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FOREWORD
BY THE PRINCIPAL PERMANENT SECRETARY

By the end of the two years covered by this strategy, essential and important services will be accessible from any place on a 24x7 basis. Every strategy that we adopt within the public service must have one aim: a high quality service that is available at all times. Quality is not merely that word which has long been uttered and welcomed by some with a smile—rather quality is that which is founded on four separate pillars: the voice of those receiving the service; the design of the policies which are aimed at fulfilling the aspirations of those who receive the service; the service package itself; and accountability, the precepts of which must always be fully held to, regardless of any truncated processes or corner-cutting. As a matter of fact, what we are doing will increase transparency. Indeed, technology increases transparency while offering opportunities.

A 24x7 countrywide accessible service creates challenges which we must look at as opportunities. The challenge consists in that we must give a new guise to the services offered by the departments. One cannot have a continuous service while at the same time have static and traditional departments which are not flexible enough to keep up with the demands that the new levels of accessibility, that we will be offering as from next March, will create. Are these challenges of change? These are definitely opportunities for renewal: opportunities by which the renewal that we are implementing creates a new balance to departments and to employees.

If we do not seize these opportunities, we would only be building a façade. We do not want to build just façades.
There are also administrative challenges which we must meet. This is another opportunity to move from data storage to data management, fulfilling another aim: that a person gives information to the government just the once. While we will be fulfilling this very strategy, which you have in your hands, we will also be preparing to climb the next step and put before us new challenging aims.

In all this we want to leave no one out. We are implementing changes for those who, for whatever reason, prefer a face-to-face service instead of staring at a monitor or a mobile phone. A few days after we inaugurate this strategy, we will also be inaugurating a second group of service hubs within the community: the one-stop-shops. No longer will citizens have to go all the way to Valletta to access a service; instead about 250 services are being delivered to the community in an organised and facilitated way, and with a continuous effort to ensure that the service on offer is a complete one.

This is what will be evident to those who want to access a particular service. At the same time, valuable work is being carried out behind the scenes so that the volume of processes is reduced, enabling decisions to be taken quickly, close to where the work is being carried out and not somewhere so removed that there is no sense of what is involved or at stake. But on this we will talk elsewhere.

Mario Cutajar
Principal Permanent Secretary
The Mobile Government Strategy will help achieve the Mobile Government vision of access to public services 24x7 from anywhere. It builds upon the Public Service Renewal Programme, being driven by the Office of the Principal Permanent Secretary in the Prime Minister’s Office, which aims to achieve higher levels of excellence in the provision of services to citizens and businesses, particularly through the reduction of bureaucracy. It considers both the Public Administration’s processes and organisational structures as well as the tools and technologies needed to support transformation. The Digital Malta Strategy addressed this latter aspect of this programme through the Digital Government strategic pillar, one of whose goals is to make government services accessible through mobile devices.

Advances in technology have seen electronic devices become smaller and more portable, yet at the same time more powerful than the computers of only a few years ago. These days people are more likely to possess and make use of a mobile phone or tablet, for their entertainment, communicating with friends and family or searching for information, than they are to utilise a desktop computer or even a laptop.

This Strategy is intended to capitalise on the ubiquity of mobile devices in order to further the reach of Government electronic services and support the ultimate aim of achieving 24x7 public services. It proposes the establishment of a mobile channel alongside existing over-the-counter, telephone, call centre, email and eGovernment service delivery channels. Mobile Government services (mServices) are intended for consumption by citizens and businesses. There will also be a component to improve operations of the public administration by providing public officers with modern mobile-based software tools to help them provide services in the field.

The Strategy contains eleven principles that provide the foundations for the creation of new mServices. Upon these principles, the Strategy proposes four high level goals that are underpinned by 25 discrete actions. The Strategy further presents seven key performance indicators that shall help measure the success of its implementation.

The introduction of mServices shall be assessed and prioritised for implementation against a number of operational and technical criteria. This shall take place within a governing structure involving all the main stakeholders.
The vision for Mobile Government is:

ACCESS TO 24 x 7 PUBLIC SERVICES FROM ANYWHERE
The attainment of this vision will give citizens and businesses access to the public services they need, when and where they want them. As individuals’ interaction with Government increases they will be able to influence public services in the development process. The citizen will be at the centre of decision making.

