

Introduction to the Certificate in Electronic Government

**LINK Centre
Wits Graduate School of Public &
Development Management**

AGENDA

- **Context**
- **Concepts and development**
- **Rationale**
- **Applications**
- **Benefits**
- **Requirements**
- **Challenges**
- **Lessons from e-commerce and other country experiences**

Course outline - modules

- Module 1: Building Blocks for E-Commerce and E-Government
- Module 2: Readiness Assessments and Implementation Challenges for E-Commerce and E-Government
- Module 3: Developing the Appropriate E-Solutions for Business and Government, Secure Solutions for E-Government

Course Content

- The presentation you are now viewing gives an overview of the themes and topics that will be covered in the E-Government Certificate course including
 - e-government project strategy and design
 - management and planning of e-government projects
 - relevant theoretical knowledge and practical application of skills learnt through individual or group written projects with feedback from the lecturers
- The content deals with important themes such as customer service approaches, sound project and financial planning and project risk management

The Internet and related technologies have created ...

- A new social reality, a networked society, where distance and time are no longer barriers to communication
- A new economic reality, a global economy where information and knowledge are the key generators of productivity
- A new business reality, the electronic business, where primary business processes are ICT-enabled
- There is more information and knowledge in electronic form than there is in print

Key Concepts

- Electronic Government
- Electronic Services
- Electronic Administration
- Government Portals
- Economic and social development
- On-line 24/7

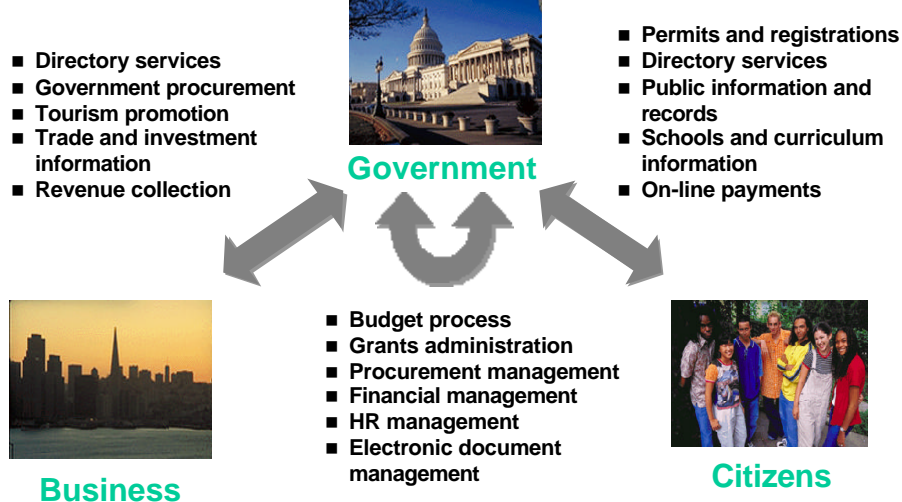
Electronic Government

- “The use of ICTs, in particular the Internet, to deliver public services in a much more convenient, customer-oriented, cost-effective, and altogether different and better ways” (Holmes 2001)
- Is about making a transition from “industrial society” organisations (hierarchies for implementation of business decisions) to the emerging information society (planning, knowledge management, team working and networking to get the job done)
- Focuses on interactions between citizens and government, business and government and within government

The Internet is used to ...

- Reduce transaction costs and save paper, printing, mailing and
- Streamline processes through on-line transactions leading to greater efficiency with less human interactions
- Reduce the time and the effort required to comply with government rules and regulations

Government Interactions with Stakeholders



E-Government Applications

- Based on interactions between the government and its stakeholders that include:
 - Citizens
 - Business community
 - Civil society
 - Within departments and across levels of government
- The interactions involve the exchange of value:
 - Information
 - Tangible assets
 - Intangible assets and services

Categories of e-Government Applications

- **Electronic administration** – strengthens G2G interactions for more efficient internal processes.
- **Electronic services** – strengthens delivery of public services to citizens and to the business community.
- **Electronic business** – strengthens the business interactions between the government and the business community, for example, procurement.
- **Electronic citizen** – strengthens the interaction between the government and the citizens, thus permitting more active participation in governance and democratic processes.
- **Electronic society** – strengthens interaction between government and the civil society, thus ensuring more efficient and effective partnerships in service delivery and democratic governance.

