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CENTER FOR ELECTRONIC GOVERNANCE

Foundations on Electronic Governance

What is e-Governance About?

Tomasz Janowski

Adegboyega Ojo

Elsa Estevez

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Dr. Pablo Fillottrani
Dra. Elsa Estevez

GOVERNMENT AND SOCIETY

Governments are under pressure:

o from globalization

o from fiscal demands

o from evolving societies

o from citizen expectations

o etc.

They are expected:

o to be responsive to social change,

o to address public concerns,

o to manage public funds efficiently,

o etc.

The expectations on governments grow as Information Society becomes more widespread.

RESPONSE AND RESISTANCE

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Public Administration Reform

o customer orientation

o business-like management

o citizen engagement and trust, etc.

Electronic Government

The use of ICT, particularly the Internet, as a tool to achieve better government.

At the same time:

o Governments adapt slowly

o They are preoccupied with operational issues

o They tend to regard both initiatives as one among the challenges they must confront

e-Government is not an aim in itself.

It is a tool to enable:

1) better policy outcomes
2) higher quality of services
3) more efficient use of public funds
4) more efficient government processes
5) greater engagement with citizens and businesses
6) improvements in other selected performance indicators
7) etc.

e-Government is more about government than about "e"!

A technical exercise to automate public services becomes an exercise in governance.

OVERVIEW

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REASONS FOR E-GOVERNMENT

The main reasons to embrace e-government:

o   REASON 1 - e-Government improves efficiency
o   REASON 2 - e-Government improves service quality
o   REASON 3 - e-Government helps achieve policy outcomes
o   REASON 4 - e-Government contributes to achieving economic objectives
o   REASON 5 - e-Government can be the major contributor to reform
o   REASON 6 - e-Government builds trust between citizens and government

Until now, the main drivers for e-government have been efficiency gains in government operations and effective delivery of policy outcomes.

Recently, the focus has shifted to other objectives:

o   improving services,
o   increasing accountability,
o   facilitating engagement, etc.

Cost reduction is the major driver for ICT use by governments:

o   Replacing paper-based application processes with Internet applications – cut down costs of data re-entry and checking

o   Improved booking arrangements – more efficient use of scarce resources: skilled staff and facilities

o   Greater sharing of data within government – eliminate costs of multiple collections, data reconciliation and checking

o   Reduce government publication and distribution costs by relying more on on-line publications, etc.

Greater efficiencies are generated from ICT projects that involve process transformations.

EXAMPLE [Zanzibar - The Strategic Public Sector e-Procurement Solution]

UK public sector e-Procurement solution, available under a framework agreement to all English, Wales and Northern Irish public sector organizations:

o Strategic - Strategic electronic marketplace solution for UK government
o Functionality - Offers a complete web-based end-to-end suite of solutions for complete e-Procurement and e-Invoicing
o Content – Hosts and makes available electronic contracts to subscribers
o Suppliers – No charged, sponsored by public-sector organizations
o An official 'stamp of approval' as a secure government trading network, audited up to Government Level 3.

Savings generated: from improved process savings and reduced errors – 41GBP per transaction; from contract compliance up to 50% on the price of individual products.

Deployed 2006. Available at www.zanzibaronline.gov.uk

EXERCISE [Efficiency]

Consider how your agency introduced ICT.

1) Was it an aim to reduce costs? ....

2) Were any cost reductions created? ....

3) Was ICT adoption preceded by process change? ....

Provide examples of ICT-induced cost savings that:

4) Have taken place ....

5) Could have taken place ....

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Adopting customer focus is the main part of the countries' public reform agendas.

DEFINITION [Customer Focus]

Customer focus is about providing citizens and businesses with a coherent interface with government which reflects their needs rather than the structure of the government.

Bellevue Government Hall, USA

e-Government initiatives to improve customer focus:

o   On-line portals focused on particular topics or groups, bringing together relevant information and services

o   Targeting of on-line information to specific groups of citizen so that relevant information can be found more readily

o   e-Mail lists to push customized information to specific groups, whenever the information becomes available

o   Allowing identified users to carry out routine transactions with the government as on-line government services

EXAMPLE [One Touch GOV, UK]

A Customer Management Solution for local authorities, aimed at utilizing a single contact with customers to qualify and complete all relevant services to which they are entitled.

In one interaction (e.g. new resident move-in) up to 8 services can be completed e.g. library cards, benefits assessments, electoral registration, free school meals, Council Tax registration, car park registration, etc.

Deployed in Southwark in London, population 250,000, very diverse in terms of need, 16% claiming social housing benefits, with 40,000 moving into and out annually.

Developed for government by the private sector.

Deployed in 2007, available at www.onetouchgov.co.uk.

EXERCISE [Customer Focus]

Consider how your agency serves citizens and businesses.

1) Is customer focus part of your agency's service policy?

....

2) Provide examples of the measures taken to enhance customer focus:

....

3) What measures could have been taken?

....

e-Government can help achieve better outcomes in major policy areas, such as:

1) Taxation policy - improved collection of taxes through increased sharing of information by agencies

2) Health policy - reduced demand for health services through better use of health information and scarce health resources

3) Fiscal policy - reduced unemployment payments owing to better matching of the unemployed and vacancies

4) Social policy - promoting the use of native languages and awareness of indigenous people

5) Environmental policy – through better sharing of information between national and sub-national governments

It is expected that all policy areas will be affected by e-government.

Through reduced corruption, greater openness and increased trust in government, e-government contributes to the fulfillment of economic objectives.

Specific measures:

1) Improving business productivity by administrative simplification and on-line support for small and medium-size businesses
2) Business portals providing access to economic information - market trends, export opportunities, assistance programs
3) Reduced government calls on public funds through more effective programs and operations
4) Direct consumption of ICT goods and services by government - significant and more stable than by the private sector

Public Management Reform:

o   customer orientation

o   business-like management

o   citizen engagement and trust, etc.

has been on the agendas of many countries long before e-government emerged.

Reform and e-government are mutually dependant:

o   Reform is necessary for e-government to deliver

o   e-Government is an enabler of the reform

Reform is necessary for e-Government:

- The promise of e-government will not materialize by simply digitizing government information and placing it on-line.

- Instead, e-government is about the use of ICT to transform the structures, operations and the culture of government.

e-Government is an enabler of the Reform:

- It serves as a tool for Reform:

  1) simplifies administrative processes
  2) makes processes more transparent
  3) helps deliver services more efficiently
  4) facilitates service-process integration
  5) enables seamless government

- It highlights internal government inconsistencies

- It underscores commitment to good governance.

EXERCISE [ICT Supporting Process Change]

Consider a major process change performed by your agency.

1) What was the reason for the change?

   ....

2) Was the process change supported by ICT?

   ....

3) Were the expected benefits produced? If not, why?

   ....

EXERCISE [Process Change Enabling ICT]

Consider a major ICT system deployed in your agency.

1) What is the system's function?

    ....

2) Was the deployment accompanied by process change?

    ....

3) Were the expected benefits produced? If not, why?

    ....

Building trust between government and citizens has fundamental importance.

In the absence of trust:

o   the rule of law
o   legitimacy of government decisions
o   support for specific government reforms

may be all called into question. ICT helps build trust by engaging citizens.