01.1 Scope

The Mobile Government Strategy provides direction for the implementation of Government mobile services (mServices)\(^1\) for the use by citizens and businesses, as well as facilitating more effective delivery of public services by public officers. These services may be existing ones repackaged for mobile devices, or new ones developed especially for mobile platforms.

The Strategy supports the attainment of 24x7 public services, sitting alongside the existing eGovernment programme and traditional public service delivery channels.

\(^1\) Any Government electronic service accessible through a mobile device.
THE CASE FOR 24X7 PUBLIC SERVICES
02.1 Introduction
The eGovernment programme ushered in the notion of public services available electronically at any time through new Government web portals as well as a number of websites and social media presences of individual Ministries, departments and entities. These services reduced the need for citizens’ physical presence to receive over-the-counter service and saved time travelling to and between Government offices. Citizens also enjoyed the convenience of making electronic payments while receiving notifications via SMS and social media.

Over time eGovernment services have increased in quantity and variety to address citizen and business needs. However, there is still room for improvement. Web-based services are largely associated with and designed for personal computers and laptops. Authentication for personalised services may at times be cumbersome without a consistent mechanism commensurate with the level of security required for the data being stored or transmitted. eGovernment services may be developed as an extension of legacy systems and their supporting processes may not be streamlined or seamless, potentially still requiring forms to be physically printed, signed and sent by post.

02.2 Public Service Renewal
The Public Service Renewal Programme is driving the required change within the Public Service to enable it to adapt to new ways of working. This is intended to help Public Officers embrace innovation, such as the introduction of Mobile Government, and encourage them to be creative and resourceful when delivering new services or improvements to existing ones.

As a result of the renewal programme, citizens requiring a service from Government shall no longer be bound by standard office hours and will have information and services available on a 24x7 basis. The achievement of this ambitious objective requires numerous parallel initiatives that range from organisational restructuring and human resource training to process revision and the introduction of appropriate technologies to support and deliver the transformation. This strategy is an important initiative, to help make 24x7 public services over mobile channels a reality.
AS A RESULT OF THE PUBLIC SERVICE RENEWAL PROGRAMME, CITIZENS REQUIRING A SERVICE FROM GOVERNMENT SHALL NO LONGER BE BOUND BY STANDARD OFFICE HOURS AND WILL HAVE INFORMATION AND SERVICES AVAILABLE ON A 24X7 BASIS.
What is Mobile Government?

Public services vary in their complexity, depending on what they are intended to achieve. A service may itself be made up of any number of other sub-services provided by the same Government organisation or across different departments or entities.

Mobile Government is a multi-faceted concept. It is tempting to hastily equate mobile government to the proliferation of mobile apps and this would not be altogether incorrect. However, Mobile Government is not just about producing technologically complex apps; it is primarily about bringing public services conveniently into citizens’ hands, supported by the appropriate technologies, business processes, resources and skills.

Public Service will lead by example, by embracing and affecting the necessary changes to its processes and service delivery, exploiting modern technology. In the area of human resource management, mobile technology facilitates the dissemination of client information further within the Public Service, enabling more public officers to deliver services to the public. Opinion polls and surveys conducted via the mobile channel will make it easier for the Government to gauge public sentiment regarding possible projects, initiatives and investments, resulting in better planning and financial management.

These mechanisms will also improve policy capacity by providing the means of citizens’ involvement in administrative and political decision making. The introduction of mServices will address the need for improved information management and systems, to support the transformations envisaged by the Public Service Renewal Programme and achieve greater excellence in service delivery.

Mobile Government services are intended to complement, not replace, existing service delivery channels, such as over-the-counter, call centres and eGovernment. mServices are intended to offer the convenience of instant access, wherever one happens to be, through a mobile device. Citizens and businesses will be empowered to make informed decisions by accessing public services in an instant.

However, mServices are not a panacea and may not be suitable in all cases. Prior to the introduction of any new or revised mServices, operational and technical assessments will be carried out to see how suitable they are for implementation.

\(^2\) A smartphone or tablet computer.
MOBILE GOVERNMENT IS PRIMARILY ABOUT BRINGING PUBLIC SERVICES CONVENIENTLY INTO CITIZENS’ HANDS, SUPPORTED BY THE APPROPRIATE TECHNOLOGIES, BUSINESS PROCESSES, RESOURCES AND SKILLS.

