Electronic Governance for Good Governance: 
*From Concept to Implementation*

PREAMBLE by
Tendai Bare
Commonwealth Secretariat
t.bare@commonwealth.int
Electronic Governance:
* A Commonwealth Overview

- Activity Clusters that have Contributed to the Evolution of Commonwealth Secretariat’s eGoverance Initiative;
- A Taxonomy of Activities Being Undertaken Under Commonwealth Secretariat’s eGovernance Initiative;
- Studies In Search of the Lessons of Experience for ‘Best Practice’;
- Institutional Partnerships.
Electronic Governance: A Commonwealth Overview

Activity Clusters that have Contributed to the Evolution of Commonwealth Secretariat’s eGovernance Initiative

- Good Governance, as endorsed by Commonwealth Heads of Government Meeting (CHOGM) in 1991;
- “Towards the New Public Administration”, as endorsed by CHOGM 1995;
- Public Sector Informatics, focusing, inter alia, on eStrategies, eGovernance, Skills for ICT Development, and kStrategies in recent years;
Electronic Governance: A Commonwealth Overview

A Taxonomy of Activities Being Undertaken Under Commonwealth Secretariat’s eGovernance Initiative

- **eGovernance Awareness Programme** - Annual Programme of Training on eGovernment – Pan Commonwealth in scope – ‘Third Country Programme (with Govt of Singapore)’ in nature;

- **Strategies Formulation Programme** – *In-Country* initiative – Also subregional in scope;

- **Implementation Issues Programme** – Country-specific roadmap to eGovernance implementation – involves preparation of a *National eGovernance Masterplan*. Amenable to adaptive cascading of ‘Lessons of Experience’ to other member countries
Electronic Governance: A Commonwealth Overview

Studies In Search of the Lessons of Experience for ‘Best Practice’

- Comparative eGovernance Studies;
- Stakeholder Requirements Analysis;
- International eGovernance Scan;
- ‘Best Practice’ Guides
Institutional Partnerships on eGovernance

- **Activity-Related Institutional Partnerships**
  - COMNET-IT – perceived as “first port of call” on all matters pertaining to electronic networks & associated initiatives;
  - CCEG – perceived as “think-tank” on all matters pertaining to eGovernance and associated initiatives;
  - CBC – perceived as a “first port of call” on all matters pertaining to eCommerce/eBusiness;
  - CESPAM – perceived as partner in collaboration in Executive Programs in Public Administration and Management in SADC;

- **Co-funding Institutional Partnerships** – Regional Development Banks, GTZ, Member Governments

- **ICT Dialogue/Discourse Partnerships** – GKP, G8 Dot Force, UNECA, CTO, UN ICT Task Force, NePAD, etc
Electronic Governance for Good Governance:

*From Concept to Implementation*

Rogers W’O Okot-Uma
Commonwealth Secretariat
r.okot-uma@commonwealth.int
Our Focus Today

Electronic Governance for Good Governance:
From Concept to Implementation

- Towards Reinventing Good Governance
- Electronic Governance: The New Paradigm in Public Sector Reform
- Towards Implementing a National eGovernance Strategy
  - Critical Success Factors
  - Infrastructure Strategy Options
  - Infostructure Strategy Options
- Setting the Course: RoadMap to e-Governance Implementation
PART1: Towards Re-Inventing Good Governance

1.1 Conceptualizing Good Governance (1)

- Concept & practice hardly more than 15 years old – regular use in political science, public administration, development management.

- The Commonwealth, Bretton Woods Systems, Development Agencies have all shown their commitment thru re-defining their roles and responsibilities in global governance.