Ways of engagement:

o   Consultation and feedback by service users – web logs, questionnaires and feedback contacts

o   Citizen engagement in policy making – consultation and active participation to better address constituents' needs

o   Helping individual's voice be heard

EXAMPLE [Engaging Citizens in the Scottish Parliament]

Scottish Parliament maintains a website to inform and engage citizens in the democratic process:

1) Public education about parliament

2) Web casting of parliamentary sessions

3) Enabling citizens to petition parliament on-line

4) Enabling citizens to contact their parliament members

5) Providing for direct participation using discussion boards

All serve to advance the principles of openness, accountability and citizen engagement in the parliamentary process.

EXERCISE [Citizen Engagement Through Process Improvement]

Consider the measures taken by your agency to engage citizens in deciding how public services should be improved. Provide examples of the measures undertaken:

1) ....

2) ....

What other ICT-enabled measures could be taken? Provide ideas:

3) ....

4) ....

1) **Electronic Government helps improve operational efficiency**

   mass processing tasks, data collection and transmission, communication with customers, greater sharing of data within and between governments

2) **Electronic Government helps improves the quality of public services**

   online services are build with understanding of user requirements, seamless services for one-government interface, multi-channel service delivery

3) **Electronic Government can help achieve specific policy outcomes**

   more sharing of information means: improved collection of taxes, better use of health services, better matching of unemployed and vacancies, etc.

4) Electronic Government can contribute to economic policy objectives

improvements in business productivity, effective government programs, promoting e-Commerce, government consumption of ICT goods, etc.

5) Electronic Government can be a major contributor to the Public Management Reform

e-government enables public reform through: transparency, simplification, information sharing, enabling seamless government, etc.

6) Electronic Government can help build trust between government and citizens

e-government enables citizen engagement in the policy process, prevents corruption, promotes accountability and openness, etc.

OVERVIEW

CHALLENGES TO ELECTRONIC GOVERNMENT

The implementation of e-government can face a number of challenges.

1) Legal – e-Government processes must be equivalent to paper-based processes
2) Financial – Funding arrangements should account for cross-agency and long-term nature of e-government initiatives
3) Collaboration – Agencies must be able to work together on e-government projects
4) Technological – Adoption of whole-of-government standards, software integration and middleware technologies
5) Social – Large differences in the level of access to the Internet and therefore ability to benefit from e-government

These challenges must be addressed on a whole-of-government basis to be overcome.

Governments must ensure that a proper legal framework exists before e-government initiatives and processes can take up.

What is needed:

1) Recognition of electronic processes and services as equivalent with paper-based processes and services. Legal recognition of digital signatures!

2) Clarification of requirements on the agencies implementing e-government: what they can and cannot do.

3) Legislations designed to protect the privacy and security of data, to balance free access and trust.

EXAMPLE [Privacy Rights in France]

The Law of 1978 "Informatique at Libertes" recognizes that citizens have several rights with respect to automatic data processing:

o   The right to ask anybody whether it holds information concerning him/her
o   The knowledge of such data, directly or indirectly (national defense or public safety)
o   The right to rectify data
o   The right to refuse that a file is kept on them when such a file is not obligated by law

Institutions wishing to process personal information must inform individuals of the use that will be made of data concerning them.

Commission Nationale de l'Informatique et des Libertes is the institution charged with safeguarding privacy and data-sharing.

EXERCISE [Legal Challenge]

Consider what kind of legal challenges your agency may face when implementing e-government. Provide examples:

1) ....

2) ....

3) ....

Traditional public management funding:

o   Vertical funding structure

o   Agency is held accountable for achieving its mission

o   Agency receives the resources to accomplish its mission

o   The resources are budgeted on the annual or bi-annual basis

This principle does not act in favor of e-government projects that involve long-term funding and collaboration across agencies.

Factors acting against e-government funding:

1) e-Government is unlikely to win out in competition with other public policy objectives e.g. health, education, security

2) It is difficult to measure costs and potential benefits of e-government, so to develop funding cases for projects

3) If not treated as capital investment, e-government has to compete with other pressing recurrent funding proposals, and will seem to involve comparatively large expenditure

4) Governments are reluctant to commit expenditure beyond budgeting horizons, and yet many e-government projects are of multi-annual nature

Measures to assist e-government funding:

1) Classifying major e-government projects as capital investment with up-front capital outlays and subsequent benefits

2) Separate approval by the e-government coordination office to ensure no duplication of inconsistency with broader strategies

3) Public-private partnerships to overcome: capital limitations, budget-time horizons, disincentives for collaboration

4) Central funding for innovation for high-risk demonstration project that wouldn't receive funding otherwise

5) Ability for agencies to retain savings created by e-government

EXAMPLE [UK, Capital Modernization Fund]

A 2.7 billion fund set up in 1998 to support capital investment to improve public services. Funding is allocated on a competitive basis. Criteria:

1) Extent to which the project is innovative
2) Quality of the project's economic appraisal
3) Impact on the effectiveness of the service
4) How far the project contributes to agency's mission
5) How solid is the management of the project

Some successful projects:

o 470 million to build 1000 country-wide IT training centers
o 1.1 million to develop a government "shopping mall" for low-value transaction to and from government
o 23.3 million to transform the Crown Court by reducing delays

EXERCISE [Financial Challenge]

What kind of e-government projects your agency may like to carry out with other agencies?

1) ....

2) ....

How could such projects be funded under the current legislation and practice?

....

....

Governments traditionally rely on command-and-control mode of operation, and much less on collaboration between agencies.

Collaboration barriers:

1) Accountability rules designed to ensure responsible use of public resources by clearly identifying who does what; Who is responsible for the shared project?

2) Performance management also follows clear distinction of who does what. How to evaluate shared projects?

Measures to assist e-government collaboration:

1) Central Register of e-government initiatives seeking funding

2) Central Funds to encourage certain initiatives e.g. collaboration

3) Lead Agency Model – an agency funds a project that benefits other agencies as well as itself

4) Coordination - several agencies coordinating their approach to obtain funding

5) Pooled Funding – several agencies share funding for a common project, under a semi-contractual arrangement

6) Agency Payment Model – coordinating agency funds the project, other agencies then pay to use the service

7) Mandatory Levy on agencies to enable some joint projects

EXAMPLE [US, Clinger-Cohen Act]

Information Technology Management Reform Act encourages inter-agency projects:

o Office of Management of Budget (OMB) to issue guidance for government-wide investment in Information Technology
o OMB has the authority to redirect funds from one agency to another to finance multi-agency projects
o agency are permitted to jointly fund IT projects – "pass the hat" funding

The "pass the hat" authority of OMB helped to fund:

o The FirstGov initiative
o Activities of the Chief Information Officer Council – principal coordinating body for federal ICT activities

EXERCISE [Collaboration Challenge]

Consider what kind of inter-agency projects your agency has been or could be involved.

Provide examples of legislative/regulatory challenges to such cooperation:

1) Project ....

   Challenge ....

2) Project ....

   Challenge ....

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BAHIA BLANCA, 22 SEPTEMBER 2010 39

Technology-related barriers to e-government:

o   Legacy systems

o   Lack of shared infrastructure

o   Too rapid technological changes, etc.

Complex technical issues arise.

Definition [Legacy System]

Legacy System is a computer system or program which continues to be used because of the cost of replacing or redesigning it.