02.4 Triggers for Mobile Government

Strategic Priorities
The Digital Malta Strategy 2014-2020 supports the objectives of the Public Service Renewal Programme. One of the goals under the Digital Government strategic pillar is to make government services accessible through mobile devices, enabling citizens and organisations to be able to transact securely through different channels, such as mobile devices, in order to achieve a more citizen and business-centric government.
THE INTRODUCTION OF MSERVICES ILLUSTRATES THE GOVERNMENT’S CONTINUOUS DRIVE TO INCREASE THE QUALITY, EFFICIENCY AND EFFECTIVENESS OF ITS PUBLIC SERVICES.
In recent years, Malta has enjoyed consistent success in its international ratings for the provision of eGovernment services, ranking 12th among 28 EU member states in the European Commission’s (EC) Digital Economy and Society Index for 2016 for the number and sophistication of its Digital Public Services. Malta also ranked 30th out of 193 United Nations (UN) member states in the eGovernment Development Index of the 2016 eGovernment Survey for the national use of information and communication technologies to deliver public services. Furthermore, Malta placed 25th in the eParticipation Index of the same survey for its use of online services to facilitate the provision of information, online public consultations and involvement of citizens in decision-making processes.

However, success is not only measured by international acknowledgement but also by the level of take-up, which indicates the services’ perceived usefulness and the public’s level of confidence, trust and willingness to engage. Statistics from the National Statistics Office (NSO) show that 55% of the population of Malta still prefer to engage with the Government through traditional means. The EC index also shows that the take-up of eGovernment services has been comparatively low – only 28% of internet users aged 16 to 74 returned filled electronic forms. According to a Public Services Online research study, conducted by MITA in 2015, one reason for this is that users over 45 years of age tend to prefer traditional channels, leaving citizens under the age of 45 to make most use of eGovernment services.

In a European context, this strategy also abides by the European Union’s eGovernment Action Plan for 2016-20203 that calls for digital public services to reduce administrative burdens on businesses and citizens by making interactions faster, more efficient, more convenient, transparent and less costly.

**Government Operations**

The introduction of mServices illustrates the Government’s continuous drive to increase the quality, efficiency and effectiveness of its public services. It requires a change in the way digital service offerings are promoted. They need to be advertised and explained to maximise their take-up.

The use of mServices will increase transparency, allowing citizens and businesses greater involvement and participation in administrative and political decision making.

Not only will citizens benefit from greater convenience, but the Public Administration’s operational costs will be reduced and public officers will have more time to focus on value-adding activities. Customer satisfaction and the image of Public Services should improve concurrently.

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3 The Action Plan emerged from the 2015 Digital Single Market Strategy, which is one of the pillars of the Digital Agenda for Europe, in itself one of the initiatives of the Europe 2020 strategy.
Technical Aspects
An ever-growing number of citizens, across different age groups, now own or have access to at least one mobile device. While, at a household level, all Maltese households are covered by fixed broadband (European Commission 2016 statistics), it can be derived from recent Malta Communications Authority figures for 2015 that the number of mobile subscriptions (and therefore potential points of access for mServices) in Malta is almost three and a half times (about 340%) that of active fixed broadband connections per capita. However, not all mobile phones are smartphones.

Mobile vs Fixed Broadband

Other local statistics for 2015 reveal the level of prevalence of smartphones.

Ownership of mobile phones

*All figures and text in italics indicate conclusions derived from the official statistics.*
From an internet usage point of view, statistics for 2015 from the NSO show that a significant level of internet users access the internet from their mobile phones when away from home or work.

These figures indicate great potential for the Government to reach larger audiences by offering its services on mobile devices. The functionality that mobile devices make possible has raised people’s expectations regarding the number and variety of services at their disposal as well as the immediacy of these services’ response. This expectation is higher among the younger, so-called digital native and millennial generations.

Mobile devices are almost always switched on and provide the possibility of more location-based and location-aware services. This is especially relevant in emergency situations.

The Government intends to take advantage of the proliferation of mobile devices by extending its service offering and improving service usability and convenience. The aim is to increase take-up and reach more diverse audiences. The provision of mServices will act as a catalyst for the Government’s vision of 24x7 public services, putting electronic public services directly into the hands of a greater number and wider range of citizens and businesses.
PRINCIPLES
The Mobile Government vision rests upon the following principles.

Enabling mobility

It shall be possible for public services to be consumed anytime, anywhere and through multiple channels. This does away with the need for the citizen to be physically present in a Government office and dependency on the presence of a public officer.

