Success, Failure and Management of e-Governance Initiatives

The Case of Finland

Ambassadors’ Briefing, Geneva, 23 May 2007
Finland as a model for developing countries?

• Finland was a poor and peripheral country not so long ago

• Agriculture > timber, paper > heavy metal > high tech
The Finnish Formula for Information Society

- technological innovation
- economic dynamism
- welfare state
- legitimizing identity
Information Society Strategies

- 1995-2000: With technology out of depression

- 1998-2005: Human web enabled by technology

- 2003-2007: Information society for all the people

- 2007-2015: An innovative, people-centred and competitive Finland
<table>
<thead>
<tr>
<th>Statistics</th>
<th>Value</th>
</tr>
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<tbody>
<tr>
<td>Population</td>
<td>5.2 million</td>
</tr>
<tr>
<td>Mobile phones</td>
<td>5.8 million</td>
</tr>
<tr>
<td>Broadband connections</td>
<td>1.6 million</td>
</tr>
<tr>
<td>Internet users, 15-74 years old</td>
<td>79%</td>
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<tr>
<td>Net banking users</td>
<td>63%</td>
</tr>
<tr>
<td>Trust net banking</td>
<td>92%</td>
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Strengths

- Ethos and work morale
- Education system
- Trust in society
- Readiness for early adoption of new services
- Positive attitudes towards ICT
- Technology expertise
- National innovation system
- Open and safe society
Weaknesses

• Fragmented research and development
• Weak commercialisation of innovations
• Silo thinking, lack of intersectoral cooperation
• Lack of customer perspective in product/service development
• Existing information and knowledge in weak use
• Digital content copyright problems
Opportunities

• Reform and growth of effectiveness
• New business models
• Structural reform: public/private sectors, innovation system
• National/international cooperation and networking
• Global markets
• Social media and civil activity
• Sustainable development of energy and environment
• International reputation
Threats

- Slow reaction to global changes
- Inability to reform
- Growing social and regional inequality
- Deficiencies in skills and lifelong learning
- Vulnerability of infrastructure
- Discrepancies of work and family life
- Ownership, decision-making, expertise and production draining abroad
- Weak entrepreneurship
Approach to eGovernance

• Comprehensive reform of structures and operations rather than development of individual online services.

• Convergence of services by public, private and third sector

• From organization-centred to end-user-centred approach

• From national to EU-wide solutions
eGovernment Leaders

Accenture Survey, 2006
Successes and problems

• Wide array of public services available…

• Each sector tries to excel in its own field…

• Each sector has been free to develop its infrastructure and choose its softwares…

• …but true interactive services still rare.

• …but customers would appreciate a more unified approach

• …integration and consolidation are starting only now
Failures – Delayed Successes?

• Sometimes, what looks like a failure is just a success with some delay…or that happens in a way not originally intended

• A case in point: the story of the electronic ID in Finland. Instead of the government, banks took the lead