Legacy systems:

o   are old, large, monolithic and difficult to modify

o   meet the basic needs of organizations, which neither can afford to stop, nor to update them

Legacy systems can be a major barrier to e-government.

Common solutions:

o   Middleware and web services

o   Data-exchange standards relying on XML

o   Government-wide frameworks, standards and data definitions

Technology-related barriers to collaboration between agencies:

o   Lack of shared standards

o   Lack of compatible infrastructure between agencies

Infrastructure development is too expensive for a single agency. Shared development faces budgetary and collaboration barriers. What can be done?

Provide technological, legal and organizational frameworks for delivering electronic services:

o   Common technical standards
o   Common technical infrastructure
o   Whole-of-government approach to lower legal and technical barriers for cooperation
o   Whole-of-government approach against redundancy, e.g. common back-office processes

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How to plan development of e-government facing uncertainty over the fast-moving technological change?

Public-private partnership is one solution, provided they are in the areas where established standards already exist in the market.

Other approaches:

1) Technology neutrality in legislation and regulation
2) Flexibility within broad regulatory frameworks
3) Adaptation of current laws to a digital world
4) Involvement of all stakeholders in the regulatory process
5) International cooperation to harmonize approaches
6) Performance requirements instead of specifications when procuring new technologies

e-Government can indirectly improve services to citizens with no Internet access through back-office improvements, however:

1) Advantages of on-line services cannot be replicated off-line, so people without Internet access will be unable to benefit.

2) The groups in society with lower level of access are already disengaged - the target of government intervention. Such groups have higher level of interaction with government:

   o establishing identity
   o entitlement for assistance
   o complex medical or social intervention

Many governments pursue policies to reduce digital divide.

EXAMPLE [EU-Funded Project on Barriers to e-Government]

Seven top barriers to success in e-Government identified:

1) Leadership Failures – lack of political will, low prioritization of e-Government in policies and resource allocation, government-centric as opposed to citizen-centric focus, etc.
2) Financial Inhibitors - difficulty in showing the cost benefits, cost of developing e-Government services, costs of meeting regulations relating to e-Government, etc.
3) Digital Divides and Choices - failure to implement e-Government services that meet citizen needs; a lack of motivation among citizens to use e-Government services, etc.
4) Poor Coordination - a lack of coordination across levels of Government, government departments failing to agree on common standards to provide shared services, etc.
5) Workplace and Organizational Inflexibility - resistance to change by government officials, employment laws inhibiting flexibility in changing working practices, etc.
6) Lack of Trust - the 'Big Brother' fear of unwarranted government intrusion into private lives and business operations, lack of secure electronic identification systems, etc.
7) Poor Technical Design - lack of interoperability between IT systems, government technologies lagging behind societal use of the Internet, etc.

SUMMARY - CHALLENGES

1) Legislative barriers can impede the uptake of e-government

   e-government processes are not legally recognized, agencies are unclear what they can do, lack of privacy/security laws

2) Budgetary frameworks can restrict e-government initiatives

   ICT as recurrent expenditure, short budgeting horizons, lack of incentives for cross-agency projects, lack of tools for measuring returns on investment and measures to retain the savings

3) Collaboration barriers inhibit agencies working together

   accountability rules designed to enable cross-agency initiatives, performance management accounting for collective and not only individual performance

4) Governments need to prepare for technological change

whole-of-government standards, data exchange and software integration, development of shared infrastructure, technology-neutral legislation, performance-based purchasing...

5) The digital divide impedes the uptake of e-government

benefits of online services cannot be fully replicated offline, those without access to Internet therefore cannot fully benefit, this group tends to also have the highest requirements for interaction with their government

OVERVIEW

DEFINITION [Front Office]

Front-office refers to the government as seen by its constituents through information and services provisioned to them, as well as engaging them in two-way interactions.

Front-office implementation of e-government involves the following issues:

o On-line Services
  - ✓ Service Maturity
  - ✓ Service Quality
  - ✓ Channel Strategy
o Citizen Engagement

ON-LINE SERVICE MATURITY MODEL

Many models for on-line service delivery.

None accepted as "standard".

A four-stage model by the Australian National Audit Office:

1) Information
2) Interactive Information
3) Transactions
4) Data Sharing

A website publishing information about service(s).

Information is static.

Challenges for implementing agencies:

1) Digitize the available information and make it accessible on-line.
2) No process re-engineering needed.

Stage 1 + users' ability to access agencies' databases:

o   browsing, exploring and interacting with data

o   performing electronic searches and calculations based on the user's criteria

Challenges for implementing agencies:

1)   How will citizens use the information?

2)   What are the rules for making certain information public?

3)   What is the target audience for specific information?

4)   How to make information easier to find?

5)   What tools can be used to enrich user's experience?

Stages 1 and 2, plus enabling users to enter secure information and engage in end-to-end transactions with the agency.

Requires real-time responsiveness by government agencies to the service demands by citizens and businesses.

Challenges for the implementing agencies:

1) Establish online service standards
2) Ensure security and privacy protection
3) Prepare back-office processes for on-line delivery
4) Rethink relations with agencies for seamless service delivery

Stages 1, 2 and 3 plus enabling agencies to share with other agencies personal information, when approved by law and with the users consent. Data-sharing:

1) simplifies procedures

2) creates savings in administrations

3) reduces reporting burden for citizens and businesses

However:

o Sharing of data among agencies must be limited because of privacy protection legislation

o All data-matching must be legally approved or explicitly permitted to prevent unauthorized/illegal combination of data

EXERCISE [Service Maturity]

List the main online services delivered by your agency. For each service, specify its maturity level in the 4-level hierarchy.

1) Service ....

   Maturity ....

2) Service ....

   Maturity ....

SERVICE QUALITY

Successful services are built on an understanding of the user needs.

There is a growing empirical evidence on what works:

1) Effective services need not be complex.
2) Simple information services may meet the user needs.
3) Moving to transaction services may not necessarily add value.
4) Seamless services are more effective than delivering many separate services to the same user group.
5) Services should be offered through various delivery channels, with on-line delivery being just one of the options.

EXAMPLE [Evaluation of Services in Denmark]

The project "Top of the Web" carries out an annual evaluation of all public sector websites and collect users' opinions.

Evaluation criteria:

1) User-friendliness – users should find the website easy to use regardless of their level of expertise
2) Practical value – users should benefit from the information, information is up to date and self-service options are provided
3) Openness – users should understand who takes decisions and how they can influence a decision-making process
4) Interactivity – users can ask questions and receive answers electronically

Public assessment of websites inspire agencies to improve the quality of their services; few agencies want to rank at the bottom of the list.

e-Government services should be developed as part of a broader service channel strategy, especially given the digital divide.

Integrated approach to service delivery:

1) "No wrong door" to access public services
2) On-line delivery as just one possible access point, with traditional channels - phone, kiosks, counter maintained
3) Choice of channel is in itself a service quality attribute
4) Channel integration is part of the overall transformation of a particular service to better serve particular customer groups

More efficient approach in the long term – more intensive use is made of common infrastructure and data

CITIZEN ENGAGEMENT

ICT can be used as a tool for providing information, consulting and engaging citizens in the policy-making. This can be done through:

1) reaching a wider audience
2) tailoring information to the target audience
3) engaging citizens through consultation and participation
4) facilitating the analysis of citizen contributions
5) providing feedback to citizens

Engagement issues:

o Access
o Accessibility
o Trust

DEFINITION [Access]

Access is the real possibility of consulting/acquiring government information electronically.

