or service enhancement based on beneficiary suggestion. • Communication with beneficiaries on changes implemented.	**Beneficiaries' suggestion consideration**
• Responsiveness to the number of beneficiary suggestions provided. • Satisfaction with attentiveness to beneficiary needs	**Perception attentiveness**

Seeking

Efficient and intuitive information access is crucial for beneficiaries **seeking** government services. Entities must share clear, accessible and reliable service information across platforms, including social media and traditional media, to cater to diverse beneficiary segments.

Measuring satisfaction within the "**Seek**" phase revolves around one satisfaction area and four **satisfaction factors:**

Satisfaction Lever | Quality of Information

Measurement considerations	Satisfaction factors
• Ease of access to information about services • Accessibility of information to cater to different beneficiary segments (e.g., non-Arabic speakers, people of determination, seniors).	**Access to information**
• Understandability of information (i.e., presence of visual content, direct and concise language).	**Clarity of information**
• Accuracy of available information about digital services (i.e., if the information is up-to-date, steps required, etc.) • Consistency of information across multiple platforms and channels.	**Reliability of information**
• Value and usefulness of information regarding finding and using services.	**Value of information**

Use

In the satisfaction journey, after seeking information, beneficiaries consume services through shared platforms. Government agencies should ensure platforms are accessible, user-friendly and trustworthy. To enhance satisfaction, services should undergo continuous improvement for efficient and accurate processing.

Measuring satisfaction within the "**Use**" phase revolves around two satisfaction areas and **six satisfaction factors:**

Measurement considerations	Satisfaction factors
• Ease of using the service on the platform (i.e., intuitiveness, availability of guides, number of clicks, design).	**Ease of use of the platform**
• Availability of the platform to complete the service (i.e., session timeout, technical issues).	**Availability of the platform**
• Beneficiary trust in the platform (i.e., its features and content).	**Perception of trust of the platform**
• The efficiency of the service/transaction processing (i.e., speediness, integration of the entire process in one platform).	**Fulfillment efficiency**
• Accuracy of the service/transaction processing.	**Fulfillment accuracy**
• Beneficiary trust in the process behind the service.	**Perception of trust in processing**

Reflect

After using a service, beneficiaries should be able to conveniently offer feedback to enhance user-centric services. Government agencies should ensure accessible feedback channels, upskill staff and analyse feedback for service improvements, making the "Reflect" phase valuable data for the "**Anticipate**" phase.

Measuring satisfaction within the "**Reflect**" phase revolves around one satisfaction area and **five satisfaction factors:**

Satisfaction Lever | Degree of Engagement

Measurement considerations	Satisfaction factors
• Availability of feedback and complaint channels on portals for beneficiaries to use.	**Availability of feedback channels**
• Skill level of customer service workforce in collecting feedback and complaints (i.e., communication and technical skills).	**Capability of beneficiary-facing staff**
• Response time to complaints and feedback submitted by beneficiaries.	**Feedback response time**
• Entity's responsiveness in applying the received feedback and complaints to enhance services.	**Use of feedback and complaints**
• Beneficiary trust in functionality of the feedback mechanism (i.e., proper collection, feedback management and application).	**Perception of trust in feedback mechanism**

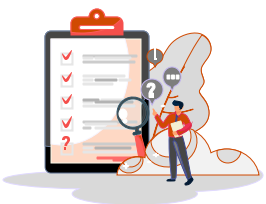
Quantifying satisfaction performance

5

Four ways to collect beneficiary satisfaction data

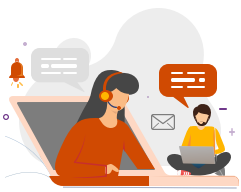
Success in improving beneficiary satisfaction begins with understanding and quantifying the current landscape. Leading smart governments use common scoring mechanisms and effective feedback channels to assess satisfaction levels, summarising feedback from various interactions with beneficiaries.

Government agencies should use several methods to gather data on beneficiary satisfaction. Although no one-size-fits-all approach exists, many service providers would benefit from using four main approaches. A layer of advanced analytical tools can complement each approach.



Surveys

- Collect qualitative and quantitative feedback.
- Conducted on portals upon service completion.
- Shared through email, SMS or post.
- Data used for AI-driven sentiment analysis.



Live chats & chatbots

- Transcripts provide direct and indirect feedback.
- Surveys integrated with live chats or chatbots.
- Machine Learning (ML) and Natural Language Processing (NLP) for sentiment analysis.
- Third-party solutions like Dashbot.io for chatbot analytics[13].

