Implementing e Government: a strategy for transitional countries

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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
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
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: 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.
Developing countries experience: Brasil - Governo da Bahia

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

• 22 SAC (8 Urban 14 Rural)
e-Gov Dimensions: Indian practices

- 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
Barriers to E-Government: The USA experience

- 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.
- 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.
- Agencies generally buy systems that address internal needs, and rarely are the systems able to inter-operate or communicate with those in other agencies.

» OMB Task Force report
Barriers to E-Government: The USA experience

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.

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 EU experience

- 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.

• Survey on Electronic Public Services (first measurement: October 2001)
**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
  - Extensive back-office reorganisations to transform complex transactions into simple procedures. This is a long-term operation
Internet penetration rate (Source: NUA)

Countries

Internet penetration %

EU
CEE
CIS

Countries
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
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

• **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

• Do we have to wait?
  – The answer is “No”
  – Political willingness for reform is the critical factor
  – e-G can accelerate the change process
  – Emphasis on back office applications
  – Community access points can overcome low internet-penetration rate
e-Gov development strategy: a UNTC perspective

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