DEFINITION [Accessibility]

Accessibility is the ease with which citizens can make use of the possibility of consulting government information electronically: find, digest and use it.

Accessibility criteria: recognizability, availability, manageability, affordability, reliability, clarity, ability to cater for special needs.

Accessibility measures: search engines, spell- and grammar-checkers, multilingual translations, online glossaries, etc.

Increasing citizen trust through access to information:

1) Information on entitlements and costs of services reduce opportunities for arbitrary behavior

2) Systems that guide applicants through complex entitlement procedures clarify the decision-making process

3) On-line tracking of applications, linked to timeliness standards for approval processes, reduce fears of corruption, etc.

All reduce administrative and judicial appeals, which impose costs on both administrations and citizens. Also increase citizens' confidence that laws are applied fairly.

EXAMPLE [Guidelines for Accessible Website Content, Japan]

The guidelines for page designers and developers of website tools to make sure that government websites are accessible for the disabled:

1) Provide alternatives to represent content
2) Avoid dependence on color information
3) Ensure clarity in the use of natural language
4) Use markup languages and stylesheets
5) Ensure that design does not rely on special devices
6) Respect technical standards for the Internet
7) Explain clearly the system of navigation
8) Ensure that users can convert to newer technologies
9) Ensure that pages are accessible without newer technologies

Designed jointly by the Ministry of Posts and Telecommunications and the Ministry of Health and Welfare.

EXAMPLE [UNDESA Ranking Progress through e-Engagement]

Three countries with greatest gains in 2008 UNDESA ranking:

1) Jordan – from 90th in 2005 to 15th in 2008. Enhanced national portals with formal online consultation section, where the government receives feedback from its citizens on government policies and services.

2) Vietnam - from 63rd in 2005 to 16th in 2007. e-Government champion in charge of all e-government activities, liaising with other agencies to ensure interoperability.

3) Bhutan – from 90th in 2005 to 19th in 2008. The UNDP has implemented an access to information and e-governance project, including a public awareness campaign aimed at informing the public on the benefits of public access to information and services.

SUMMARY – FRONT OFFICE

1) A maturity model for online services

   (1) static information about services (2) users can access agencies' databases (3) users can engage in secure transactions (4) agencies can share information

2) Services should rely on the understanding of the user needs

   More mature is not always best, most effective are seamless services, online services are part of channel strategy, channel integration follows the overall process transformation.

3) e-Government as a tool for citizen engagement

   email lists, discussion forums, government consultation portals, online mediation systems to support deliberations about policy and service matters

OVERVIEW

DEFINITION [Back Office]

Back-office is the internal operations of an organization that support core processes and are not accessible or visible to the general public.

e-Government versus back-office reform:

o   e-Government helps to reform administrative back-office

o   e-Government also needs such reform in order to be successful

IMPLEMENTATION – BACK OFFICE

Back Office implementation issues:

1) ISSUE 1 – Organizational Change
2) ISSUE 2 – Leadership
3) ISSUE 3 – Coordination
4) ISSUE 4 – Inter-Agency Collaboration
5) ISSUE 5 – e-Government Skills
6) ISSUE 6 – Private-Public Partnership

The introduction of ICT into government requires accompanying process changes in order to make the most of e-government.

However:

o ICT are often overlaid on an existing organizational structure without any thought how those structures can be improved.

o Governments tend to regard ICT as a patch to seamless interface with users to a complex administrative structure.

o National portals often involve rearrangement of existing information without any change in processes and procedures.

Small-scale ICT activity – development of a website as an additional information channel – may not require complex supporting changes.

Far reaching organizational change will be required when:

1) The website begins to offer deeper, more complex services.
2) Agencies are asked to work together to deliver services according to the needs of citizens and not their structure.
3) New work styles - tele-working, virtual teams - emerge.
4) With increased data-sharing and communication:

   o particular data holdings become redundant
   o more decisions are made at the lower organization levels
   o special units are established for government-wide projects

Government structures are traditionally resilient to change.

Two issues to address when planning change:

1) The willingness and ability to adopt new ways of working:

   o helping staff understand their role in ICT-enabled processes
   o providing job redesign and training programmes
   o establishing ownership of reform
   o maintain dialogue with stakeholders

2) The need for understanding/support by senior management:

   o more than the statement of principle and good intentions
   o understanding the impact, benefits and risks of reform
   o willingness to sell the reform to staff and leaders

EXAMPLE [Creating an Agile Workforce in Canada]

Public expectations for high-quality public services requires an agile, adaptable workforce.

Government agency as a "learning organization".

Agile workforce initiative by the Organizational Readiness Office in the Chief Information Officer Branch of the Treasury Board of Canada:

o competency-based staffing
o greater use of pre-qualified posts
o generic competitions for executive-level positions
o repositories of work descriptions
o e-learning gateway

Based on communities of public servants who play strategic roles in transforming and e-enabling service delivery.

EXERCISE [Organizational Change]

Consider what organizational changes had taken place in your agency in order to support the introduction of new ICT.

1) ....

2) ....

Consider what organizational changes had taken place in your agency that were enabled by the introduction of ICT.

3) ....

4) ....

e-Government implementation can be difficult, risky and expensive.

Governments are asked to translate a broad vision into effective public services, while facing time constraints, lack of resources and political pressure.

Sustained leadership is essential:

1) to motivate people
2) to create incentives for action
3) to motivate and break down barriers to change
4) to put the right administrative mechanisms for e-government

Depending on the stage of e-government:

1) Early Stage - obtain views on what needs to change, share a common vision with staff, evaluate new ideas

2) Middle Stage – selling the benefits of the vision, creating personnel commitment

3) Late Stage – sustain momentum and enthusiasm among stakeholders as benefits take time to emerge

Leadership is needed at all levels:

1) Political – establish the vision, define priorities, express citizen's needs, make decisions, provide the will to carry them out

2) Ministerial – ensure vertical planning, get the resources, motivate staff, ensure cooperation across agencies/ministries

3) Middle-level – innovation, ability to translate the vision or objectives into precise actions and policies

Many e-government advances were driven in the past by the enthusiasm of individuals and individual agencies.

Leadership is not about centralization of competencies.

Instead, e-Government Organization should be in line with the delegation of power and responsibility.

The key is to create local leaders:

o team leaders
o project leaders
o coordination leaders, …

With team-working and data-sharing, the crucial asset is the ability to coordinate people, resources and responsibilities.

EXAMPLE [IT Strategy Headquarters in Japan]

IT Strategy Headquarters were established in 2001 to "promote policy measures to create an advanced Information Society".

The Headquarters:

o is chaired by the Prime Minister
o consists of all Cabinet Ministers, private sector, etc.
o has explicit duties and powers written in law
o has its own secretariat with exclusive staff
o is in charge of formulating and adopting the overall national IT strategies and policies, including e-government.

IT Headquarters reviews the IT policy annually, studies the implementation twice-annually, makes the study results public.

EXERCISE [Leadership]

Consider what leadership potential exists in your agency, at all levels, for leading e-government projects.

Provide examples, specify strengths and weaknesses:

1) ....

2) ....

What measures could your agency adopt to create more leaders?

....

Central coordination is a feature of most e-government strategies.

