

The First European Conference on Mobile Government
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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



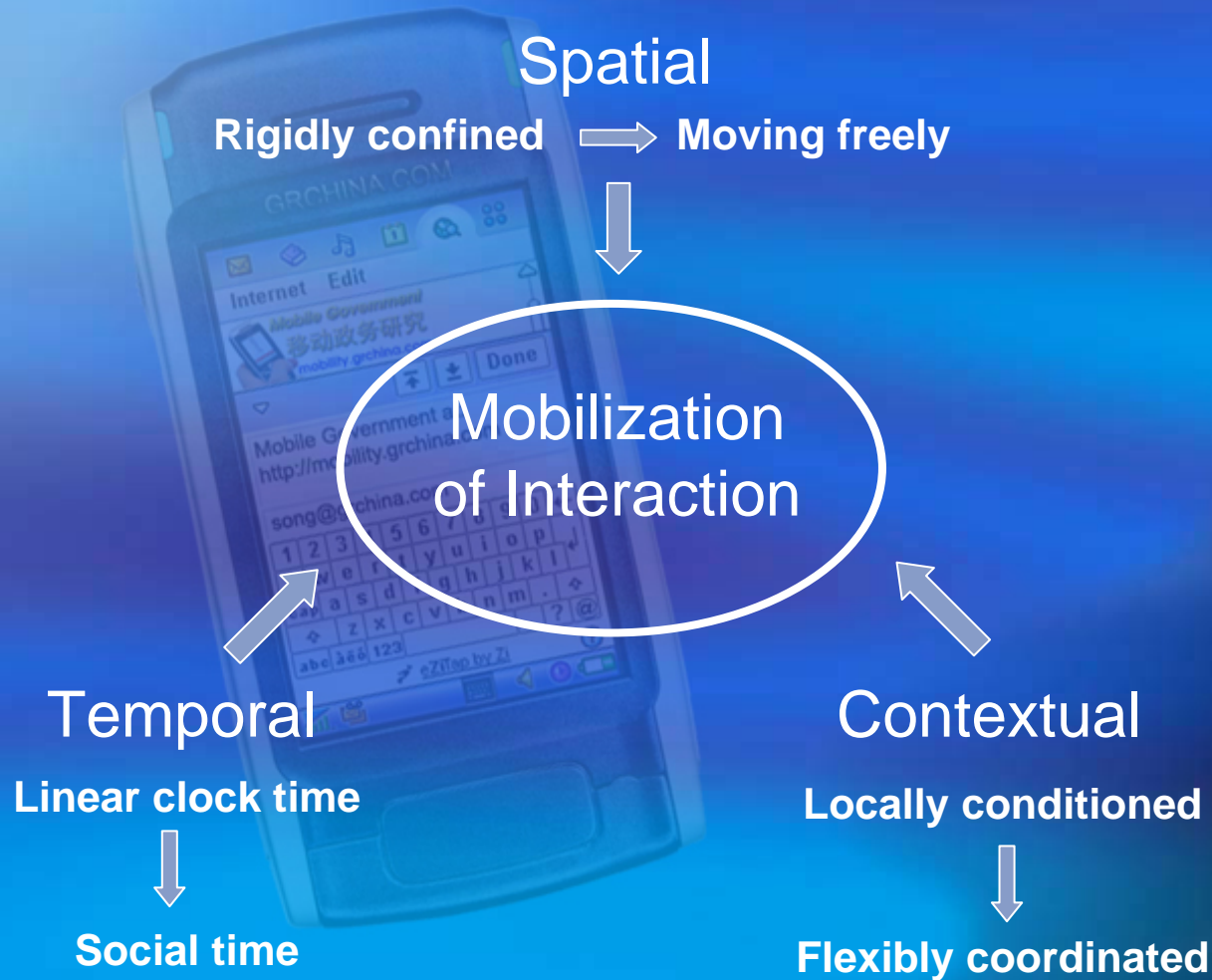
Understanding Mobility

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



Kristofferson and Ljungberg, 2000

Mobility Beyond the Obvious



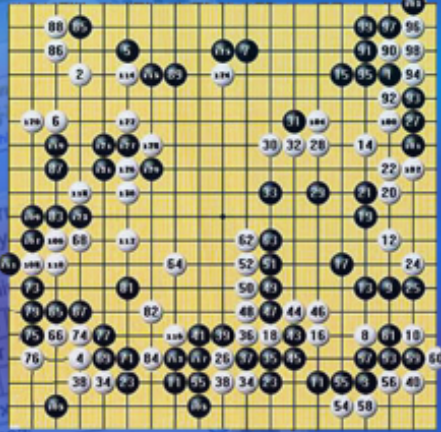
Kakihara and Sørensen, 2002

Fluid Work Practice

Region

Network

Fluid



Boundary

Relation

Variation and Transformation

Adopted from Social Topology (Mol and Law, 1994)

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 Kakiyara, 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 send to the street to report problem 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.

