e-Government and the Transitional Countries

Theodore Tsekos

10th NISPAcee Annual Conference
Cracow, 25-27 April 2002
Defining e-Government: A UN definition

• “A permanent commitment by government to improve the relationship between the private citizen and the public sector through enhanced, cost-effective and efficient delivery of services, information and knowledge. It is the practical realization of the best that government has to offer”.

» UNDESA / ASPA global survey
Defining e-Government: A World Bank definition

• “The use by government agencies of information technologies … that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies can serve a variety of different ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management.”
Defining e-Government
An American Definition:

- “E-Government provides many opportunities to improve the quality service to the citizen
- An effective strategy will result in significant improvements in the federal government, including:
  - Simplifying delivery of services to citizens;
  - Eliminating layers of government management;
  - Making it possible for citizens, businesses, other levels of government and federal employees to easily find information and get service from the federal government;
  - Simplifying agencies’ business processes and reducing costs through integrating and eliminating redundant systems;
  - Streamlining government operations to guarantee rapid response to citizen needs.

» EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
Defining e-Government:
A European definition

• “Information and Communication Technologies (ICT’s) are a powerful tool for good governance, with five key principles: Openness, Participation, Accountability, Effectiveness and Coherence. The transition to e-Government must improve all of these dimensions.

• ICT’s can help strengthen democracy and help develop “e-community”,

• ICT could help to increase awareness, interest and participation in Europe’s democratic processes “

» Ministerial declaration:
eGovernment - a priority for Europe -11/01
Defining e-Government:  
A private sector definition

• “e-Government is about building skills, fast transforming complex organisations to achieve agility and efficiency… and competing effectively in the global economy. The foundation is based on using networking & knowledge to revolutionise education, government service and participative democracy.”

   – Laura Ipsen, Vice President, Government Affairs, Cisco Systems
Classifying e-Government: A UN approach

- Five categories of measuring a country’s "e-gov" progress have been identified.
- **Emerging web presence:** A country may have a single or a few official national government websites that offer static information to the user and serve as public affairs tools.
- **Enhanced web presence:** The number of government web-pages increases as information becomes more dynamic with users having more options for accessing information.
- **Interactive web presence:** A more formal exchange between user and a government service provider takes place, i.e. forms can be downloaded; applications submitted online.
- **Transactional web presence:** Users easily access services prioritized by their needs; conduct formal transactions online, such as paying taxes, and registration fees.
- **Fully integrated web presence:** The complete integration of all online government services through a one-stop-shop portal.

» UN/ASPA global survey
Classifying e-Government: A UN approach

- **Phase 1 - Startup**

- Static government information published on the web: such as laws and rules, guidelines, handbooks, organizations, directories, etc.
- An early stage in e-government development.

  - Dr. Hongren Zhou: Global Perspectives on E-Government
    Division for Public Economics and Public Administration, UNDESA
Classifying e-Government: A UN approach

• **Phase 2 — One-Way Interaction**

• Active/Passive relationship: government active - users passive

• To some extent, government services are available, such as download government forms (e.g., income tax).

• Users can send e-mail to government, but government may not necessarily response in e-way.

— Dr. Hongren Zhou: Global Perspectives on E-Government
Division for Public Economics and Public Administration, UNDESA
Classifying e-Government: A UN approach

• **Phase 3 — Two-Way Interaction**

• **Active/Active relationship:** interactions between government and users complete on the web.
• For example, users obtain tax form on the web, fill it in on the web, and send it back to Revenue Authority through the web.
• Government and users can communicate each other through the web.

• Dr. Hongren Zhou: Global Perspectives on E-Government
  Division for Public Economics and Public Administration, UNDESA
Classifying e-Government: A UN approach

• **Phase 4 - Transactions on the Web**

E-Government matures at this phase:

• Complete a business transaction (e.g., tax) on the web.

• Restructuring government becomes imperative, the ways that government operates are also changed.