Service channels

When creating new, or updating existing, public services, appropriate criteria shall be applied to assess whether these are to be developed for mobile first, only or not now. Mobile first means that an mService is developed primarily for the mobile channel and subsequently for other channels.

Citizen-centricity

mServices shall be developed through consultations and involvement of citizens, businesses and the Public Administration throughout their lifecycle. Selected representatives of an mService’s intended audience will be invited to make use of early versions of proposed technology to ensure they function effectively and meet user needs.

Simplification

mServices shall be accompanied by the streamlining and simplification of processes. This will increase convenience and ease of use of public services, making it possible for them to be consumed on demand and with the least possible delay.
Personalisation

mService users will be given a degree of control over the data being held about them by the Government. This will include who has access to it (including proxies) and how it is shared, taking into consideration the sensitivity of the data or service.

User experience

Services are to be developed as a seamless omnichannel customer experience. The user experience shall be consistent with that of other channels, such as eGovernment, and not be any less useful or up to date. This means that mServices shall be minimalist, with a clean, simple and intuitive interface, performing no more or less than those features that are required.

Collaboration

The Public Administration shall strive to improve collaboration between its departments and entities in order to make these boundaries transparent to citizens and businesses. Government departments and entities shall seek to share data and aim for a once-only request to avoid repeated collection of the same information from citizens and businesses.

Agility and timeliness

mServices will be introduced in an agile manner. Agility implies a fast and flexible response to quickly evolving circumstances through iterative delivery within fixed time frames. Agility needs to be displayed in the acquisition of the software, the sourcing of the required supporting infrastructure, as well as in any realignment of underlying business processes, organisational structures and engagement or training of skilled resources. mServices will aim to be made available to citizens and businesses in a timely manner, in order to avoid delays that might cause an app’s deployment to miss a window of opportunity to be of maximum value.
THE INTRODUCTION OF MSERVICES SHALL BE ACCOMPANIED BY THE STREAMLINING AND SIMPLIFICATION OF PROCESSES IN ORDER TO REDUCE BUREAUCRACY.
Accessibility

mServices shall be easy to discover and accessible. The need for accessibility is not only related to disability, but includes the removal of any barrier, including the possible barrier of language. Increasing accessibility helps to reduce the digital divide.

Awareness and training

It should be easy and simple for citizens to discover the existence and location of mServices. There will be publicity campaigns and online training to guide and assist people.

Trust

mServices must deliver greater value and convenience in order to elicit people’s trust and garner increased take-up. Appropriate security measures are to be applied to the information both stored and transmitted as a result of an mService, in line with privacy and other applicable legislation.

There will also be consideration that mServices are accessed through intermediaries, delegates or proxies.
04 MOBILE GOVERNMENT MODEL
The Government’s aim is to provide citizens and businesses with 24×7 public services. The Public Service Renewal Programme is overseeing the execution of initiatives that will lead to this, and this model is presented within this context.

For many years, services were only provided to the public via traditional channels, typically over the counter, requiring citizens’ physical presence at multiple Government offices, resulting in much time wastage.

The introduction of eGovernment had a positive effect on the way the Public Administration organised its internal processes as well as on the nature and quality of services offered to citizens and businesses. The availability and proliferation of mobile devices facilitates the extension of eGovernment through the introduction of complementary mServices that will help attain the Mobile Government vision (Figure 4: The Mobile Government Model). These new services will be assessed with respect to their business and technical readiness for introduction and implementation.

mServices may be introduced in various Government sectors and be grouped into four categories that portray the breadth of possible application of Mobile Government.
<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>mCommunications</td>
<td>Enhanced two-way communication of Government with citizens and businesses, including notifications.</td>
</tr>
<tr>
<td>mTransactions</td>
<td>Transactional services, including electronic payments from mobile devices, which may require user identification.</td>
</tr>
<tr>
<td>mDemocracy</td>
<td>Increased citizen participation in political decision making.</td>
</tr>
<tr>
<td>mAdministration</td>
<td>Tools to increase mobility of public officers and improve provision of personalised public services on location.</td>
</tr>
</tbody>
</table>

These categories enable the two main focuses of Mobile Government: empowering citizens and businesses through the availability of mServices and facilitating Public Administration mobility for more agile and flexible provision of services.