E-Government Applications today

- 75% of Australians file their income tax forms over the Internet
- In Namibia, a mobile training unit takes Internet training and Internet access (using VSat) to citizens
- In South Africa, the ISETTSETA is building a technology bus that will serve the rural areas of the Eastern Cape Province
- GautengOnline aims to equip every school in Gauteng with a minimum of 25 networked computers, free Internet access, an e-mail address for each learner and an education portal for schools by 2004
- Brazilians vote electronically in all national and local elections
- The Centre for Electronic Government in Ahmedabad, India hosts a Citizens Service Portal with access to information and services including forms for accessing government education services

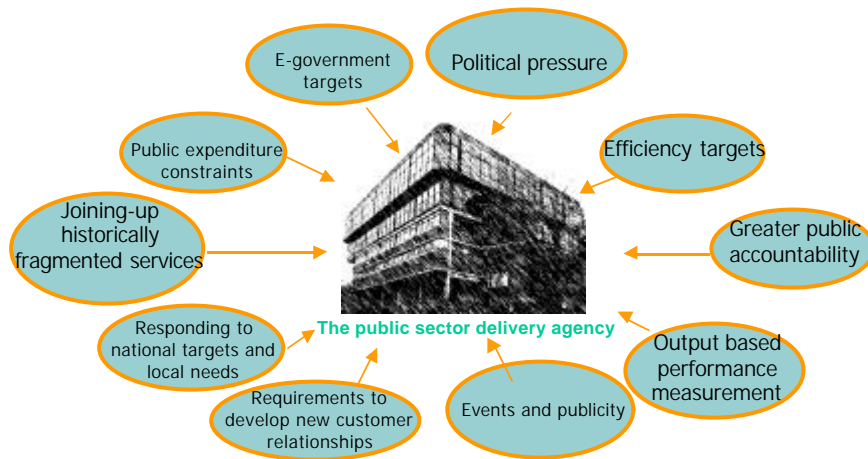
Electronic Delivery of Public Services

- **Component of e-government that promises**
 - To expand government availability and accessibility to citizens
 - To create a single window for government services – provide primary health care services from a local government office or school “the nearest government building to the citizen”?
- **Availability of general and specialist advice**
 - From: Limited hours
 - To: “any time” – 24 hours a day, 365 days a year
- **Accessibility**
 - From: Departmental government offices
 - To: Anywhere – “the nearest point to the citizen”

Customer-focussed Strategy for Management of E-Government Projects

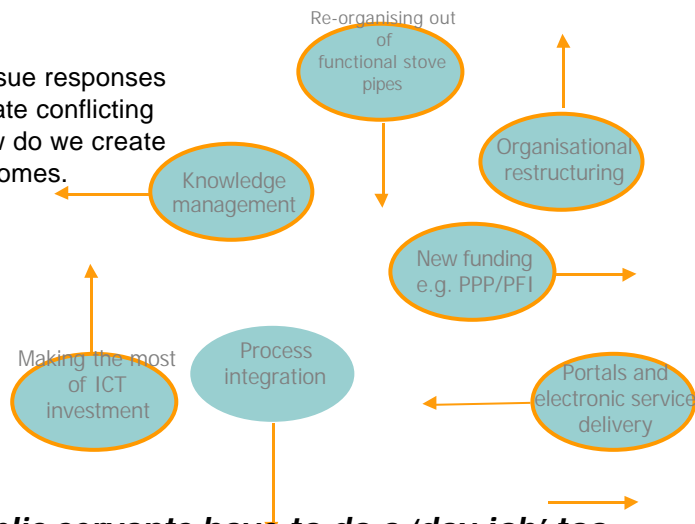
The Need

Public organizations are under pressure from multiple sources to modernize



But

The issue-by-issue responses provided generate conflicting outcomes. How do we create synergistic outcomes.



And public servants have to do a 'day job' too...

A customer-focused approach needs

- A different way of thinking about public service delivery
- An access strategy
- A delivery strategy
- A new architecture for ICT

A Customer-focused Strategy should

- Establish the kind of experience(s) you want customers to have when they contact the agency.
- Set out the way you want to 'segment' customers - say between high need, high priority customers (e.g. flood victims) and low priority customers (e.g. when is the library open?)
- Benchmark current customer satisfaction to track improvements
- Identify need events
- Understand contact volumes
- Empower customers



An Access Strategy should ...