• E-government is not merely computerizing existing government. Instead, it is to transform the existing government.
Classifying e-Government: Comprehensive Generic Models

• 1. The Broadcasting Model

• The model is based on dissemination of governmental information already available in the public domain into the wider public domain through the use of ICT and convergent media:

  – Putting Governmental Laws and Legislations online.
  – Making available the names, contact addresses, emails, fax numbers of local/ national/ regional/ international government officials online.
  – Make available information pertaining to Governmental Plans, Budgets, Expenditures, and Performances online.
  – Put key Judicial decisions which are of value to general citizens and create a precedence for future actions online. viz. key Environmental Decisions, State vs. Citizen decisions etc.

• Vikas Nath, Policy Analyst, United Nations Development Programme, New York
Classifying e-Government: Comprehensive Generic Models

• **2. Critical Flow Model**

• The model is based on the principle of dissemination of information of critical value to targeted audience or in wider public domain through the use of ICT and convergent media.

• This model requires a foresight and understanding of the "use value" of a particular information set and locating users to whom the availability of a particular information set would make a critical difference.

  – Making available Research studies, Enquiry reports, Impact studies commission by the Government online to the affected parties.
  – Making available Critical Environmental Information available to local inhabitants such as radioactivity spills, effluents discharge, information on green ratings of the company etc.

3. Comparative Analysis Model

The model is based on exploring information available in the public or private domain and comparing it with the known information sets to derive strategic learning and arguments.

- To learn from historic policies and actions and derive learning lessons for future policy-making.
- To evaluate the effectiveness of the current policies and identify key lessons learned in terms of strengths, flaws and policies.
- To effectively establish conditions of Precedence, especially in the case of Judicial or legal decision-making (example for resolving patent-related disputes, public goods ownership rights), and use it to influence/advocate future decision-making.
- To enable informed decision-making at all levels by enhancing the background knowledge and providing a rationale for future course of action.

Vikas Nath, Policy Analyst, United Nations Development Programme, New York
Classifying e-Government: Comprehensive Generic Models

• 4. e-Advocacy Model

• The model is based on planned, directed, strategic flow of information to build strong virtual allies to complement action in Real World. It takes up a pro-active approach of forming virtual communities which share similar values and concerns, promoting active sharing of information within and between these communities, and linking them with real-life groups/activities for concerted action.

  – Fostering public debates on issue of larger concerns, namely on the themes of upcoming conferences, treaties etc.
  – Catalysing wider participation in decision-making processes.
  – Building up global expertise on a particular theme in absence of localised information to aid decision-making.

Vikas Nath, Policy Analyst, United Nations Development Programme, New York
Classifying e-Government: Comprehensive Generic Models

5. The Interactive Service Model

Direct participation of individuals in the governance processes. The potential of ICT for the governance is fully leveraged in this model and leads to greater participation, efficiency and transparency in functioning of the government as well as savings in time and costs relating to decision-making.

- To establish an interactive communication channels with key Policy- makers and members of Planning Commissions.
- To conduct public debates / opinion polls on issues of wider concern before formulation of policies and legislative frameworks.
- Filing of grievances, feedback and reports by citizens with the concerned governmental body.
- Performing governance functions online such as revenue collection, filing of taxes, governmental procurement, payment transfer etc.

Vikas Nath, Policy Analyst, United Nations Development Programme, New York
e-Gov Dimensions: EU practices

- European Commission focuses on online front-end public services.
- A bi-annual measurement of progress in the development of web-based applications within the framework of the Commission’s e-Europe initiative and will identify best practices.
- A list of twenty basic public services to be benchmarked:
  - Twelve public services aimed at individual citizens
  - Eight public services aimed at businesses
e-Gov Dimensions: EU practices

- **Citizens**
  - Income taxes
  - Job search
  - Social security benefits (Unemployment benefits, Child allowances, Medical costs, Student grants)
  - Personal documents (Passport, Driver’s licence)
  - Car registration
  - Application for building permission
  - Declaration to the police
  - Public libraries
  - Birth & marriage certificates
  - Enrolment in higher education
  - Announcement of moving
  - Health-related services
e-Gov Dimensions: EU practices