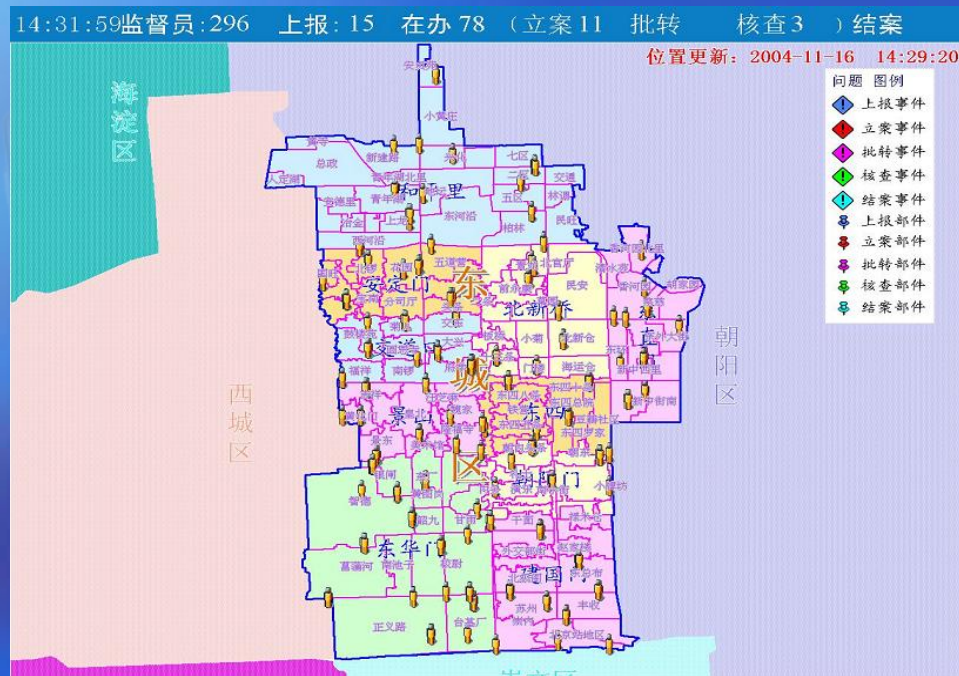


Setting Up Two Centers: Command Center

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



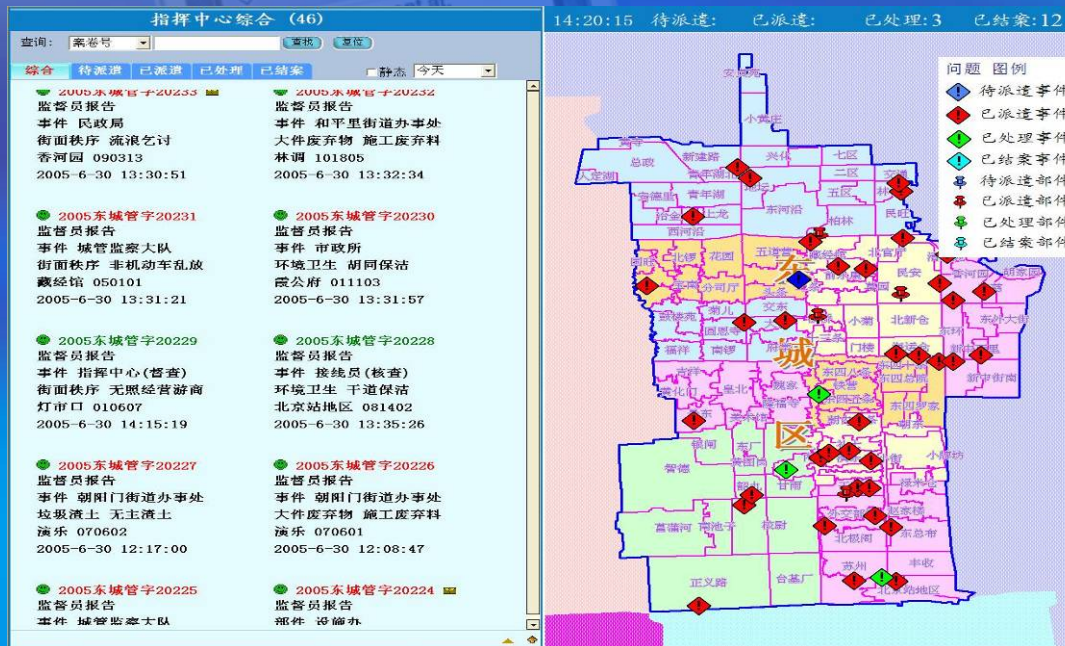
Grid Management



- 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.