Social media

- Analyse engagement on organisational accounts.
- Track quantitative data (profile visits, trending posts) on a dashboard.
- Integrate sentiment analysis to assess customer sentiments.
- Tools like Monkey Learn offer sentiment analysis through SaaS solutions[14].

Web analytics

- Collects information about website visitors.
- Enhanced with emerging technologies and analytics software.
- Gather data on unique visitors, bounce rate and other metrics.
- Transitioning to third-party AI-driven analytics solutions for seamless integration[15].

Understanding the satisfaction journey, collecting data and quantifying performance will enable government agencies to create their own definition of satisfaction. However, this is merely the first step toward increasing their citizens' and beneficiaries' satisfaction with digital services.

The role of AI and data analytics in elevating beneficiary satisfaction in digital governments

AI and data analytics are powerful tools that can help in understanding and enhancing beneficiary satisfaction.

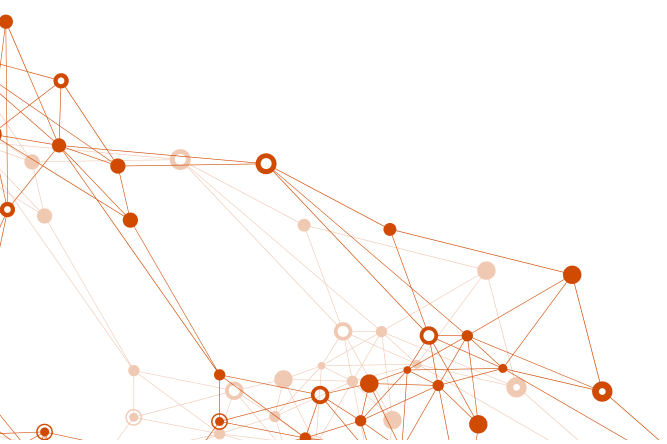
By using s**entiment analysis**, these technologies can sift through large amounts of citizen feedback from various digital platforms like social media and online surveys. This provides government agencies with a detailed understanding of public sentiment.

Personalisation becomes achievable as AI analyses citizens' digital interactions and preferences, enabling governments to customise their services and communication as per their needs.

The use of **predictive analytics** helps in anticipating citizen needs, ensuring proactive and efficient service delivery. **Automation**, driven by AI, streamlines citizen interactions through chatbots and virtual assistants, offering real-time assistance and information.

Additionally, **data analytics** helps map the digital citizen journey, identifying pain points and areas for improvement in online services.

This integration of AI and data analytics not only allows digital governments to measure beneficiary satisfaction accurately but also empowers them to continuously refine digital services, making government-citizen interactions more seamless, responsive and citizen-centric.



Conclusion

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For a **citizen-centered government**, these **areas** are of utmost importance:

A common definition across digital government is key

Establishing a clear and common definition of beneficiary satisfaction across government agencies is crucial for effective service delivery and program evaluation. A standardised understanding of beneficiary satisfaction enables agencies to consistently measure, compare, and improve their performance in meeting the needs of those they serve.

By adopting a unified approach, government bodies can better align their efforts, share best practices, and make data-driven decisions to enhance public services. Moreover, a common definition facilitates more accurate cross-agency comparisons and benchmarking, leading to improved accountability and transparency in government operations. Ultimately, a shared conceptualisation of beneficiary satisfaction empowers agencies to be more responsive to stakeholder needs, building trust and engagement between the government and its citizens

It’s a continuous cycle of improvement

Building on the importance of having a clear and common definition of beneficiary satisfaction, it is crucial to leverage digital tools and platforms for continuous data collection and feedback from beneficiaries. These technologies enable organisations to gather real-time insights, track trends over time and respond swiftly to emerging needs or concerns.

By implementing digital surveys, mobile apps or SMS-based feedback systems, agencies can create a constant stream of data that informs decision-making and service improvements. This ongoing feedback loop allows for agile adjustments to programs and services, ensuring they remain relevant and effective. The data collected through these digital channels can be analysed using advanced analytics tools, providing deeper insights into beneficiary experiences and needs. Ultimately, by integrating this continuous feedback into future service improvement plans, governments can foster a culture of responsiveness and innovation, leading to more impactful and user-centered programmes that truly meet the evolving needs of their beneficiaries.

Resources and contacts

7

Resources

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