- **Businesses**
  - Social contribution for employees
  - Corporate tax VAT
  - Registration of a new company
  - Submission of statistical data
  - Custom declaration
  - Environmental permits
  - Public procurement
e-Gov Dimensions: EU practices

• **The four service clusters**
• In order to identify common trends within groups of related services, four service clusters have been created
  – *Income-generating services*: services where finance flows from citizens and businesses to the government (mainly taxes and social contributions)
  – *Registration services*: services related to recording object- or person-related data as a result of administrative obligations
  – *Returns*: public services given to citizens and businesses in return for taxes and contributions
  – *Permits & licences*: documents provided by governmental bodies giving permission to build a house, to run a business etc.
e-Gov Dimensions: USA practices

• On FirstGov.gov, you can search more than 51 million web pages from federal and state governments.

• Portals organized around customer groups and topics, instead of agency names. Examples of cross-agency portals include: seniors, students, people with disabilities, workers and exporters.
• You may select customer gateways - citizens, business and government - to find exactly what you need.

• Here are a few examples from each gateway:
  • Apply for student financial assistance
  • Compare Medicare options
  • Renew your car tag
  • Find government jobs
  • Buy excess government property
  • Get defense updates
  • Apply for Social Security benefits
  • Get government publications
• Register with Selective Service
• Check on recalls and consumer information
• Get advice on starting a business
• File your taxes
• Get passport information
• Compare your mutual fund costs
• Contact government agencies directly
• Subscribe to free government e-mail newsletters
• Buy coins
• Get the latest weather information
• Check flight delays
e-Gov Dimensions: Canadian practices

- **Services for Canadians**
  Health, Jobs, Taxes...

- **Services for Non-Canadians**
  Immigration, Business, Global Affairs...

- **Services for Canadian Business**
  Financing, Taxation, Human Resources...
e-Gov Dimensions: Canadian practices

- **How Do I...**
- find a job?
- obtain a passport?
- file my taxes on-line?
- replace lost or stolen identification cards?
- apply for a student loan?
- get information on Canada's national security and safety measures?
- obtain a copy of Canada's Food Guide?
- get information on financial benefit programs?
Developing countries experience

• Grouping of stands sharing the same space including a common area for support services. It was especially designed for both public service delivery, and other citizens' needs: something similar to Shopping Mall for public services:

• 22 SAC (8 Urban 14 Rural)
Developing countries experience

- ID Card
- Labour ID
- Social Security Number
- Driver's License (2nd issue) and Automobile Registration
- Police Record
- Income Generation Programme
- Company Registration
- Inquiry on Automobile Registration
- Chamber of Commerce Information
- Traffic Record
- Information on Public Bid Processes
- Ferryboat Tickets
- Services offered by Bahia Printing Company
Developing countries experience

- Information on Harvest and Crop Prices
- Job Offers
- Complains and Connections to Water, Sewer and Power Services
- Consumer Support
- Unemployment Insurance
- Collection of Social Security Tax
Developing countries experience

- Telecom Services
- Public Housing Request
- Legal Assistance
- Enrollment on the State Registration File
- It also include some support services such as:
  - Bank- where citizens could pay for document issuing. The bank has the same working hours as the SAC unit.

Photocopy and photography services are outsourced from private companies that pay a fee according to the space occupancy.
Developing countries experience

- Taxpayer Registration Card (CPF)
- Passport
- Monthly Theater Program
- Labour Complain
- Court of Justice Services
- Voter Registration
- Tourist Information
- Single Invoice Issuing
Developing countries experience

- **THE MOBILE SAC**
- As it was not possible to implement the SAC in Bahia's 415 localities, a mobile SAC was developed. It is a truck made of aluminum, with air conditioning and four boxes of service delivery.