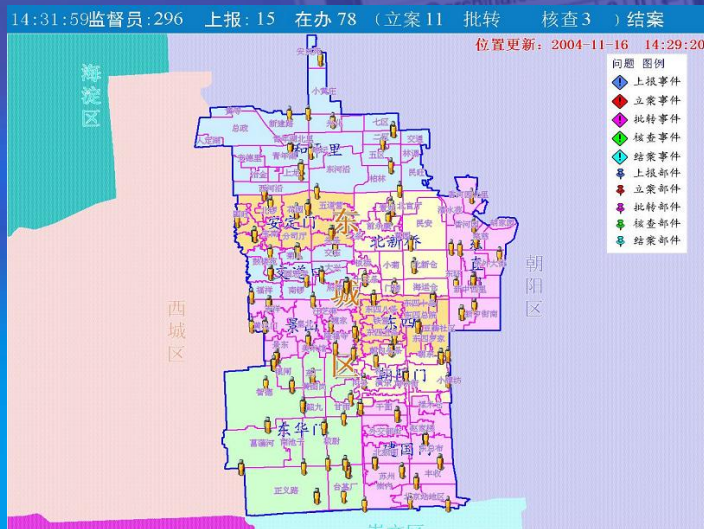
Mobile Supervisors

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



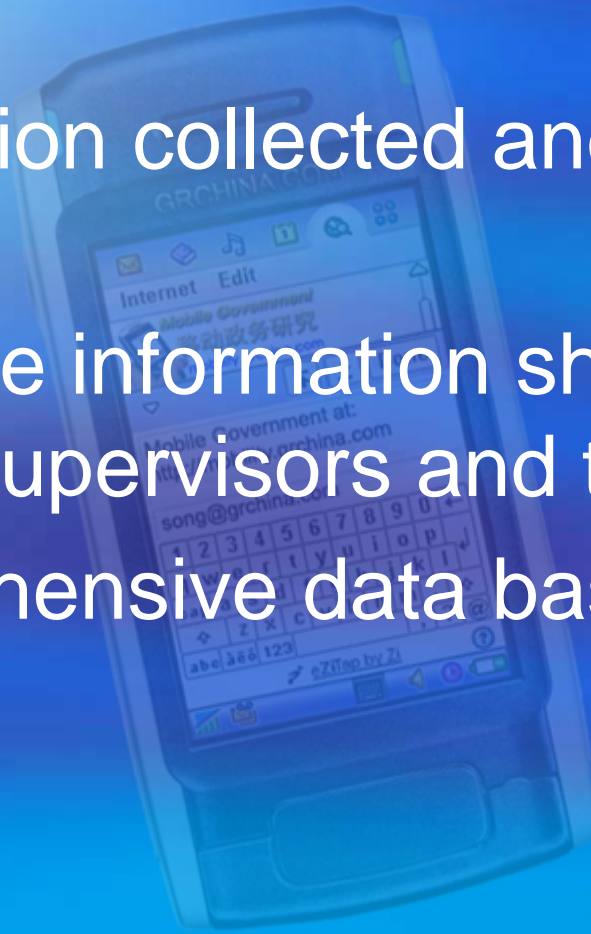
Mobile Supervisors

- 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.

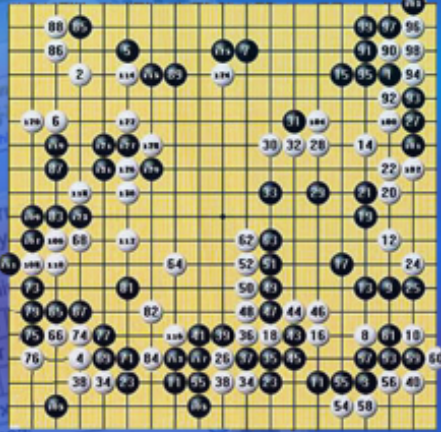


Social Topology

Region

Network

Fluid



Boundary

Relation

Variation and Transformation

Adopted from Mol and Law (1994)



Social Topology, ICT and Government Service Delivery Model

Social Topology	Region	Network	Fluid
Characteristics	Boundary	Relation	Variation & transformation
Typical ICT Application	Mainframe (and Pre-ICT)	Telephone, Internet, e-mail, end user computing	Mobile phone, PDA, Other convergence technology, Mobile computing or Ubiquitous computing
Interaction	Physical and co-located	Virtual	Virtual+ Physical
Service Delivery	Bureaucratic, office based	Standard “transactions”, informational	Action oriented, coordinated, real time
Government Model	Hierarchy	Internet Based E-Government	Mobile Government



Thanks!

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

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