This may take different forms:

1) Formal units located within public administration
2) Formal units linked to broader Information Society units
3) A coordination committee comprising representatives of key agencies, private sector and other levels of government
4) A committee of agency heads and chief information officers

The roles differ: from advisory and information sharing, to policy development and implementation oversight.

In particular:

1) developing e-government strategy
2) monitoring progress towards goals
3) promoting benefits to the public
4) linking e-government to broader public reform
5) linking e-government to broader Information Society
6) reasserting strategies in the light of experience and progress

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Central coordination can facilitate efficient implementation by:

1) Promoting sharing of information and good practices – online registers of projects, seminars, publications, websites, etc.

2) Facilitating efficient acquisition of ICT products and services - e-procurement, central purchasing, sharing of information

3) Promoting shared frameworks and standards across government to facilitate interoperability and efficiencies

4) Taking steps to avoid duplication of efforts – information sharing, expenditure approval, brokering of joint contracts

EXAMPLE [Standards and Architecture for e-Government, Germany]

The German government consolidated all government-wide standards and guidance into one document:

o SAGA – Standards and Architecture for e-Government Applications

o Aim: to develop standards for the smooth flow of digital information, to build electronic services using uniform procedures and data models.

o SAGA describes:

1) compliance requirements (standards and architecture)
2) components for the functioning e-government architecture
3) standards for the basic components, such as:
   a) content management system
   b) platform for payment transactions, etc.

EXERCISE [Coordination]

Do you think there is a need for a central unit to coordinate e-government activities in your government? If so, why?

1) ....

2) ....

What kind of support would your agency need from this unit to carry out e-government?

1) ....

2) ....

Agency-based division versus cross-agency services:

o   Governments are divided into vertical units with mutually exclusive responsibility areas, control and political accountability

o   e-Government enables seamless, cross-agency services so that users can interact with the government as a single organization

Seamless services are central to customer-focus.

DEFINITION [Seamless Services]

Seamless services are services that transcend the agency-based structure of the supply of information and services, and present users with a coherent, integrated package of information and services.

Development of seamless services requires greater collaboration between agencies: authentication, shared processing, data exchange.

Collaboration is needed in both aspects:

o Front-office – better service to the customers
o Back-office – efficiency and interoperability in government

Two complementary views:

o Customer's view – government appears as a single organization
o Government's view – customer appears as a single customer

Attempts to implement seamless services highlight the need for change in internal governance frameworks of public administrations.

Close cooperation is necessary for seamless transaction services:

o   pooling of market research on shared customers

o   common approaches to data presentation

o   data sharing within government

o   joint authentication

Cooperation is imperative when agencies share customers: the greater the sharing, the greater the level of required cooperation between agencies.

A key organizational principle for e-government.

Emerging organizational structure: clusters of agencies with shared customers and strong levels of cooperation.

EXAMPLE [Export Refunds in Sweden]

AX Service - single window solution for applying for export refunds and declaring exports, jointly delivered by the Swedish Board of Agriculture and the Swedish Customs.

Single point of entry. Integrates the back-office processes of both agencies.

The primary stakeholders are Swedish companies dealing with foreign trade of foodstuff eligible to export refunds.

Project outcomes:

1) Five forms to be filled were replaced by one single e-declaration;
2) The required office visits were reduced from 3 to 1;
3) 50% decrease in the time spent on documentary and physical checks on export refunds;
4) 40% of time-saving in the refund payment process.

Deployed 2005, available at http://www2.tullverket.se/tid_demo/asp/tvSMS_ Login1.asp.

EXERCISE [Collaboration]

Consider in what ways your agency collaborates with other agencies to serve
the shared groups of customers. Provide examples of the resulting seamless services:

1) ....

2) ....

Provide examples of the resulting process/organization changes:

1) ....

2) ....

ICT skills have become a new general skill, like literacy or numeracy.

e-Government increases the importance of ICT skills by public administration workforces.

Four skills sets are considered essential:

1) Information Technology (IT) skills
2) Information Management (IM) skills
3) Information Society (IS) skills
4) updated management skills

o   **Information Technology**   civil servants

    1) IT literacy
    2) Specialist IT skills

o   **Information Management**   public managers, IM specialists

    3) Internal information management
    4) External information management
    5) Privacy protection

o   **Information Society**   public managers

    6) Understand capabilities of ICT
    7) Ability to evaluate trends
    8) Ability to set ICT strategy

o   **Management/Business**   public managers

    9) Organizational change
    10) Accountability frameworks
    11) Cooperation and collaboration
    12) Public-private partnership

Public managers must be able to:

o   Lead (and not be led by) the IT departments
o   Integrate ICT strategy with organizational goals
o   Match government processes with technical solutions

To this end, they need to:

1) have basic IT skills
2) understand how ICT works
3) understand limitations of ICT
4) understand how ICT can be used
5) manage the agency's information strategy
6) deal with the impact of e-government on the agency
7) see how e-gov applications can build new services/products
8) see how e-gov applications can open new delivery channels

e-Government has a major impact on public administrations.

Public managers must update their traditional management skills to meet new organizational needs:

1) managing organizational change
2) improving customer responsiveness
3) developing accountability frameworks
4) creating incentives for cooperation and collaboration
5) managing relationships with the private sector

The scale, complexity and rate of e-government-related change requires structured initiatives to ensure that skills remain relevant.

Example approaches:

1) in-house training
2) hiring of skilled professionals
3) partnering with outside organizations
4) more flexible remuneration arrangements
5) use of contractors and private outsourcing companies
6) more information on skills needs and opportunities
7) new pathways to IT jobs for non-IT staff

Maintaining skill levels is an ongoing process, not a one-time fix.

EXAMPLE [Information Skills Map, UK]

The Office of the E-Envoy has outlined a skills map to prepare government agencies for e-government adoption. Seven skill areas:

1) leadership
2) project management
3) acquisition
4) information professionalism
5) IT professionalism
6) IT-based service design
7) end-user skills

Skills assessment toolkit:

o the level of e-readiness by agencies
o what skills are available internally
o what skill-gaps exist and how to address them (hiring or outsourcing)

Many countries have created CIO positions:

o within individual government agencies
o for the whole of government

in order to improve:

o organization practices for the management of IT
o coordination and cooperation within government

Some provide specific training opportunities for CIO positions.

EXAMPLE [CIO University, US]

The Chief Information Officer University is a government-sponsored training programme for those aspiring to take up CIO positions. CIO University covers 12 broad topics:

1) policy and organization
2) leadership and management
3) process/change management
4) information resources strategy and planning
5) performance assessment
6) project/program management
7) capital planning and investment assessment
8) acquisition
9) e-government/e-business/e-commerce
10) IT security and information assurance
11) technical skills
12) desktop technology tools

DEFINITION [Private-public Partnerships]

Private-public partnership includes all arrangements where governments contractually engage with a non-government entity to provide goods/services.

More narrowly, partnerships involve arrangements whereby work, risk and rewards are shared between partners.

In practice all private supplier relationships will involve elements of partnership, so it is useful to see them as part of a continuum.

Evolution of private-public relations:

1) Acquisition of ICT products
2) Services for the use of ICT in government
3) Direct provision to end-users of government services
4) Access to advance technologies (public key infrastructure) for complex transactional services.

Integration of public services with private activity can make use of the existing infrastructure and patterns of interaction with citizens.