- The mobile SAC delivers the following services:
  - Birth Certificate
  - Labour ID
  - ID Card
  - Police Record

- The mobile SAC teams work on a 15-day shift, 7 days a week, and remain 2-3 days in each site.
• INTEGRATED CITIZEN SERVICE CENTER (ICSC): One-Stop-Shop!
  - HAS 12 COUNTERS ALL THE COUNTERS CAN HANDLE 18 SERVICES AND MINIMIZE QUEUES
  - EQUIPPED WITH ELECTRONIC QUEUING SYSTEM
  - A RECEPTION COUNTER
  - HELP DESK FOR ALL THE REQUIRED FORMS, ADVICE AND ASSISTANCE
  - A DIGITAL CAMERA AND DIGITAL PAD FOR PHOTOGRAPHS AND SIGNATURES PROVISION FOR PARKING AND TO CONDUCT DRIVING TEST
e-Gov Dimensions: Indian practices

- **44 SERVICES WERE IDENTIFIED FROM 12 GOVERNMENT DEPARTMENTS/AGENCIES**

- **18 SERVICES OF 6 DEPARTMENTS HAVE BEEN MADE FULLY OPERATIONAL AS PART OF THE PILOT PROJECT**

- **Utility Bill/Tax payments**
  - Electricity bills
  - Water & Sewerage Bills
  - Property Taxes

- **Certificates**
  - Registration of birth
  - Issue of Birth Certificates
  - Registration of Death
  - Issue of Death Certificate
  - Caste Certificates
  - Encumbrance Certificate
• **Permits/Licenses**
  • Trade Licenses (MCH)
  • Issue of Learner’s Licenses
  • Issue/Renewal of Driving Licenses (non-transport vehicles)
  • Registration Certificates of new vehicles

• **Information**
  • Procedures of transport Department
  • Details of building permits issued
  • Market value Assistance (Registration Department)

• **Facilitation**
  • Change of Address (transport)
  • Transfer of Ownership of non-transport vehicle
Barriers to E-Government: The USA experience

• Program Performance Value:
  – Agencies typically evaluate their IT systems according to how well they serve the agency's processes and needs-not how well they respond to citizens' needs.
  – Systems are often evaluated by the percentage of time they are working, rather than the internal and external performance benefit they deliver to the programs they support.
Barriers to E-Government: The USA experience

- Technology Leverage:

In the 1990s, government agencies used IT to automate existing processes, rather than to create more efficient and effective solutions that are now possible because of commercial E-business lessons learned.
Barriers to E-Government: The USA experience

• Islands of Automation:
  – Agencies generally buy systems that address internal needs, and rarely are the systems able to inter-operate or communicate with those in other agencies.
  – Consequently, citizens have to search across multiple agencies to get service, businesses have to file the same information multiple times, and agencies cannot easily share information.
Barriers to E-Government: The USA experience

• Resistance to Change:
  – Budget processes and agency cultures perpetuate obsolete bureaucratic divisions. Budgeting processes have not provided a mechanism for investing in cross-agency IT.
  – Moreover, agency cultures and fear of reorganization create resistance to integrating work and sharing use of systems across several agencies
Barriers to E-Government: The USA experience

• **Barrier:**
  Agency Culture

• **Mitigation:**
  Sustain high level leadership and commitment
  Establish interagency governance structure
  Give priority to cross-agency work
  Engage interagency user/stakeholder groups, including communities of practice
Barriers to E-Government: The USA experience

- **Barrier:**
  Lack of Federal Architecture

- **Mitigation:**
  - government-wide business and data architecture rationalization
  - architecture development for cross-agency projects
  - FirstGov.gov will be the primary online delivery portal for G2C and G2B interactions
Barriers to E-Government: The USA experience

- **Barrier:**
  - Trust

- **Mitigation:**
  - Through e-Authentication E-Government initiative, establish secure transactions and identity authentication that will be used by all E-Government initiatives
  - Incorporate security and privacy protections into each business plan
  - Provide public training and promotion
Barriers to E-Government: The USA experience