- Regarded as a new paradigm in public administration.
1.1 Conceptualizing Good Governance (2)

1) The Commonwealth Perspective: Good Governance implies “...commitment to the democratic process and institutions, the rule of law and the independence of the judiciary, just and honest government, and fundamental human rights, including equal rights and opportunities for all citizens, regardless of race, colour, creed or political belief.” – excerpt from Harare Declaration 1991.
PART1: Towards Re-Inventing Good Governance

1.1 Conceptualizing Good Governance (3)

- 2) Within the Public Management Discipline: Good Governance represents an aspect of the New Paradigm in Public Administration, which emphasises, the role of public managers in providing high quality services that citizens (..) value; advocates increasing managerial autonomy, particularly by reducing central agency controls, demands, measures (..); recognises the importance of providing the human & technological resources that managers require to meet their performance requirements; and is receptive to competition and is open-minded about which public purposes should be performed by public servants as opposed to the private sector.
PART1: Towards Re-Inventing Good Governance

1.1 Conceptualizing Good Governance (4)

- 3) Within the context of inter- and intra-governmental interfaces and transactions, Good Governance strives to effectuate collaboration as partners in business and alliances in the sharing of knowledge across institutions for comparative advantage within a trusted environment.
1.1 Conceptualizing Good Governance (5)

(Characterization: Participatory, transparent, accountable)

- There is discretionary space left by the lack of a clear, well-defined scope for what Good Governance encompasses;

- Whatever definitional format Good Governance may assume, general consensus amongst practitioners requires it to be participatory, transparent and accountable in characteristic;

- One Definitional Format perceives Good Governance as three-tier concept (see below).
PART1: Towards Re-Inventing Good Governance

1.1 Conceptualizing Good Governance (6)

(Characterization: Towards a three-tier characteristic)

- One Definitional Format: Good Governance may be defined as comprising the processes & structures that guide political and socio-economic relationships with particular reference to “.. commitment to (1) democratic values, norms & practices; (2) trusted services; and (3) just & honest business”

- Note the three component parts … are amenable to generic descriptions, with: (1) a democracy focus; (2) a service focus; and (3) a business focus.
PART*: Role of the New Information & Communications Technologies

( Characterization: Role of ICTs – The New Paradigm )

Enabler of people-centred development across the development ’triad’: government, civil Society, and business:

▪ Enabler in the process of government & in the process of delivery of government services, aimed at realising comparative advantage – Trusted Service Delivery?

▪ Enabler in the process of government-citizen consultation, aimed at empowerment of the citizen and civil society – Democratic Values?

▪ Enabler in the process of government-business transaction and partnership, aimed at realising national competitiveness - Honest Business?
PART 2: Electronic Governance: The New Paradigm in Public Sector Reform

2.1 DEFINITIONAL SCHEMATIC

- Citizens
- Central Government
- Local Government
- Within Governments
- Between Governments
- Foreign Governments
- MARKETS
- eDEMOCRACY
- eBUSINESS
- eGOVERNMENT
- eGovernment
- eBusiness
- MARKETS
- PUBLIC

CITIZENS
PART 2: Electronic Governance: The New Paradigm in Public Sector Reform

2.2 THREE-TIER DEFINITION

eGovernance … incorporates all those processes & structures by means which the new ICTs can be deployed by government to enable the following:-

- Administration of government (eAdministration) and delivery of services to the public (eServices) – eGovernment*;

- Informing, voting-representing, consulting & involving the citizen in matters of decision making in government – eDemocracy**;

- Transacting business with its “supply chain”, viz: partners, clients and the markets – eBusiness***.
*2.2 eGOVERNMENT EXAMPLES

INFORMATION PROVISION

- Legal Advice or Legal Aid
- Job Opportunities
- Self Help or Counseling
- School/College Institutions
- Overseas Travel
- Public Transport Timetables
- Hospital Services
- Emergency Medical & Accident Advise
- Seek Opportunities (Business, Export, Training, Employment)
PART 2: Electronic Governance: The New Paradigm in Public Sector Reform

*2.2 eGOVERNMENT EXAMPLES

TWO-WAY TRANSACTIONS

- Submitting/Registering Birth, Marriage, Death
- Submitting Tax Returns
- Registering on Voters Roll
- School/College Application
- Submitting Passport & Visa Applications
- Applying for Learners Driver License
- Applying for Government Housing
PART 2: Electronic Governance: The New Paradigm in Public Sector Reform

*2.2 eGOVERNMENT EXAMPLES

PAY-FOR / REVENUE SERVICES

- Payment of Utility Bills
- Payment for TV Licences
- Payment for Traffic Offences
- Payment for Government Bonds
- Payment for Government Auction Items
- Property Tax Payments
# PART 2: Electronic Governance: **eDemocracy**

