Knowledge Management and Electronic Government: Myths and Realities

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United Nations Department of Economic and Social Affairs
UNDESA
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Description

• Introduction
• Main Messages
• Challenges and Perspectives
• Elements of Knowledge Management
• Network of United Nations Public Administration (UNPAN) and UNO Prize for Public Service
• Initiatives of United Nations in Governmental Innovation and Electronic Government
• Examples and Conclusions
Main Messages

• The significant changes do not happen because of technological improvements, but due to behavioral improvements.
• “The tools of communication only become interesting due to the social point of view when they become boring from the technological point of.” (C.Shirky 2008)

• The process of knowledge management is not an aim in itself, but a means to improve the satisfaction of the citizens.
• Demand so that the governments solve more problems with less resources and with limited operational capacity.

• Demand so that the public institutions be more efficient and transparent.

• Demand so that the Public Administration be more dedicated to the citizens, with more participation.
Typical internal and external problems

•Internal problems: authoritarianism, corruption, social differences, inefficiency, insufficient organization of the public institutions.

•External problems: institutional centralization of the Governments, laws and regulations that limit the municipalities and states, political-party questions related to budgetary aspects.

•Those problems are not always solved with the management of knowledge.
Disregard on Electronic Government

• I will not speak about: digital breach, governance of the Internet, security and privacy, adjustments in the institutional architecture. They are important subjects.

• Same in the UNO there is disregard on Electronic Government. Example: Financial Crisis, Climatic Change, Summit of the Millennium.

• Electronic government: Understanding and Implementation
Disregard on Electronic Government

• Understanding

• A tool to make things as always has been made or a new way to make things.

• Implementation

• Because there is no understanding, many Governments continue without integrated policies for Electronic Government.
Myths on Electronic Government

- The most advanced hardware and software do not solve the challenges of public administration by themselves.

- Myth of the technological competence
  - Myth of the digitalization
  - Myth of the magical tools

- Electronic government is not the next step in rationalizing governmental procedures, it constitutes a foundation for the institutional change.
Elements for Knowledge Management

- Decentralization of services
- Creative vision
- Collaboration of several actors (public, private, civil society)
- Suitable use of communication and information technologies
Integration of Services

• Equilibrium between needs and potentialities of the public administration as source of solutions for the citizens

• Change: Not only the type of services available, but also the way the services are offered.

• Integration between a “unique window” for the citizens and more integration between internal offices and dependencies (back-office)
Integration of Services

Examples:

• Davao Medical Center in the Philippines - unique window with legal, medical and psychological support for women and children
• Services of Attendance to the Citizen in Bahia, Brazil - services of federal, state and municipal agencies in public sites
• Mobile and Integrated attendance to the citizen in Portugal, Mozambique, South Africa
Decentralization of Services

Better integration between citizens and the State

Reduction of transactional costs between the suppliers and the receivers of the services

Compatibility between local needs and local services
Decentralization of Services

Examples:

- Program PAGER of Morocco for operations and maintenance of water services for rural areas (growth from 14% in 1994 to 55% in 2003);

- Morocco: creation of regional control centers for production and export of fruits and vegetables with increase of competitiveness and export activities;

- Decentralization of the educational system in Tanah Datar, West Sumatra, Indonesia - decentralization of budgets, evaluation and hiring of teachers based on merit
Old problems, new ways

The institution knows where it goes

The institution knows how to get there

The institution does not know how to get there

DEVELOPMENT

OPERATIONAL MANAGEMENT

PROCESS

CREATION OF A CONCEPT

DIRECTION

Source: Yapp, 2005

The institution does not know where it goes
1) The Cycle of Knowledge Management
   Intention > Capacity > Technology > Resources

2) To avoid some Government diseases:
   • Participatitis (participation illness)
   • Consultivitis (consultation illness)
   • Diagnausea (diagnosis illness)
Changes in Behavior

3) Principles:
• Gradual development
• Institutional coordination
• Open technological structure
• Of linear services for 24 Hour Government

4) The final objective is the satisfaction of the citizens
Example: case of Curitiba, Brazil
Definition of growing structure

TENDENCY

GROWING PLAN
The garbage subject
The garbage subject
“Metro bus”

The characteristics of a metro on the surface
Vision- There are universal principles

Curitiba, Brazil

Bogotá, Colombia

Quito, Ecuador
The invisible city

• What is the relation between knowledge management and public services?

• The garbage was paid by the ton, not by the kilometers covered by the garbage trucks.

• The public transport was paid by the kilometers, not by the number of passengers.