For citizens, integration with private-firm and civil-society services may be more relevant than linking government services.

Why e-government increases the need to engage private partners?

1) With widespread use of ICT, governments may be drawn too deep into ICT production issues.

2) Partnerships can free administrations to focus on core policy and business issues, instead of technical IT issues.

3) Partnerships can be used to access specialized skills which may be difficult or uneconomical to maintain in government.

4) Partnerships can help reduce risks by formal assessment of technical solutions and sharing project risks.

5) Partnership can reduce the need to obtain sufficient up-front funding to establish a service.

All partnerships are covered by some form of contractual arrangement of varying level of detail and complexity, specifying:

o outputs
o costs
o expectations
o dispute resolution mechanisms, etc.

Partnerships operate within established arrangements for procurement, accountability and reporting. Transparency in such arrangements is a major governance issue!

While governments use private firms to deliver goods/services, responsibility for the services ultimately rests with the government.

Some challenges for developing sound partnerships:

1) Accountability/audit - balance the need for flexibility to foster innovation while preserving oversight for public expenditure.

2) If specifications of outputs are too tight - they will require renegotiation, if too broad - they will require clarification.

3) Traditional procurement transfers risks but retains control. In partnerships, both partners share the risks and benefits.

4) Risk management should assign respective risks to the parties best placed to manage them.

5) A danger exists that existing partnerships will be seen as the only approach, effectively excluding other service providers.

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It is difficult to determine which services:

o should use public-private partnerships
o should use conventional supplier relationships
o are best retained within public administration

A structured approach for the assessment of options should be made available to the agencies to make appropriate decisions. Three forces:

o e-government coordinators
o procurement authorities
o key agencies

may develop an e-government private-public partnerships framework to help clarify what is allowed, but also retain decision on the merits.

EXERCISE [Partnerships]

Consider public-private partnerships your agency has established.

Provide ICT-related examples, with reasons, scope and challenges:

1) ....

2) ....

How could the e-government public-private partnership framework help manage such relationships?

....

Front-office improvement must follow more fundamental changes at the back-office.

The issues are:

1) e-Government challenges existing ways of working

   ICT should be incorporated into a package of modernization, organizational change and public reform, with greater team work, work flexibility and knowledge management.

2) e-Government requires leadership

   At all levels - from political to administrative, and stages: early - gain acceptance and create implementation frameworks, advanced - manage change and sustain support.

3) Seamless services will draw agencies closer together

Development of seamless services require collaboration not just in technical terms but engaging deeper with share customers.

4) Managers need e-government skills

e-Government increases the need for ICT-related skills: information technology (IT), management (IM), society (IS) and management skills (accountability, collaboration, etc).

5) e-Government involves public-private partnerships

Governments work with private sector to access skills, products and capital, share risks, integrate public and private services.

OVERVIEW

1	CONCEPTS

2	REASONS

2.1 Efficiency
2.2 Customer Focus
2.3 Policy Outcomes
2.4 Economic Objectives
2.5 Public Reform
2.6 Citizen Engagement

3	CHALLENGES

3.1 Legal Challenge
3.2 Financial Challenge
3.3 Collaboration Challenge
3.4 Technological Challenge
3.5 Social Challenge

4	IMPLEMENTATION - FRONT OFFICE

4.1 On-line Services
4.2 Citizen Engagement

5	IMPLEMENTATION - BACK OFFICE

5.1 Organizational Change
5.2 Leadership
5.3 Coordination
5.4 Inter-Agency Collaboration
5.5 e-Government Skills
5.6 Public-Private Partnerships

6	TRENDS AND ENABLERS

6.1 From Integration to Transformation
6.2 From e-Services to Public Value Creation
6.3 From Participation to e-Participation
6.4 Knowledge Management
6.5 Web 2.0

7	SUMMARY

A number of factors are re-defining the e-governance landscape:

1) Innovation by countries - both leading and lagging nations alike

2) Expectations and demand from citizens

3) Models and frameworks provided by international organizations involved in global e-governance development evaluation exercises such as: UN E-Government Survey Series, Accenture Government Executive Series, Waseda World E-Government Ranking

Three of these trends include:

o Moving from integration in the form of collaboration between agencies to actual transformation of the whole-of-government as one entity

o Moving from just the delivery of additional e-services but delivering such services with strong customer service orientation in a cost effective manner which meets expected program outcomes

o Increased call for citizen participation in the business of government

DEFINITION [Transformation]

The set of processes leading to a change of the features of the public sector from static organization-driven model to a dynamic user-driven model. It involves creating the basic conditions for continuous adaptation to changing demands and contexts [OECD].

Transformation results from the adoption of a connected governance approach to public administration management.

o Connected Governance involves the governmental promotion of collective action to advance the public good, by engaging the creative efforts of all the society

o ICT-based connected governance efforts are aimed at improved cooperation between governmental agencies, allowing for an enhanced, active and effective consultation and engagement with citizens and stakeholders

Transformation requires the following 3 activities [Millard 2007]:

o Intra-government process reengineering to achieve efficient, responsive and tailored government to reflect need.

o Inter-government process reengineering, for efficient, joined up and borderless government – vertical, horizontal and multi-stakeholder

o Reengineering legacy technology, processes, skills and mindsets

Transformation requires Level 5 of cross-organizational maturity

Levels of cross-organizational maturity	
1	*Independent Level* – basic interaction between independent organizations
2	*Ad-hoc Level* – adhoc collaboration arrangements.
3	*Collaborative Level* – Shared goals are defined, roles and responsibilities are allocated as part of an on-going process, but organizations remain distinct.
4	*Integrated Level* - shared value system, shared goals, common understanding and preparedness of the different parties to interoperate, with a doctrine in place and experience in using it.
5	*Unified Level* - unified organization with goals, value systems, command structures and knowledge are shared across.

Transformation model for the State of Minnesota [UNDESA2008]
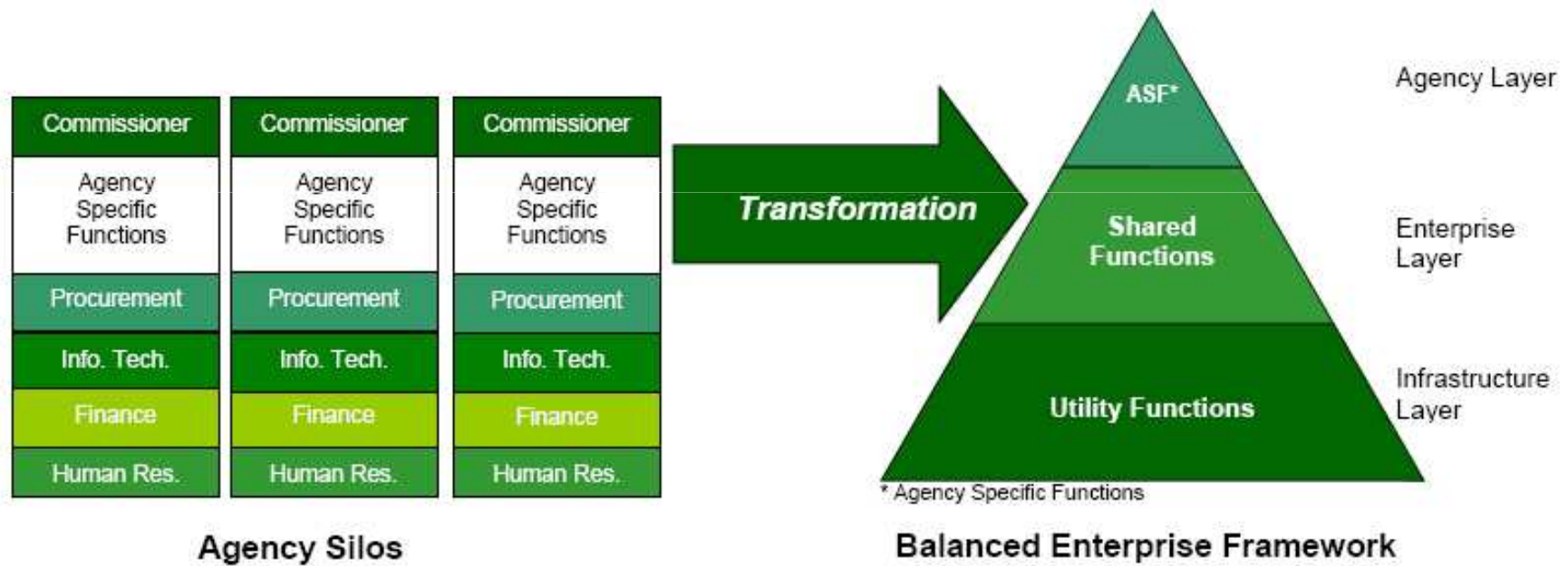
Agency Silos → Transformation → Balanced Enterprise Framework