<table>
<thead>
<tr>
<th>INFORMING</th>
<th>Encouraging VOTING, &amp; VOTING</th>
<th>REPRESENTING</th>
<th>CONSULTING</th>
<th>INVOLVING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhancing ‘Open’ Government</td>
<td>Stimulating Debate, Consensus, etc</td>
<td>Enhancing the Representative Role</td>
<td>Enhancing Citizen Empowerment</td>
<td>A Vision for Honest, Open &amp; Trusting Partnership</td>
</tr>
<tr>
<td>Increasing Citizen Access to Information</td>
<td>Exchanging Views</td>
<td>Improving Accessibility of Electorate to the Elected</td>
<td>Increasing Citizen Right to Communicate</td>
<td>Engaging Diverse CoP</td>
</tr>
<tr>
<td>‘Process’ – Providing info about how to access ‘GiS’ etc</td>
<td>The Voting Process</td>
<td>Dev Capacity to Engage the Electorate</td>
<td>Public Information &amp; Feedback</td>
<td>Facilitating Discursive Dev of info &amp; knowledge for ‘GG’</td>
</tr>
</tbody>
</table>
PART 2: Electronic Governance:
The New Paradigm in Public Sector Reform

2.2 eBUSINESS EXAMPLES

G2B & B2G TRANSACTIONS

- Government Procurement/Purchases
- Government Tenders
- Government/’Supply Chain’ Interactions
- Government Import/Export Transactions
- Government Investment Promotion Legislation Information
- Tax eFiling (B2G)
- Electronic Funds Transfer (B2G, G2B)
PART 2: Electronic Governance: 
The New Paradigm in Public Sector Reform

2.3 THREE-TIER DEFINITION – COROLLARY 1

- **Strategic**: eGovernance offers opportunity for Govts to re-invent themselves, get closer to the citizenry, transact business with clients and the markets, forge alliances with diverse partners within the context of the national development agenda.
- **Contextual**: As a concept & emerging practice, eGovernance seeks to realise processes & structures for harnessing the potentialities of information and communications technologies at various levels & branches of government and the public sector and beyond, for the purpose of enhancing Good Governance.
PART 2: Electronic Governance: 
The New Paradigm in Public Sector Reform

2.3 THREE-TIER DEFINITION – COROLLARY2

Increasingly, eGovernance is beginning to incorporate all those processes & structures by means which the new ICTs can be deployed to enable the following:

- Administration of government (eAdministration) – as part of eGovernment;
- Citizen-to-Citizen (C2C) interaction in matters of how citizens are being governed – as part of eDemocracy;
- Business-to-Business (B2B) transaction within the markets (eCommerce) – as part of eBusiness.
PART 3: Towards Implementing A National eGovernance Strategy

3.0 KEY GENERIC AREAS

“Key Generic Areas” may be perceived to comprise a trilogy of the following:

- Critical Success Factors;
- Infrastructure Strategy Options;
- Infostructure Strategy Options;
PART 3: Towards Implementing A National eGovernance Strategy

3.0 CRITICAL SUCCESS FACTORS

- Top-Level *Commitment*
- Organizational *Responsibility*
- Vision, Mission, Strategies
- eGovernance *Policy Orientation*
- eGovernance *Policy Scope*
- Stakeholder *Statement of Requirements*
CRITICAL SUCCESS FACTORS (1)

3.1 Top-Level *Commitment*

- **Cognizance:** Recognition that there is a need to have in place a comprehensive eGovernance Strategy;
- **Manifestation:** *Presidential, Prime Ministerial or Ministerial,* with specific, directed responsibility for invoking and driving action on the delivery & implementation of an eGovernance Strategy;
- **Validation:** Realisable when the commitment transcends mere ’espousal’ of intentions … must be backed by an adequate budgetary resource allocation
PART 3: Towards Implementing A National eGovernance Strategy

CRITICAL SUCCESS FACTORS (2)