The model will also dovetail with a separate progression of public services, the once-only provision of information by citizens and businesses. It will facilitate the principle that Government entities and information systems share between them information that has already been submitted by citizens, subject to the citizens’ consent being given.
THE NEXT STEP IN THE PROGRESSION OF PUBLIC SERVICES IS THE ONCE-ONLY PROVISION OF INFORMATION BY CITIZENS AND BUSINESSES.
Figure 4
The Mobile Government Model
05
GOALS
The goals of the Mobile Government Strategy are to:

01. Empower citizens through placing appropriate public services at their disposal on mobile devices. This will enable them to interact securely with Government on a 24x7 basis, anywhere, faster and with greater convenience.

02. Enable mobility within the public administration through the introduction of mServices that are to be used by public officers in the execution of their duties, allowing them to provide more flexible and personalised services to citizens when and where needed.
03. Achieve increased take-up of electronic public services by ensuring their relevance to the needs of citizens and businesses. This will not only result in greater client satisfaction but serve to continue to establish Malta as a leader and centre of excellence in the provision of electronic public services.

04. Facilitate greater availability of Public Sector Information, allowing it to be used, in principle, beyond the initial purpose of its collection, for commercial and non-commercial purposes as regulated by the European Union’s PSI Directive (Directive 2013/37/EU).
PRIORITISING 24X7 PUBLIC SERVICES
06.1 The Approach

The implementation of mServices shall be prioritised by the departments or entities in the Public Administration that own the relevant mServices, together with Servizz.gov, the central entity entrusted with the implementation of the Mobile Government Strategy.

Different services may be delivered through different channels. This prioritisation process shall start by considering whether or not the service being proposed:

- Is linked to government priorities, the Public Service Renewal Programme, or Digital Malta Strategy.
- Would add value if made available on a 24x7 basis and implemented on the mobile channel (see suitability matrix in figure 5).

This latter perspective may be achieved by conducting a poll or public consultation in order to gauge the public’s reaction and to take on board suggestions. This in itself would be an example of mDemocracy in action.
Each of the proposed mServices shall then be assessed against a number of decision and implementation criteria.

Proposals for new mServices will be mapped onto a prioritisation matrix (see figure 6). This will guide decisions relating to the order in which they are to be implemented. It will also highlight services registering low operational and/or technical readiness that, therefore, need improvement.

**06.2 Government Operations Readiness Criteria**

In order to introduce a specific mService, the Government organisation’s overall readiness will be assessed by considering a number of operational criteria.

**Leadership**

- Clear vision of what needs to be achieved.
- Mandate to implement the necessary business and technological changes.
Uniqueness of service

• Any dependency on other Government organisations to deliver a complete, seamless service.
• Any overlap with another Government entity’s business or service.
• Any similar (and possibly better) service already provided by a Government entity or private organisation.

Organisational preparedness

• Any change required to organisational structures.
• Capacity to implement.
• Presence of adequate human resources.

Process readiness

• Extent to which processes need to be revisited.

Functionality

• Specific and clear requirements.
• Relevance and suitability of functionality.

Legislation

• Any additional legislative requirements to facilitate the transformation.

Budget

• Availability of finance over the required number of years.

Audience Readiness

• Assessment of the level of readiness of the targeted audience.
• Appropriateness of service delivery medium.
• Assessment of the possibility of a segment of society feeling discriminated or excluded.
06.3 Technical Readiness Criteria

In order to ensure that mServices are developed, implemented and supported to the required quality, mService development teams shall be assisted by means of technical guidelines on the various aspects that must be taken into consideration before, during and after.

The guidelines cover the choice of deployment model that determines some of the capabilities of the intended mService and the skills required for its development and also implies certain dependencies, such as requirements, constraints and time frames related to applicable app stores.

Other criteria include a well defined scope for the mService’s functionality and for it to be able to cater for both online and offline operation. mServices are to provide the required level of security that is commensurate with the sensitivity of the information being stored or transmitted. This shall be achieved by employing levels of authentication that are adequate for the transaction in hand, potentially making use of authentication mechanisms from commercially available identity providers.

The deployment of mServices shall require a reassessment of the underlying infrastructure that underpins them. For availability and security reasons, namely those of confidentiality and integrity, the necessary attention shall be given to storing, transmitting and sharing information on cloud services.