- **Barrier:** Resources
- **Mitigation:**
  - Move resources to programs with greatest return and citizen impact
  - Set measures up-front and use to monitor implementation
  - Provide online training to create new expertise among employees/contractors
Barriers to E-Government: The USA experience

- **Barrier:** Stakeholder Resistance

- **Mitigation:**
  - Create comprehensive strategy for engaging Congressional committees
  - Have multiple PMC members argue collectively for initiatives
  - Tie performance evaluations to cross-agency success
  - Communicate strategy to stakeholders
USA: The e-Government Management Action Plan

- More than 35 million federal Web pages available at over 22,000 federal Web sites.
- While agencies have spent two years considering how to move 6,600 types of paper-based transactions online (representing millions of individual transactions per year), only hundreds are online today.
- Given the redundant and outdated activities inherent in the 6,600 transactions, the Task Force identified that successful E-Government implementation would have to significantly streamline interactions.
- Integrate dozens of overlapping agency E-Government projects that would have made worse the confusing array of federal Web sites.
USA: The e-Government Management Action Plan

• Four key citizen focused groups
  – individuals,
  – businesses,
  – intergovernmental
  – internal
USA: The e-Government Management Action Plan

- **Individuals/Citizens: Government-to-Citizens (G2C);**
  - Build easy to find,
  - easy to use
  - one-stop points-of-service
USA: The e-Government Management Action Plan

- **Businesses: Government-to-Business (G2B):**
  Reduce government's burden on businesses by eliminating redundant collection of data and better leveraging E-business technologies for communication.
USA: The e-Government Management Action Plan

- Intergovernmental: Government-to-Government (G2G)
- Make it easier for states and localities to meet reporting requirements and participate as full partners with the federal government in citizen services,
- enabling better performance measurement, especially for grants.
- more accurate data available in a timely fashion.
USA: The e-Government Management Action Plan

- **Intra-governmental: Internal Efficiency and Effectiveness (IEE);**
- Using industry best practices in areas such as
  - supply-chain management
  - financial management
  - knowledge management
  - eliminating delays in processing
e-Gov Dimensions: USA practices

- The e-Authentication initiative
  - will build and enable mutual trust to support widespread use of electronic interactions between the public and government and across government by providing common solutions to establish 'identity'. These solutions will address authentication security, privacy, and electronic signature needs of the E-Government initiatives.

- The E-Government Architecture project
  - development of an architecture, toward the development of a Federal Enterprise Architecture,
  - a core set of standardized technology models to facilitate technology solutions.
  - collection and analysis of business and data architecture information across the federal government to identify new opportunities for E-Government initiatives and elimination of redundancy. Initially this effort will focus on four key areas including Homeland Security, economic stimulus, social services, and back office operations.
Barriers to E-Government: the EU experience Survey on Electronic Public Services (first measurement: October 2001)

• Two main conclusions can be drawn from the results:
  – best results were achieved by public services with simple procedures and centrally coordinated service provision (job searches, income tax, VAT, corporate tax and customs declarations)
  – more complex administrative procedures which are coordinated by local service providers (building permissions, environmental permits and enrolment in higher education) received the lowest scores in the survey.
Barriers to E-Government: The EU experience

• The online development of public services can be enhanced by:

  – Coordinated e-Government solutions which allow local service providers to take advantage of centralised online initiatives offering a single point of contact in the form of e-portals or ASP-related solutions (Application Service Providers), with a citizen/customer-oriented approach rather than a procedural approach
Barriers to E-Government: The EU experience

• The online development of public services can be enhanced by:
  – Extensive back-office reorganisations to transform complex transactions into simple procedures. This is a long-term operation.
The on-line development of public services can be enhanced by:

1. Coordinated eGovernment solutions  
   *(Guarantees fast results)*

2. Extensive back-office reorganisations  
   *(Long term but more profound)*
The industrial partners point of view

• “Back-office reform and linking up with other parts of Government (an unglamorous hard work with low political exploitability) opens up both citizen & intra-governmental collaboration.”