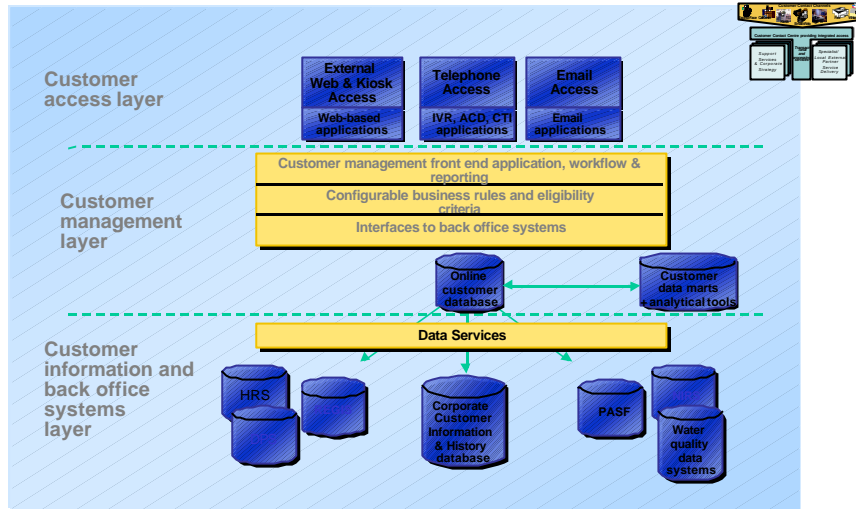
- Maximise the first time and one stop resolution of customer issues.
- Involve the virtual or actual centralisation of access channels and customer contact staff to create a seamless point of entry and advice irrespective of which department actually delivers the service.
- Define channel mix
- Benchmark current customer access performance to track improvements

Gaining access to a public service can be one of the most difficult experiences for the customer, firstly finding the appropriate provider and then, for many services, having to navigate incomprehensible eligibility criteria...

A Delivery Strategy should ...

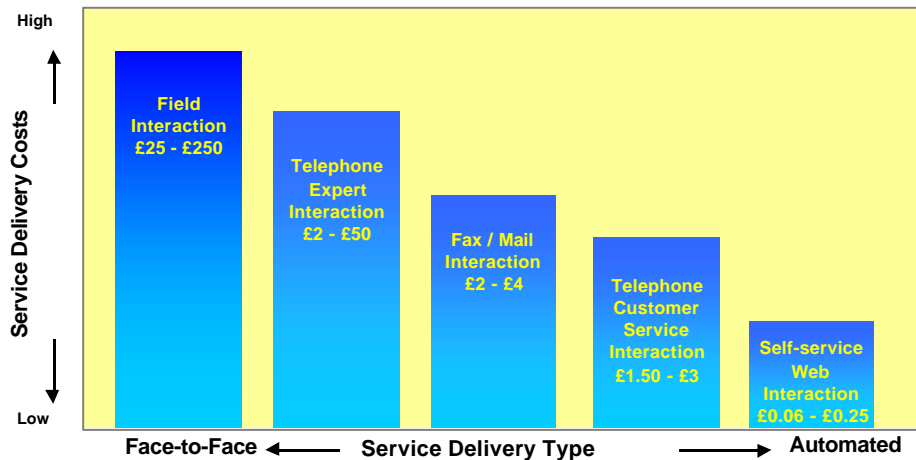
- Bundle services
- Redesign processes and organisational structures
- Empower staff
- Identify the necessary people, ICT and BPR capability
- Utilise better knowledge management
- Benchmark service delivery performance to track improvements
- Analyse customer demands

A New ICT Architecture...