* Agency Specific Functions

DEFINITION [Public Value Creation]

This involves providing better social outcomes in a cost-effective manner. Value creation is strongly tied to outcomes, and impact and cost-efficiency [Accenture 2007].

o Greater public service value results from leadership in customer service

o In addition to Front-end improvement, integrated and cohesive back-office operations are required to create public value from service delivery

Accenture prescribes the following four elements as the pillars of leadership in customer service [Accenture 2007]:

1) Citizen-centered perspective – "Citizen-first" point of view, in which necessary information is organized around the citizen and interactions tailored to its need.

2) Cohesive multi-channel service – Service that is fast, efficient and convenient, regardless of the chosen channel. Interactions with citizens involving more than one channel is seamlessly coordinated.

3) Fluid cross-government service – Government agencies working together at the local, regional and national levels to provide integrated services to the citizen.

4) Proactive communication and education – Active outreach and communication which ensures citizen are well informed about government services. Government provides citizens with information and education designed to increase adoption of services.

Accenture Model for Building Trust through Leadership in Customer Service
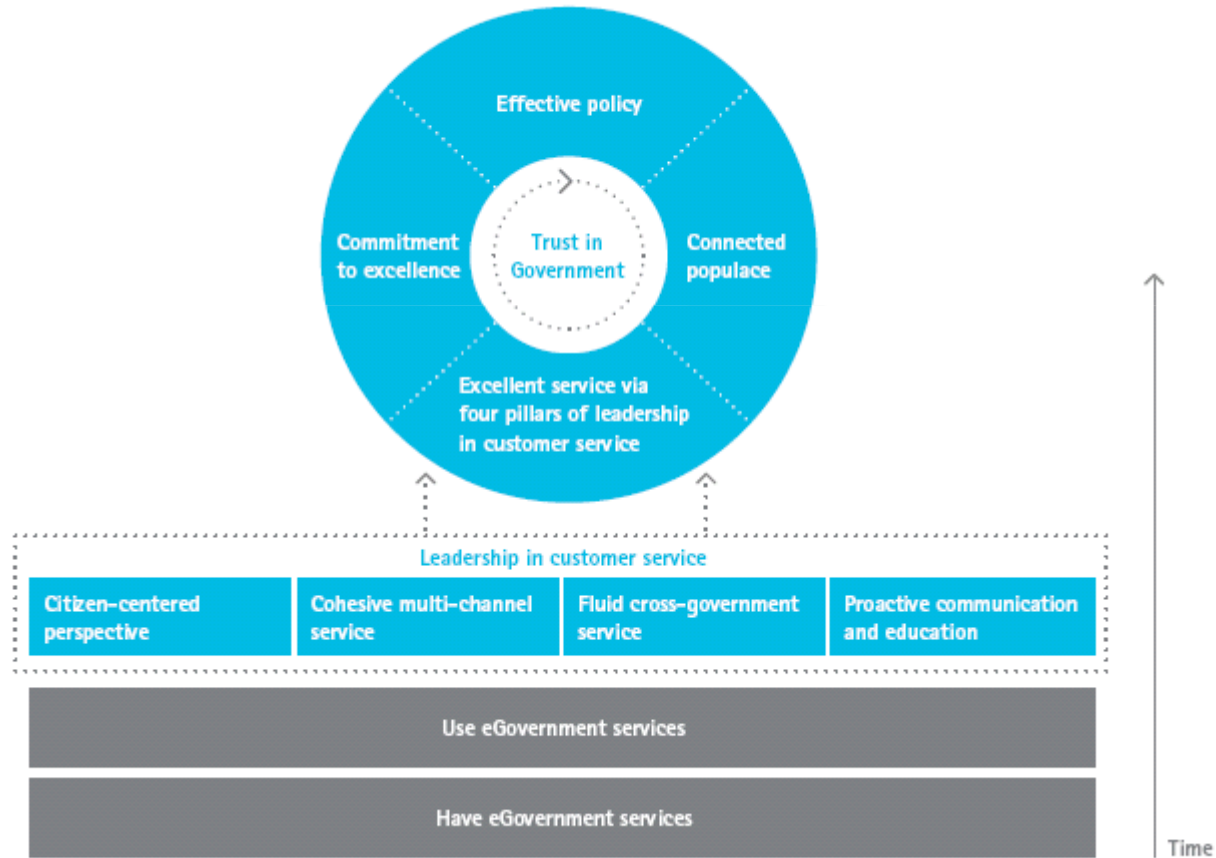
DEFINITION [E-Participation]

E-Participation is a tool which enables Government to dialogue with their citizens to improve policy development and decision making processes. Consists of three elements - e-Information, e-Consultation and e-Decision making.

There are three major elements of e-participation:

o E-Information – Government website offers information on its officials, its structures, policies and programs. Information is disseminated through a number of online tools.

o E-Consultation – Government provides tools for opinions and feedbacks.

o E-Decision -Making - Government is willing to take into account e-inputs of citizens

E-PARTICIPATION - EXAMPLES

Government that Publish Findings and Results of Citizen Opinions including e-Opinions, on website	Australia, Bhutan, Canada, Cape Verde, China, Denmark, Estonia, France, Israel, Japan, Latvia, Malaysia, Malta, Mexico, Mozambique, Netherlands, New Zealand, Republic of Korea, Thailand, Ukraine, United Kingdom, United States of America and Viet Nam.
French National Commission of Public Debate	The French National Commission of Public Debate (CNDP) has an innovative site that allows citizens to debate on infrastructure projects in France. This site provides French citizens with a number of well-documented proposals to tackle the issues that are currently being debated. As a result, citizens are better informed to voice their opinions. The site also has a calendar of events that is several months in advance. The actual debates take place in various cities in France, and citizens have the choice of participating in person or posting their views online. The CNDP is currently using a wide range of technologies in order to widen its audience and to enhance participation. A blog offers citizens a way to react on minutes of meetings and allows them to post videos and photos if they do not feel comfortable with writing. A Q&A system automatically sends all questions posted to a project manager who has a maximum of two weeks to respond. In addition, there are forums and chat rooms. Every contribution (written, e-mailed, photos etc.) is scanned and made available online, along with all types of documents relevant to the debate. http://www.debatpublic-seineaval.org/

The Netherland's e-Citizen Charter:

A model for describing the rights of citizens in a *transformed, customer-focused* and *participatory* Government.