– Robert Lloyd, President Cisco Systems - Europe, Middle East & Africa
Barriers to E-Government: from an international perspective

- Fragmentation of administrative procedures due to jurisdiction
- Overlapping of competencies
- Inadequacy of regulation
- Lack of skilled personnel
- Lack of cross accessibility of databases
- Loss of information due to “truncation” of procedures

  - Michele Morciano, Task Force on Digital Government for Development:
  - The Reference Model a joint international project
    UN - G8/DOT Force - Italian Government
e-Gov development: the EU case

% of 20 core services provided online

Source: European Commission (study by Cap Gemini Ernst & Young)
e-Gov development: the EU case

Government Services Online
(% of Internet users visiting egov sites. June 2001)

Source: Eurobarometer June 2001
### e-Gov in transitional countries

<table>
<thead>
<tr>
<th>Country</th>
<th>National ministries</th>
<th>Regional and local authorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albania</td>
<td>59% (13 of 22)</td>
<td>3% (15 of 474)</td>
</tr>
<tr>
<td>Bosnia.</td>
<td>-</td>
<td>84.6% (55 of 65)</td>
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<tr>
<td>Bulgaria</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Estonia</td>
<td>100% (12 of 12)</td>
<td>66.8% (175 of 262)</td>
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<tr>
<td>FYR</td>
<td>71% (10 of 14)</td>
<td>4% (4 of 124) Macedonia</td>
</tr>
<tr>
<td>Hungary</td>
<td>100% (14 of 14)</td>
<td>21.42% (681 of 3178)</td>
</tr>
<tr>
<td>Latvia</td>
<td>100% (12 of 12)</td>
<td>14.3% (76 of 532)</td>
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</tbody>
</table>
e-Gov in transitional countries

- Lithuania 100% (13 of 13) | 16.5% (85 of 515)
- Poland 100% (16 of 16) | 51% (1478 of 2896)
- Romania 62.5% (10 of 16) | 9.2% (274 of 2989)
- Slovakia 100% (16 of 16) | 9% (8 of 87)
- Slovenia 100% (16 of 16) | 70.1% (174 of 248)
- Czech Republic 100% (14 of 14) | 12.9% (6440 of 6440)
Internet Penetration Rate: EU
(Source: NUA / ComputerScope)

- S 64,68
- DK 60,38
- NL 58,07
- FIN 43,93
- A 43,43
- UK 55,32
- D 36,37
- P 34,37
- I 33,73
- B 33,14
- IRL 33,07
- F 26,28
- SP 23,48
- L 22,86
- GR 12,42
### Internet Penetration Rate: CEE

(Source: NUA / ComputerScope)

<table>
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<th>Country</th>
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<tr>
<td>Slovenia</td>
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<td>Estonia</td>
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<td>Romania</td>
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<td>Serbia &amp; Montenegro</td>
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<tr>
<td>Bosnia</td>
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## Internet Penetration Rate: CIS

(Source: NUA / ComputerScope)

<table>
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<td>Tajikistan</td>
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GLOBAL E-GOVERNMENT SURVEY

• The first annual survey of government websites conducted by World Markets Research Centre and Brown University, USA

• Using a detailed analysis of 2,288 government websites in 196 nations
Survey of government websites
by World Markets Research Centre and Brown University

- 22 features:
  - having online services,
  - having a portal connection,
  - allowing digital signatures on transactions
  - an option to pay via credit cards,
  - search capabilities,
  - databases,
  - an index,
  - phone contact information,
  - addresses,
  - publications,
  - links to other sites,

- email contact information
  - option for email updates
  - areas to post comments
  - having privacy policies,
  - security policies,
  - disability access,
  - not having advertisements,
  - not having user fees,
  - foreign language access,
  - broadcasts of events,
  - audio & video clips,
## Interactive Governmental Sites: W.Europe