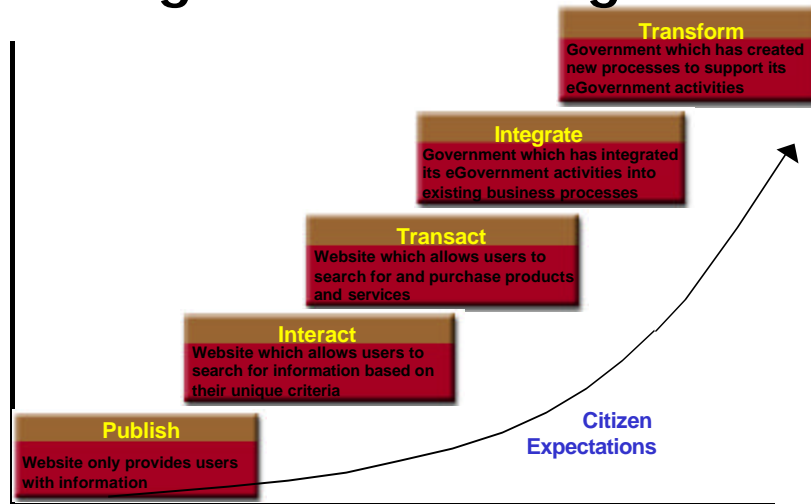


Potential Cost Savings from Electronic Service Delivery

The Cost of Service Delivery



E-government Stages

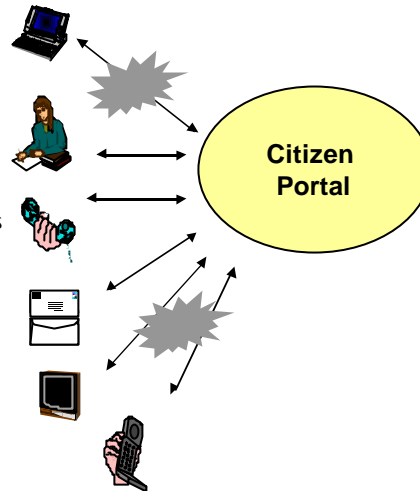


Citizens Contact – the Big Five Questions

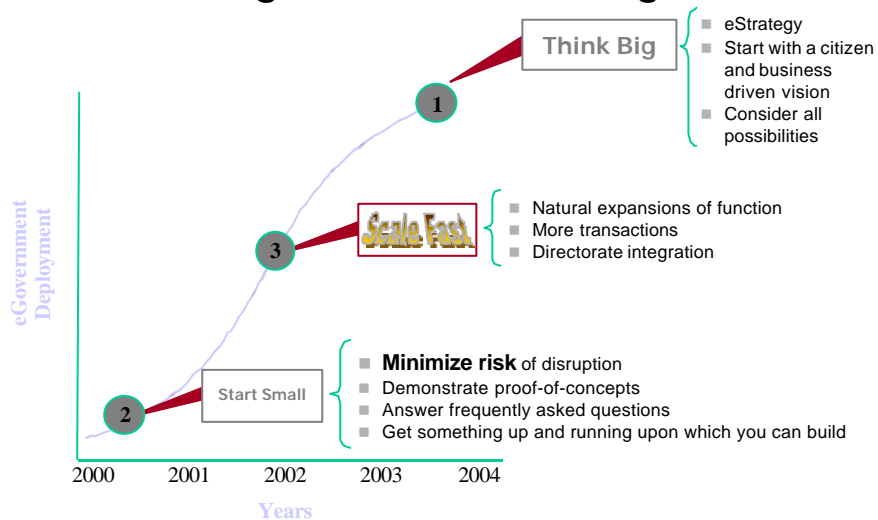
- What do citizens and business want from their interactions with us?
- What services can be provided electronically?
- What roles should individual agencies play and who are their customers?
- Which model is appropriate - National vs Departmental vs Local?

Accessibility – Bridging the Digital Divide

- **Multi Channel is the key ...**
 - Personal Computer
 - Interactive TV
 - WAP Phones
 - Telephone/letters
 - Personal contact
- **Ensuring access for all ...**
 - Kiosks in public sites e.g. hospitals and clinics
 - Integration into other government centres eg MPCCs
 - Consideration for people with disabilities e.g. voice recognition systems
- **With consistent standards**



Answering these, means “thinking big”, “starting small”, and “scaling fast”



Developing an e-Government Programme

Based on Providing Answers to Five Basic Questions



1. Reaffirming Business Strategy

- **Objective:**
 - To ensure that ICT is a means to an end, not an end in itself.
- **Activity:**
 - Review the relevant plans
 - Meet with senior officials, and stakeholders where appropriate to explore further their current strategies and policies.
- **Output:**
 - A summary of the strategies reviewed that are relevant to the applications sought. This provides a framework for the development of an e-strategy.