• It is not enough to have data, but to formulate the public-private equations in an efficient way.
Curitiba: The Light of Knowledge

Several culture tele-centers in low income communities
Global Tendencies in Informatics

1) More investments in broadband networks

2) More investments in infrastructure for mobile telephony

3) Modest but continuous growth of electronic participation

4) Change: from unique on-line services to integrated services

5) Consolidation and communication between internal offices to serve through one window
Recent Examples

1) Austria, Australia - Centralization to coordinate information exchange
2) Portugal - bureaucracy simplification
3) Bangladesh - integration of birth registries/vaccines
4) Ghana - integrated handling of forests
5) Mauritius - public-private collaboration for tax payments
6) Pakistan - national registry and passports
UNPAN
UNO Network for Public Administration

Global tool to connect international, regional, national and sub-national institutions for the promotion of a better public administration
The UNPAN - Institutional Network

**Social Networks** >
(twitter, personal pages, flash mobs)

**Professional Networks** >
(blogs, wikis, applications)

**Institutional Networks** >
Process transforms into Product

They connect individuals

They connect individuals

Institutions
Electronic/Mobile-Government in Arab States: Building Capacity in Knowledge Management through Partnership

Beirut, Lebanon 18–20 November 2008

UNPAN is a global networking tool that connects relevant international, regional, subregional, and national institutions worldwide for the promotion of better public administration.

UNPAN Quick Poll

1. In addition to economic growth, which of the following are helpful in achieving the MDGs?

- Foreign Aid and private investment (18) 12%
- Good Governance (64) 43%
- Infrastructure Development (30) 20%
- Access to technology (36) 24%

Past Polls
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<th>Description</th>
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<td>CLAD</td>
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Expert Group Meeting - E-Government Readiness Indicators: Getting to the Next Level

Dec 10 to Dec 11 2008 at the United Nations Headquarters, New York

The Division for Public Administration and Development Management (DPADM) of the United Nations Department of Economic and Social Affairs (UNDESA) is organizing an Expert Group Meeting (EGM) on "E-Government Readiness Indicators: Getting to the Next Level". It will be held in New York, USA from 11 December to 12 December 2008.

The meeting is a no stand-alone event, as it is directly linked to the United Nations E-Government Survey, one of the major recurrent publications of UNDESA. The purpose of the meeting is to enhance the quantitative part of the Survey by developing five sets of measurable, additional/revised e-government indicators. It will also serve as a forum to examine the Survey's methodology, along with an expert review and update of the current questionnaire in response to the current advancement and foreseeable trend of government online service programmes.
Documents

Here you will find thousands of Documents related to e/m Governance.

Browse by Region

- Global: 5481
- Africa: 525
- Arab States: 1520
- Asia and the Pacific: 6521
- Europe: 3512
- Latin America & the Caribbean: 785
- North America: 2985

Latest Documents

- Nov 11, 2008: Minutes of the World Civic Forum 2009 Steering Committee Meeting...
- Nov 11, 2008: Civic Partnership for a Humanitarian Planet: The World Civic Forum...
- Nov 11, 2008: Civic Partnership for a Humanitarian Planet: A Civil Society Perspective on...
- Nov 11, 2008: Special Plenary: Roundtable on the World Civic Forum at Kyung Hee University...

all documents
UNO Sounding on Electronic Government

### Global E-Government Survey 2008

#### E-Government Readiness Index

<table>
<thead>
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<th>Country</th>
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#### E-Participation Index

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[Download Publication](#)
### Regional Data View

View, Sort, Chart, Export and Print Regional Level data. For more information about the data please visit the E-Government Overview section.

<table>
<thead>
<tr>
<th>Region</th>
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<th>E-Participation Index Average 2005</th>
<th>% Change</th>
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Graph IT! Country Comparison

Graph IT provides a customized comparative country chart view of the 2007 E-Readiness Index. The tool also offers a baseline comparison with the world average as well as an optional regional average.

E-Readiness Comparison (2007)

- Haiti: 0.2097
- Congo: 0.2737
- Trinidad and Tobago: 0.5307
- Barbados: 0.5667
- United States of America: 0.8644

World Avg: 0.4543
UNO Index - Informatics Services

1) **Emergent**: Web Page

2) **Basic**: updated information on policies and their implementation

3) **Interactive**: Services on line, obtaining forms

4) **Transactional**: Tax payments, other payments, consultations

5) **Connected**: Integration of internal offices (Back-Office Integration)
1) **Education** – Index of Human Capital (UNESCO)

2) **Infrastructure** (ITU)
   - Internet Users/100 people
   - PCs/100 people
   - Telephone Lines/100 people
   - Cellular phones/100 people
   - Long band/100 people

3) **Web Measure Index** (Questionnaire)
Innovative Practices in Electronic Government
Applications for Mobiles in Health/Education
Conclusions

1) Human brains are more important than electronic brains

2) The computer plays chess better than a champion, but it will never solve public administration problems better than we do

3) Integrated priority for: Training, e-Participation, Transparency and Information Management
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