<table>
<thead>
<tr>
<th>Country</th>
<th>Interactive Sites</th>
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<tr>
<td>Austria</td>
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<tr>
<td>Belgium</td>
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<td>Denmark</td>
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Interactive Governmental Sites: CEE & CIS Countries

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Interactive Governmental Sites: CEE & CIS Countries

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Government effectiveness

WB Aggregate Indicator

Countries

- Western Europe & North America
- CEE countries
- CIS countries
Interactive e-Gov Sites

W.Eurpe & N.America
CEE
CIS

% of Interactive Gov. Sites

Countries

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19
e-Gov development strategy

- To modify general legislation
- To modify administrative laws
- To modify competencies and jurisdiction of administrations and their organization
- To introduce new regulation
- Training of human resources
- To invest in ICT projects

Michele Morciano, Task Force on Digital Government for Development: The Reference Model *a joint international project UN - G8/DOT Force - Italian Government*
e-Gov development strategy

• To transform constraints into opportunity means to provide design guidelines for projects on:
  – Regulation
  – Organization
  – Jurisdiction
  – Human resources
  – Technology
  – Fixed capital

• Michele Morciano, Task Force on Digital Government for Development: The Reference Model *a joint international project UN - G8/DOT Force - Italian Government*
THE e-GOV REFERENCE MODEL

Enterprises /Citizens

Channels/ interfaces

economic and social benefits

Functional applications

Shared data

Infrastructures

Regulation and organization requisites
e-Gov development strategy:
A DPEPA/DESA perspective

• **Leadership**
  – commitment to development of e-government must begin with top management of government within both political and administrative arms of government
  – coordinate at the highest level of government the interests conflicts taking place in between different departments and agencies

  • Dr. Hongren Zhou: Global Perspectives on E-Government Division for Public Economics and Public Administration, UNDESA
e-Gov development strategy: A DPEPA/DESA perspective

- **Institutional Arrangement**
  - an accountable agency to deliver e-government initiatives
  - new implementation structures, such as new positions and agencies attached to the highest level of office, rather than delegating implementation to individual agencies
  - coordinate cross agency co-operation

- Dr. Hongren Zhou: Global Perspectives on E-Government Division for Public Economics and Public Administration, UNDESA
e-Gov development strategy: A DPEPA/DESA perspective

• **Effective Management**
  – Appropriate policies on e-government
  – Strategic and planning
  – Timely legislation and regulation
  – Standardization and normalization
  – Training of top government officers

• Dr. Hongren Zhou: Global Perspectives on E-Government Division for Public Economics and Public Administration, UNDESA
e-Gov development strategy: a UNTC perspective

- **Organizational prerequisites**
  - **Process standardization** is the main organizational prerequisite for e-G applications
  - Standardization facilitates
    - Process simplification
    - Measurement
    - Transparency
e-Gov development strategy: a UNTC perspective

- **Political prerequisites**
  - Administrative and political openness
  - Willingness for transparency and participation

are prerequisites for process standardization
e-Gov development strategy: a UNTC perspective
e-Gov development strategy: a UNTC perspective
e-Gov development strategy:
a UNTC perspective

• **The situation in Transition Countries:**
  
  – Low level of administrative transparency
    • State Capture (Hellman, Jones & Kaufmann)
  
  – Lack of maturity for standardization and measurement
  
  – Low income
  
  – Low Internet penetration rate
e-Gov development strategy: a UNTC perspective

• **Do we have to wait?**
  
  – The answer is “No”
  – Political willingness for reform is the critical factor
  – e-G can accelerate the change process
e-Gov development strategy: a UNTC perspective

- Political Willingness For Reform
  - Create public demand
  - Massive investment in A2A, community & public access solutions
  - Step by step implementation
  - Showcase best practices
Thank you for your Attention....