Additionally, the technical guidelines shall address the areas of aesthetics, style and branding to ensure a simple and intuitive interface that facilitates easy discovery of information or completion of a transaction with a minimum of user intervention. The interface design shall include attention to language and accessibility elements.

The guidelines also deal with legal obligations such as ensuring requests for the required permission for access to device functionality or to data residing on a device.
ACTION PLAN
The Mobile Government vision will be achieved through several actions, after having addressed implementation considerations.

07.1 Implementation Considerations

Establishing Ownership
Every mService should have an owner responsible for creating, maintaining and withdrawing the mService as required.

The owner will promote the vision behind the service and have the authority to engage stakeholders and achieve collaboration across departments.

Reusing Public Sector Information
Data that is already within government should be reused rather than requested again from the citizen or business. This includes:

- Sharing of data across the public administration (once-only principle).
- Making public data available to citizens and businesses with the aim of encouraging private sector innovation and increasing economic growth.

Interacting with Citizens and Businesses
mServices shall necessitate interaction with users by:

- Requiring acceptance of the terms of use.
- Requiring authentication.
- Eliciting constructive feedback.

Encouraging take-up
Government organisations should motivate citizens to choose mServices over other channels by:

- Making services simple and friendly to use.
- Making it easy for citizens to request and receive assistance.
07.2 Generic Actions

1. Create a central hub. A MITA technical team will assist the Servizz.gov governance team by:
   - Ensuring alignment of mServices to any technical requirements.
   - Conducting quality assurance before publishing mServices on app stores.
   - Designing, developing, implementing and supporting the portal from where all Government mServices may be accessed.

2. Implement a two-tier identity management platform that makes use of an authentication mechanism that is commensurate with the sensitivity of the data being stored or transmitted. This mechanism will be simple to use, while at the same time, ensuring citizen confidence.

3. Trigger periodic re-engineering of organisational structures, roles and business processes in the Public Administration throughout the life of the mService, using a multi-disciplinary team made up of business experts, public officers, technologists and representatives of citizens and businesses in order to:
   - Remove redundant processes or sub-processes.
   - Streamline similar processes that already exist in the same department or elsewhere.
   - Remove unnecessary dependencies and/or delays.
   - Assist through the use of appropriate technology.
   - Aggregate related touchpoints\(^5\) in order to avoid citizens having to access different mServices from different Government entities to perform a continuous series of tasks.

4. Establish focus-groups, to be involved in the inception, design, development, testing and launch of mServices.

5. Implement training programmes for both citizens and public officers to increase knowledge (both technical and business) relating to the development and use of mServices.
   - The general public may require training in the use of mServices.
   - Public officers may require training in dealing with customers and in the relevant mServices, including those aspects of the services that require collaboration with other departments or entities.
   - Training programmes may be set up with the relevant educational institutions (including University, MCAST, eSkills Foundation) and private training providers.

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\(^5\) Any point of contact or interaction, through whatever means or channel, at which a business and its customers engage to exchange information, provide a service or perform a transaction.
6. Launch awareness campaigns to bring new and existing mServices to the attention of the public and encourage the take-up of mServices by citizens and businesses.

7. Provide public officers with appropriate tools such as mobile device, data plans, access to data and training so as to be in the best position to provide services digitally through mServices.

8. Create incentives for the private sector, especially SMEs and start-ups, to participate in the creation of innovative mServices. This should apply especially to those that make use of public sector information. By doing this the Public Service will be capitalising on the agility, entrepreneurship and existing skills of the private sector and jointly contributing towards increased economic activity.

9. Establish monitoring and evaluation mechanisms that allow citizens to provide feedback and rating as a means to assess the performance of public services in general and mServices in particular.

07.3 mCommunications

1. Make all government websites fully accessible through mobile devices.

2. Provide a Government notifications facility, including acknowledgements and confirmation of appointments.

3. Provide a live chat service to facilitate real time two-way communication between citizens and public officers within different mServices.

4. Consolidate and strengthen mobile public services through use of social media.

5. Provide mechanisms for reporting different incidents to the appropriate public authorities.

6. Establish the automation of workflows and submission of government forms through mobile devices.
07.4 mTransactions
1. Provide mobile payment facilities where appropriate, and look into the use of near field communication.
2. Make personal data, held by the Public Administration, accessible for viewing and updating by the respective citizens and businesses.
3. Investigate the possibility of utilising sensor-based and internet of things (IoT) concepts for the delivery of new mServices.