1. **Choice of Channel**
   As a citizen I can choose myself in which way to deal with the government. Governments ensure multi channel service delivery, i.e. the availability of all communication channels: visit, letter, phone, e-mail, and Internet.

2. **Transparent Public Sector**
   As a citizen I know where to apply for official information and public services. Government guaranties one-stop-shop service delivery and acts as one seamless entity with no wrong doors.

3. **Overview of Rights and Duties**
   As a citizen I know which services I am entitled to under which conditions. Government ensures that my rights and duties are at all times transparent.

4. **Personalized Information**
   As a citizen I am entitled to information that is complete, up to date and consistent. Government supplies appropriate information tailored to my needs.

5. **Convenient Services**
   As a citizen I can choose to provide personal data once and expect to be served in a proactive way. Government makes clear what records it keeps about me and does not use data without my consent.

6. **Comprehensive Procedures**
   As a citizen I can easily get to know how government works and monitors progress. Government keeps me informed of procedures I am involved in by way of tracking and tracing.

7. **Trust and Reliability**
   As a citizen I presume government to be electronically competent. Government guarantees secure identity management and reliable storage of electronic documents.

8. **Considerate Administration**
   As a citizen I can file ideas for improvement and lodge complaints. Government compensates mistakes and uses feedback information to improve its products and procedures.

9. **Accountability and Benchmarking**
   As a citizen I am able to compare, check and measure government outcome. Government actively supplies benchmark information about its performance

10. **Engagement and Empowerment**
    As a citizen, I am invited to participate in decision-making and to promote my interest. Government supports empowerment and ensures that the necessary information and instruments are available.

Source: http://www.govtech.com/gt/articles/104894

DEFINITION [Knowledge Management]

Knowledge management aims to provide strategies to get the right knowledge to the right people at the right time and in the right format.

Knowledge management principles is based on the idea that an organization's most valuable resources is the knowledge of its people.

o Knowledge management practices is essential for any transformation of government

o KM practices needs to consider people, process and technology when applied in the public sector context.

Use of Knowledge Management in government include:

o   Converting or linking the silo agencies (self-contained organizational units) which has little or no connections with other units.

o   Knowledge sharing among employees, stimulated by an incentive system

o   Customer relationship management – enhancing customer focus

Benefits of KM in government include:

o   Increased productivity

o   Efficiency

o   Innovation

o   Increased quality of public services

Figure showing

United States KM application for maintaining the Federal Enterprise Architecture and discovering partnership opportunities.

OMB Analyst has a "top hit" list that he can now analyze in more detail

Exploratory sketch for this use case is shown in the screenshot below (from TopQuadrant's *FEA Capability Manager* work in early 2003).

Search

[   ] [Search]

Browse

Agency (236)
Bureau (243)
Business Area (3)
Business Case (1)
Capability (13)
Capability Case (21)
Council (4)
Initiative (24)
Line of Business (34)
Office (2)
Partnership (3)
Person (3)

Reports

Partnerships by Agency
Capabilities by Capability Case
Open Partnerships

Instructions: Use the navigation features to the left (Browse, Search, or Reports) to locate and select required capability cases. The Advisor will suggest potential partners based upon those selections.

Selected Capability Cases

- Interactive Map [remove]
- Asset Locator [remove]
- Alert Me [remove]
- Resource Locator [remove]
- Permit Manager [remove]

Suggested Partners

- Recreation One Stop (for Interactive Map, Asset Locator)
- The GovBenefits.gov (for Alert Me)

Capability_Case

- Alert Me
- Asset Locator
- Eligibility Advisor
- Expert Locator
- Information Aggregator
- Interactive Map
- Loan Locator

DEFINITION [Web 2.0]

Describes the changing trends in the use of World Wide Web technology and web design that aim to enhance creativity, communications, secure information sharing, collaboration and functionality of the web.

It also covers the development and evolution of web culture communities and hosted services, such as social-networking sites, video sharing sites, wikis, blogs, and folksonomies.

Government applications of Web 2.0 is collectively known as Government 2.0

Web 2.0 underpin innovative E-Participation applications.

Government 2.0 applications employ the following tools in providing information to citizens:

- Integration of tools like wikis
- development of government specific social networking sites
- use of blogs
- multimedia sharing,
- Podcasts
- RSS feeds and data mash-ups

Figure showing

Canadian Government 2.0 best practice Applications

Canadian Government

Federal

Department/Agency Name	Initiative Type	Objective/Purpose	Social Media Channel(s) Used	Results	Lessons Learned	Key Contact(s)	Additional Comments
Human Resources and Skills Development Canada	Internal and External	To enable organizations to integrate the NOC database directly into their Internet applications.	NOC Web Service NOC WebSite XML Feed	Timely access to current, real-time NOC data presented in your own look and feel.		NOC-CNP	
Canadian Centre for Occupational Health and Safety (CCOHS)	Internal and External	Internal: Faciliate team collaboration. External:Increase impact/reach. Enable proactive, frequent communication that is immediate - that invites conversations about health & safety	Internal WIKI for social media plan, Workscape discussion board (public), Twitter, WIKIPEDIA, webinars, pod-casting/blog in development				
Office of the Privacy Commissioner	External		Privacy Commissioner Blog			Colin McKay	Great idea to disclose the authors

1) Transformation is the next major stage of maturity for e-government, following the integration phase.

2) A major feature of transformational government is the whole-of-government approach, in which agencies collectively share values and mission of government.

3) The shift of emphasis from e-service provisioning to public service value creation is consistent with the concept of transformation.

4) Participation of citizens in policy development and other business of government through e-information, e-consultation and e-decision making tools are increasingly considered critical.

5) KM approach and Web 2.0 (or Government 2.0) tools are major technological enablers for achieving transformation in government.

OVERVIEW

E-Government is about using ICT to transform the structures, operations and culture of governments.

E-Government will have a fundamental impact on:

o How services are delivered

o How public policies are developed

o How public administrations operate

The challenge: balance between protecting citizen's rights and better matching their needs with efficient, integrated, engaging processes.

What started as a technical exercise aimed at developing more responsive programs/services becomes an exercise in governance.

SUMMARY - FUTURE

Now - initial impressive and visible results:

o   government portals
o   sophisticated transactional services
o   examples of seamless, multi-channel services

In the future:

o   connected back-office arrangements
o   seamless, multi-channel, transactional services
o   development of a hidden e-government infrastructure
o   methodology/tools to assemble infrastructure-compliant services

What is needed: greater collaboration within government, higher funding levels, more awareness, deeper organizational change.

SOURCES

o   Organization for Economic Cooperation and Development, The e-Government Imperative, 2003.

o   United Nations Department for Economic and Social Affairs, UN e-Government Survey 2008, From e-Government to Connected Governance

THANK YOU

Tomasz Janowski

tj@iist.unu.edu