3.2 Organisational Responsibility

- Cognisance: Recognition that there is a need to have in place a structure or body to lead, stimulate, direct or drive action within Government in particular, the Public Sector in general, toward the delivery of a comprehensive eGovernance Strategy;
- Manifestation: Clearly defined role, responsibility and scope of eGovernance within the context of the National Development Plan or National Vision;
- Validation: Putting in place such a body or organizational structure.
3.3 Policy Reform Needs Clear Vision, Mission and Strategy

- Create a *Vision*
  - Shared, “Realistic”;
  - Advocacy – Market it
- Develop a *Mission*
  - A characterization of the purpose of existence
- Develop *Strategies*
  - Broad *modus operandi* of how to realize Vision
- Involves Change .. Change is part of normal human existence. Must however be owned by all to take root for the benefit of all!
PART 3: Towards Implementing A National eGovernance Strategy

CRITICAL SUCCESS FACTORS (4)

3.4 eGovernance Policy Orientation – Options

- An eGovernment Orientation - focusing on eAdministration in Government and eServices to the public;
- An eDemocracy Orientation – focusing on eCitizen Empowerment and Distributed Governance;
- An eBusiness Orientation – focusing on Government doing business electronically with the market at large: eProcurement etc
PART 3: Towards Implementing A National eGovernance Strategy

CRITICAL SUCCESS FACTORS (5)

3.5 eGovernance Policy Scope – Options

- National Government Approach, with Sectoral Inputs:
  - Jurisdictional & Content-related
- Local Government Approach, with Sectoral Inputs:
  - Jurisdictional & Content-related
PART 3: Towards Implementing A National eGovernance Strategy

CRITICAL SUCCESS FACTORS (6)

3.6 Stakeholder *Statement of Requirements*

- Relies on consultations between key stakeholders in Government, business/private sector and civil society, with view to soliciting the ‘WHAT’ of eGovernance as perceived from the perspectives of the stakeholders.
- *[eGovernance Task: Devise a mechanism for soliciting the views of the key stakeholders, and obtaining feedback from stakeholders for ‘strategic ownership’ of the inevitable change to arise from making the transition to an eGovernance public sector reform paradigm].*
### PART 3: Towards Implementing a National eGovernance Strategy: Phases

<table>
<thead>
<tr>
<th>Phase 1: Information</th>
<th>Phase 2: Interaction</th>
<th>Phase 3: Transaction</th>
<th>Phase 4: Transformation</th>
</tr>
</thead>
<tbody>
<tr>
<td>eGovernance</td>
<td>eGovernment</td>
<td>eDemocracy</td>
<td>eBusiness</td>
</tr>
<tr>
<td>Public Service</td>
<td>Service Delivery</td>
<td>Service Delivery</td>
<td>Transforming &amp;</td>
</tr>
<tr>
<td>Delivery Information</td>
<td>Interaction</td>
<td>Transaction</td>
<td>Reinventing Government</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Evaluating</td>
<td></td>
<td>Transforming &amp;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Reinventing Government</td>
</tr>
</tbody>
</table>

**Interacting**

- Informing
- Marketing
- Interacting
- Business Transaction

**Transaction**

- Voting-Representing
- Business Transaction

**Transformation**

- Consensus Building/Decision Making
- Transforming & Reinventing Government Business
PART 4: Towards Implementing A National eGovernance Strategy

4.0 INFRASTRUCTURE STRATEGY OPTIONS

- Building an eGovernance National Information Infrastructure (NII) & Becoming Part of the Global Information Infrastructure (GII);
- Technical Approach to Infrastructure Strategy: An eGovernance Infrastructure Services Model;
- Physical Infrastructure.
Building an eGovernance National Information Infrastructure (NII)

Flexible Regulation

Equity

Efficiency

Liberty

Participatory Access

Community

Competition

Private Investment

Open Access

Universal Access
Technical Approach: eGovernance Infrastructure Services Model **

- **Human Capital Investment**

- **Public Sector Clients**
  - Programme Delivery
    - (web portal, GOL, call-, tele-centres, kiosks)
  - Applications Services
    - (client-server services & applications)
  - Middleware Services
    - (Trustworthiness, PKI, Accounting Mechanisms, Directory)
  - Basic Transport Services
    - (Coding formats, Representation standards)