07.5 mDemocracy
1. Implement mobile device-based feedback channels, for suggestions, investigation and improvements.
2. Pilot mPetitions and mConsultation.
3. Explore an mBudgeting service for citizens to offer their ideas on which mServices should be considered for investment, helping to prioritise investments.

07.6 mAdministration
1. Make mobility arrangements (equipment and associated mobile plans) available for use by public officers.
2. Manage terminal interaction for government mobile devices to protect the network they are connected to.
3. Implement mServices for public officers who work on site to reduce their need for travel and to assist them in providing more personalised services.
4. Make cloud storage available to public officers in order to facilitate mobility.
07.7 **Milestones**

Based on the models presented, the Government has decided on the following milestones for the relevant mServices:

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Initial Launch</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 2016</td>
<td>Soft launch of a number of mServices for interested stakeholders to provide feedback. These mServices support a set of improved business processes and are primarily focused on the mCommunications category.</td>
</tr>
<tr>
<td>March 2017</td>
<td>Official launch of these mServices for use by citizens and businesses.</td>
</tr>
</tbody>
</table>

These mServices fall mostly under the following business sectors:

- Culture & Leisure
- Education, Science & Technology
- Environment, Energy, Agriculture & Fisheries
- Economy, Business & Trade
- Police, Justice & Defence
- Social Welfare, Equality & Social Inclusion
- Tax & Finance
Phase 2 Second Launch

December 2017
Soft launch of a new set of improved business processes that place greater emphasis on the introduction of mServices in the mTransactions category.

March 2018
Official launch of the new set of mServices.

These mServices fall mostly under the following business sectors:

- Environment, Energy, Agriculture & Fisheries
- Culture & Leisure
- Work & Employment Services
- Economy, Business & Trade
- Tax & Finance

Phase 3 Third Launch

December 2018
Delivery of the final set of mServices covered by this Strategy that address the mDemocracy and mAdministration categories to a greater degree.

Launch of a new strategy.
KEY PERFORMANCE INDICATORS
To ensure the successful implementation of the strategy, mServices will be subject to post-implementation review to analyse take-up.

The following are a number of criteria against which the successful implementation of the strategy shall be measured. Analytics help the Public Administration better understand its users, their actions and expectations, and adapt the mService and its underlying business process to continuously improve.

These key performance indicators (KPIs) are based upon international norms in this sector and reflect the outcome of the consultation exercise.

<table>
<thead>
<tr>
<th>KPI</th>
<th>Measure</th>
<th>Means of assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>24x7 service from anywhere</td>
<td>An assessment of whether or not the mService is achieving the fundamental requirement of providing a 24x7 service from anywhere.</td>
<td>Business assessment</td>
</tr>
<tr>
<td>Takeup</td>
<td>The number of transactions affected through mServices, which may be worked out as a percentage of the total number of transactions carried out over various channels for a period. The transactions carried out through mServices may be differentiated between public use and those used by public officers in the execution of their duties.</td>
<td>User feedback</td>
</tr>
<tr>
<td>Trust</td>
<td>An assessment of the confidence and trust gained by citizens in the mService. This may be determined through surveys or other means of user feedback but may also be, in part, a function of takeup.</td>
<td>User feedback</td>
</tr>
<tr>
<td>Perceived usefulness</td>
<td>An assessment of how useful individuals consider the mService to be. This may be determined through surveys or other means of user feedback.</td>
<td>User feedback</td>
</tr>
<tr>
<td>KPI</td>
<td>Measure</td>
<td>Means of assessment</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>--------------------------------------------------------------------------------------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td>Perceived ease of use</td>
<td>An assessment of how easy individuals consider the mService to be. This may be determined through surveys or other means of user feedback.</td>
<td>User feedback</td>
</tr>
<tr>
<td>Number of touchpoints addressed by the mService</td>
<td>The number of instances at which citizens or businesses engage with the Public Administration, possibly across multiple departments or entities.</td>
<td>Business process redesign exercise</td>
</tr>
<tr>
<td>Use of available public sector information</td>
<td>The amount of pre-populated information, originating from an officially recognised source within the Public Administration.</td>
<td>Design documentation</td>
</tr>
</tbody>
</table>
The KPIs listed previously are seen to be interrelated as shown in the following diagram:

![Diagram showing interrelations between Key Performance Indicators]

Figure 7
Interrelations between Key Performance Indicators