Transcending e-Government: a Case of Mobile Government in Beijing

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Towards a Mobile Society

- Convergence, Ubiquitous Computing
- Mobilization of Interaction, challenge of an “always-on” society
Understanding Mobility

- Micro, Remote and Local Mobility
- Local, Regional and Global Mobility
- Wandering, Traveling and visiting

Kristofferson and Ljungberg, 2000
Mobility Beyond the Obvious

Mobilization of Interaction

Spatial
- Rigidly confined
- Moving freely

Temporal
- Linear clock time
- Social time

Contextual
- Locally conditioned
- Flexibly coordinated

Kakihara and Sørensen, 2002
Fluid Work Practice

Region               Network               Fluid

Adopted from Social Topology (Mol and Law, 1994)

Boundary               Relation               Variation and Transformation
Duality of Mobility

- An interactional view: mobility as stability:
- An organizational view: mobility as fluidity:
- Mobility does not mean independence from place but rather an optimal dialectic between real and virtual environment, between stability and fluidity

Pica and Kakihara, 2003
E-Government and Mobile Government

- E-Government as online Internet portal?
- Government Response to address the mobility of government itself, and the mobile society at large.
China: a Dynamic Country
Beijing: the Capital City

- Population: 13.819 million
  Area: 16800 km²

- Dongcheng district: one of the central district in Beijing
  Population: 625,000
  Area: 25.38 km²
ICT in China at a Glance

China (mainland only), till Dec. 2004:
94 millions Internet users with penetration 7.16%;
335 million mobile users with penetration: 25.5%.

Beijing, till Dec. 2004:
4.02 million Internet users with penetration 27.6%;
13.359 million mobile users with penetration 90.6%.
Mobile Life
Local Governance

- Local Government Structure:
  Municipal level > District level > Neighborhood level > (residents committees)

- Challenges to municipal management of a fast changing city
Mobile Government Initiative in Dongcheng District of Beijing
Challenges

- Fragmented functions
- Highly bureaucratic
- Inaccurate information
- Poor performance evaluation
- Inefficient municipal management
Initiative to Action

- Determination from the top management of the district to take advantage of ICT (mobile technology, GPS, GIS) to reinvent the municipal management.
- Staffs with mobile device support were sent to the street to report problems and interact with citizens.
Setting Up Two Centers: Supervision Center

- Supervision center: newly established independent entity, with 400 recruited mobile supervisors, also operate a call center.
Setting Up Two Centers: Command Center

- Command Center: based in District Integrated Municipal Administration Commission, its function of coordination is reinforced.
Grid Management

- 25.38 km² is divided into 1625 cells.
- Survey and Map of all public facilities in a relevant cell in the GIS system.
Clarify Accountability

- Identify 4 layers of responsible entities: the district government, 10 neighborhood committees, 137 residents committees, institutions in the relevant 1625 cells.
Mobile Supervisors

- Report to and receive orders from the supervision center
- Responsible to inspect and confirm problems in relevant cells
Mobile Supervisors

- Constant connection to the supervision center through the mobile handset
- Position and working status monitored by the supervision center
Process Re-engineering

- Information collected and checked in the field
- Real-time information sharing among the mobile supervisors and the two centers
- Comprehensive data base established in the district
Implication of Implementation

- Mobile technology together with GIS, GPS technology and grid management, enabled the district to better manage its mobile work with both efficiency and effectiveness.
- In mobile government implementation, the most important issue is the alignment of organizational change with organizational strategic goals, followed by information flow integration and then technology issues.
- Mobile technology goes together with organizational change and process reengineering,
- And is implemented through empowered, motivated and trained people.
Before and After

- Before mobile government
  Fragmented, highly bureaucratic, inefficient

- After mobile government
  Problem identified and confirmed by mobile supervisor real-time, better information sharing, better coordination, more efficient problem solving, better performance evaluation, fluid work practice, build up trust
Transcending e-Government

- Move from tethered, PC-centric model to mobile, people-centric techniques and strategies, transcending the old government service delivery model.
Service Delivery Paradigm Shift

Government Service Delivery Model in Mainframe or Pre-ICT Era

Internet-based e-Government Service Delivery Model

Mobile Government Service Delivery Model
Distinct “Managed” Fluidity

- A managed fluidity which is distinct from those of “post modern professionals”
- Flatter but enhanced hierarchy
- “managed” fluid organization
- Strong potential to eradicate complicated bureaucratic procedures and to interact with people in their own context
- Potential of more horizontal and vertical integration.
Social Topology

Region

Adopted from Mol and Law (1994)

Network

Boundary

Relation

Fluid

Variation and Transformation
# Social Topology, ICT and Government

## Service Delivery Model

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Thanks!

Welcome to Mobile Government at:
http://mobility.grchina.com
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