- **Private Sector Clients**

- **Technology Architecture**
  - Physical Infrastructure Network Service
    - (X-400, Teleconferencing, etc)
Technical Approach: eGovernance Infrastructure Services Model

**Advances the following characteristics –

1: A LOGIC based on a bottom-up evolution of “building blocks” comprising functional layers for transfer of information through basic conduits (transport layer); connection of client or server within and across network domains (network services layer); integration of applications, information and computing tools (distributed computing services); integration of common support applications and agency and government-wide information services (application information services); and provision of programme-related services to users (programme delivery services);
Technical Approach: eGovernance Infrastructure Services Model

Also advances the following characteristics (contd): –

• 2: A DISCIPLINE which recognises the many external requirements and inputs which influence the delivery of the above services, including business drivers, architecture, technology and standards; clients and the public; suppliers and the private sector; and

• 3: A COMMON LANGUAGE among the various stakeholders.
Selected Perspectives of the Physical Infrastructure

TELECOMS
- Design for **basic and value-added services** over diverse “carriers”;
- Broadband connectivity;
- Teledensity & affordability for universal access;
- Telecom governance for competitive advantage

INTERNET, INTRANET
- Government on the Web: 
  *Information, Interaction, Transaction, & Transformation*
- Government Secure Intranet** (GSI) & eAdministration
- Government OnLine (GOL) & eServices
An eGovernance Physical Infrastructure Strategy - Options

**A Government Secure Intranet (GSI)**

- Assists in the creation of confidence & trust in eAdministration in Government, in particular, and in eServices in general. Provides a trusted ‘business’ environment based on the deployment of the Public Key Infrastructure (PKI):
- Links the networks of Government Ministries and Departments to each other via a common backbone. Also links them to the Internet and to other external networks.
- Enables exchange of email between the internal networks of individual Government Ministries & Departments;
- Enables access to internal Government-only Web pages from browsers in Government Ministries and Departments;
- Enables exchange of email between the Government Ministries & Departments and Businesses or individual Citizens connected to the Internet and other electronic services, eg EDI VANs.
An eGovernance Physical Infrastructure Strategy - Options

- *eGovernance Task: Carry out an assessment of the existing ICT infrastructure, including the following:

  - The status of eReadiness of the ICT infrastructure in government (including all public sector agencies, ministries, departments, parastatal bodies), private sector and civil society ‘jurisdictions’;

  - The feasibility of all [known] technology solutions [partial & otherwise] for an eGovernance implementation, including: Government Email Services (GeS) as an entry point for eAdministration; Government on the Web (GoW) as an entry point for a government ePresence; Government Online (GOL), aiming to archive a full, seamless Anytime Anyplace facilitation Government Portal for citizens and businesses alike.
PART 5: Towards Implementing A National eGovernance Strategy

5.0 INFOSTRUCTURE STRATEGY OPTIONS
(Soft-Embedding Strategies)

- Human Resource Strategies
- Legal Framework Strategies
- Public Private Partnership (PPP) Strategies
- Comparative eGovernance – Comparative Strategies
5.1 An eGovernance Human Resource Strategy

- Developing a Competent IT Human Resource
- Providing an IT-Enabled Environment for Life-Long Learning (eLearning, etc)
- Building an IT Culture & Promoting Acculturation of IT/ICT
- * [eGovernance Task: HRD programmes including Training Needs Analysis (TNA) and Training of Trainers (ToT), and Public awareness programmes to diffuse the ICT culture]
5.2 An eGovernance Legal Framework Strategy

- **1/3: Electronic Signature (eSignature) Laws**: Laws that aim to **accord legal effect to**:  
  - transactions conducted entirely electronically;  
  - electronic records; and  
  - electronic signatures.