2. Assess e-Readiness

- **Objective:**
 - To identify strengths which can be leveraged and constraints that will have to be overcome
- **Activities:**
 - Gather data and carry out workshops and interviews in order to answer e-readiness questions.
 - Analyze data drawing on benchmark data and experiences of other countries.
 - Present interpretation of e-readiness experience to the government for further discussion.
- **Output:**
 - A report summarizing the results of the e-readiness assessment.

Dimensions of e-Readiness

- **Leadership**
 - Is there a clear e-vision?
 - Has the leadership the capacity and will to lead change?
 - Is there a management and accountability structure in place?
- **People**
 - Are the right skills and attitudes available at all levels?
 - Are training programmes available?
 - Is the culture supportive and encouraging for an agile workforce and for the increasing information access and transparency that may be required?
 - Is there commitment to high-level teamwork?
 - Is there support for public service-wide collaboration?

Dimensions of e-Readiness

- **Policy**
 - Is there a liberalized telecommunications sector and an effective regulatory body?
 - Does the policy environment promote the growth of ICT adoption and use?
 - Are there clear policies securing freedom of information, privacy, security, intellectual property and copyright?
 - Are there policies for developing ICT skills in the workforce generally and for stemming 'brain drain'?
- **Processes**
 - Are critical processes identified, agreed upon and re-engineered (across sectors or departments if appropriate)?
 - Are processes adaptable, integrated and open to innovation?
 - Are there clearly defined measures for evaluating performance, and processes for managing risk?
 - Is best practice identified and adopted?

Dimensions of e-Readiness

- **Technology**
 - Is access to ICT networks, services and equipment widespread and of reasonable quality?
 - Is local content developed? In local language?
 - Within government, do programmes drive ICT? How is ICT investment assessed?
 - Does government have a standard approach to ICT infrastructure, ensuring scalability and interoperability?
 - Are actions taken to ensure security and reliability in order to build user trust?
- **Stakeholders**
 - Are stakeholders on board with the need for 'e'?
 - Are government, communities and businesses using ICT in their work and personal lives?
 - Are stakeholders regularly involved in 'e' proposal?

3. Develop an e-Strategy and Identify and Prioritize Project

- **Objective:**
 - To ensure that there is a clear and realistic e-strategy which will support government, departmental and/or agency business strategies and programmes
- **Activities:**
 - A series of workshops with senior official and representatives from civil society, business and donor communities.
 - Each workshop should focus in turn on strategy, prioritization criteria and processes, identification and prioritization of e-projects.
- **Output:**
 - The e-strategy, with targets and an indicative timetable,
 - E-prioritization guidelines
 - Prioritized projects.

A Phased-Approach to e-Strategy Development



4. Develop e-Project Business Cases

- **Objective:**
 - To ensure that e-projects progress only if they are supported by a robust business case and a practical implementation approach.
- **Activities:**
 - Develop business case template with senior officials
 - Research the costs, benefits and risks of options for implementation, involving discussions within government and with the private sector and donors.
 - Evaluate options against criteria through workshops with senior officials.
 - Develop an implementation approach, drawing on technical as well as programme and change management expertise.
- **Output:**
 - The business case guidelines, as well as business cases for priority e-projects.

5. Design Management, Monitoring and Evaluation Arrangements

- **Objective:**
 - To ensure that the processes and responsibilities for managing monitoring and evaluating implementation progress are agreed upon before implementation begins.
- **Activity:**
 - Analyze monitoring and evaluation mechanisms for recent and current reform programmes and projects in the light of best practice
 - Establish responsibilities through meetings with key senior officials, followed by a workshop to design a process for monitoring and evaluation.
- **Output:**
 - Documentation of the processes and responsibilities, including templates to support the processes (for example, for planning risk mitigation actions).

Obstacles and Solutions for E-Government

- Lack of coordination within government
- Insufficient knowledge resources and skills
- Inadequate regulations, policies and legislative guidance
- Solutions – working closely with DPSA OGCI, SITA, Treasury, academic institutions, private sector partners to build solutions; working closely with users of government services to design practical solutions