- **2/3: Party Protection & Trust Legislation**: A trilogy of laws aimed at promoting *confidence* and *trust* in conducting transactions online by adopting robust –  
  - Consumer Protection Laws;  
  - Data Privacy Laws; and  
  - Cybercrime Laws.
5.2 An eGovernance Legal Framework Strategy

- 3/3: Fiscal Incentive Legislation: A set of laws, resulting from an amendment or supplanting of existing laws, aimed at providing incentives (or removing disincentives) for the promotion of eGovernment/eBusiness/eCommerce:
  - Customs Laws;
  - Tax Laws;
  - Co-investment Legislation; and

- 3/*: Promoting confidence in the electronic medium as a vehicle for eBusiness/eGovernment/eCommerce requires a trilogy of basic elements:
5.2 An eGovernance Legal Framework Strategy

- 3/*: Promoting confidence in the electronic medium as a vehicle for eBusiness/eGovernment/eCommerce** requires the following trilogy of elements:
  - A Trusted Business Environment, based on public key infrastructure, PKI;
  - A Suitable Legal Framework, which recognises electronic/digital signatures as having legal effect and validity; and
  - Valid Laws of Evidence, providing for the admissibility of electronic documents and electronic signatures in legal proceedings.
**Laws needed to promote eBusiness/eCommerce**

- WIPO Copyright Treaties, 1996.
- ICANN and WIPO on IP addresses, domain names, 1999.
- The WTO Treaty on opening telecoms to competition.
- Patent Co-operation Treaty, 1984
5.2 An eGovernance Legal Framework Strategy

- [eGovernance Task: Assess the state of existing institutional and regulatory framework, including telecoms governance];
- [eGovernance Task: Assess the feasibility of total security solutions to cover authentication, encryption, privacy, confidentiality, PKI infrastructure and certification authority];
- [eGovernance Task: Pool together existing international eGovernance-related laws and guidelines, with the objective of formulating eGovernance laws for own jurisdictions, that are consistent with existing supranational laws and guidelines]
Infostructure Strategy Options

5.3 An eGovernance Public-Private Partnership Strategy Options

- Joint Public/Private Venture Partnerships
  - Capital Investment;
  - Licencing Agreements;
  - Promotion of R&D.
- Joint Public/Private Sector Collaboration
  - Establishment of a National Development Venture Fund;
  - Establishment of Access Mechanisms to Joint Venture Programmes; Funding of Intra-Regional Partnerships
- Flexible Regulation in the NII
5.3 An eGovernance Public-Private Partnership Strategy Options

- *[eGovernance Task: Devise a suitable mechanism for harnessing the benefits of strategic alliances, and partnerships (including PPP, and Supply Chain relationships) for eGovernance ICT infrastructure funding, and other aspects of eGovernance implementation].*
5.4 Comparative eGovernance for the ‘Lessons of Experience’

- Relies on analytic comparative study of eGovernance practices and implementations in other countries and jurisdictions to determine best practices or lessons of experience for adaptation.

* [eGovernance Task: Carry out a comparative assessment of practices in other countries and jurisdictions to determine the lessons of experience amenable to adaptability for use or application in jurisdiction in question].
PART 6: RoadMap to eGovernance Implementation

- Stakeholder Requirements & Analysis
- Baseline Assessment
  - Existing Infrastructure;
  - Existing Infostructure;
  - Partnerships, Alliances & Joint Ventures (including Supply Chain Arrangements);
  - Comparative eGovernance
- Aggregation Scenarios
- Blue Print for eGovernance Implementation: eGovernance Masterplan
- Implementation Strategies
  - Timelines; Milestones; Action Plan; Funding Strategies; Project Management Process
[eGovernance Task: Devise an Action Plan articulating a roadmap to eGovernance implementation, with specific timelines, milestones, and strategies].
Setting The Course: RoadMap to eGovernance Implementation

- Implementation:
  - Timelines
  - Milestones
  - Action Plan
  - Strategies
  - Project Management

- Blue Print for eGovernance:
  - An eGovernance Masterplan

- Aggregation Scenarios:

- Baseline Assessment:
  - Existing eGovernance/ICT Infrastructure
  - Existing eGovernance Infrastructure
  - Existing Public-Private Partnerships
  - Comparative eGovernance

- Stakeholder Requirements & Analysis
“To be able to engineer the future to take cognisance of eGovernance for Good Governance is to be part of the creative divergence arising from the pressures of pervading digital convergence of the world of the new Information and Communications Technologies (ICTs). Nations worldwide ... must be part of making the transition to eGovernance as the new paradigm in public sector reform. The pains of inaction (..) will be greater than the trials and tribulations of action.”
Thank You