



E-Government Development in OECD countries – lessons learned

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Yih-Jeou Wang

Project Leader

OECD E-Government Project

E-mail: yih-jeou.wang@oecd.org

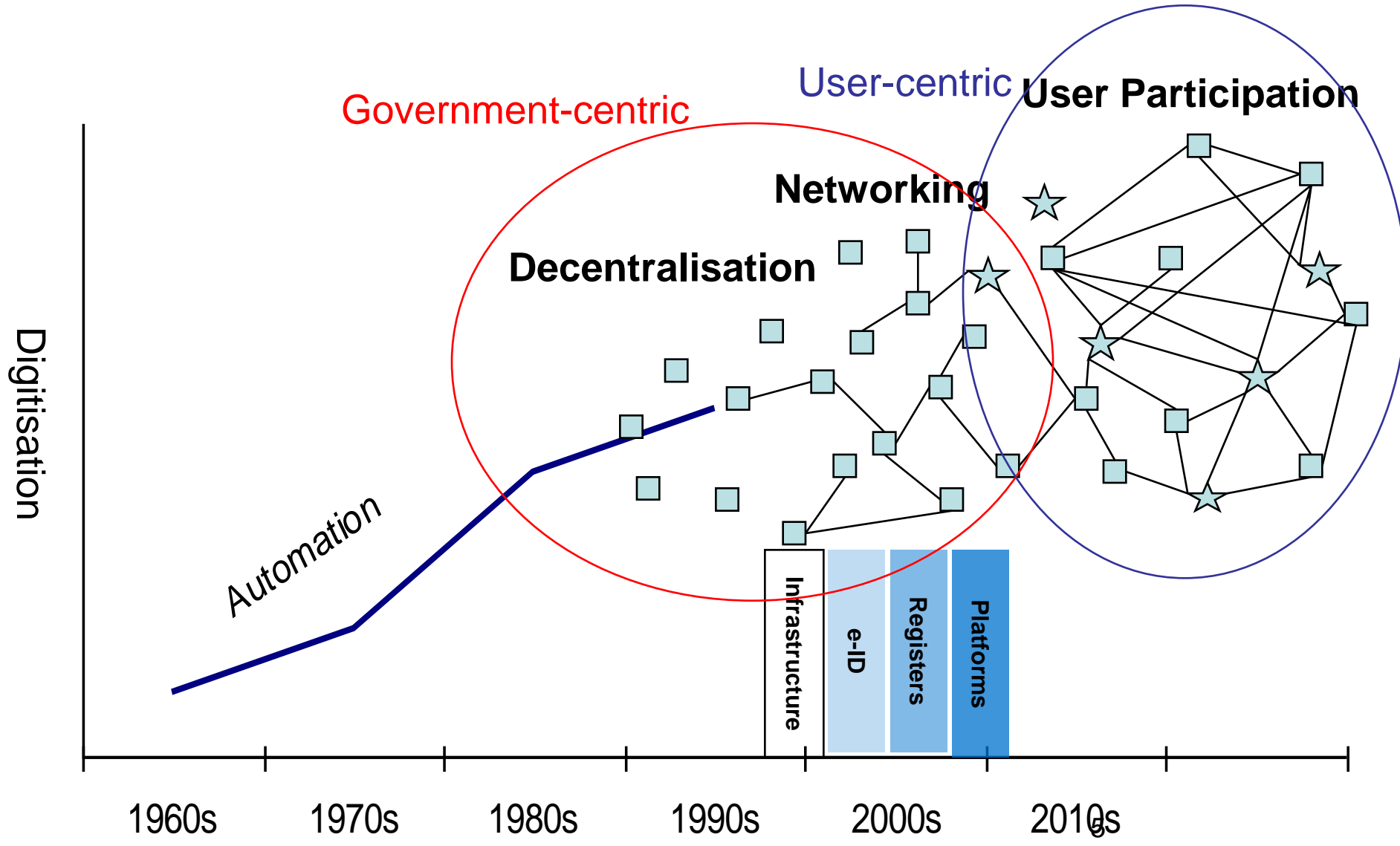
Overview of Presentation

1. E-Government according to the OECD.
2. International context of e-government.
3. Lessons learned the last 10 years.
4. Where is e-government heading?

“The use of information and communication technologies, and particularly the Internet, as a tool to achieve better government.”

Source: *The e-Government Imperative* (OECD, 2003)

The Evolution of E-Government



E-Government Paradigms

Paradigm	Focus
Government-centric (transformational orientation)	<ul style="list-style-type: none"> • Processes and procedures. • Efficiency and effectiveness leading to cost-reductions. • Increased productivity. • Coherency in front- and back-office enabling service integration. • Collaboration and co-operation within and across levels of government.
User-centric (context orientation)	<ul style="list-style-type: none"> • Context-oriented. • <i>Social factors</i>: social and economic prerequisites and determinants, human behaviour and habits, cultural issues, etc. • <i>Organisational factors</i>: information and data sharing, integrated service organisation allowing for customisation and individualisation of services, “one-entry-only”, personalisation to individual needs, etc. • <i>Institutional factors</i>: collaboration and co-operation between public sector institutions, “whole-of-public-sector” approach to service delivery, adaptive rules and regulations supporting “whole-of-public-sector” service delivery, etc.

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International Benchmarkings

- Iceland -

Indicator	Ranking Institution/Author	Year	World nations	EU-27+ ^[1]
E-Government readiness	United Nations	2008	21/192	14/31
E- Participation Indicator	United Nations	2008	120/192	27/31
Full-online availability	European Commission*	2007	<i>n.a.</i>	20/31
Online availability – businesses	European Commission*	2007	<i>n.a.</i>	21/31
Online sophistication	European Commission*	2007	<i>n.a.</i>	22/31
Online sophistication – businesses	European Commission*	2007	<i>n.a.</i>	20/31
Proactive sophistication	European Commission*	2007	<i>n.a.</i>	12/31
User-centricity indicator	European Commission*	2007	<i>n.a.</i>	8/31

[1] The EU 27+ includes the EU Member States and Iceland, Norway, Turkey and Switzerland.

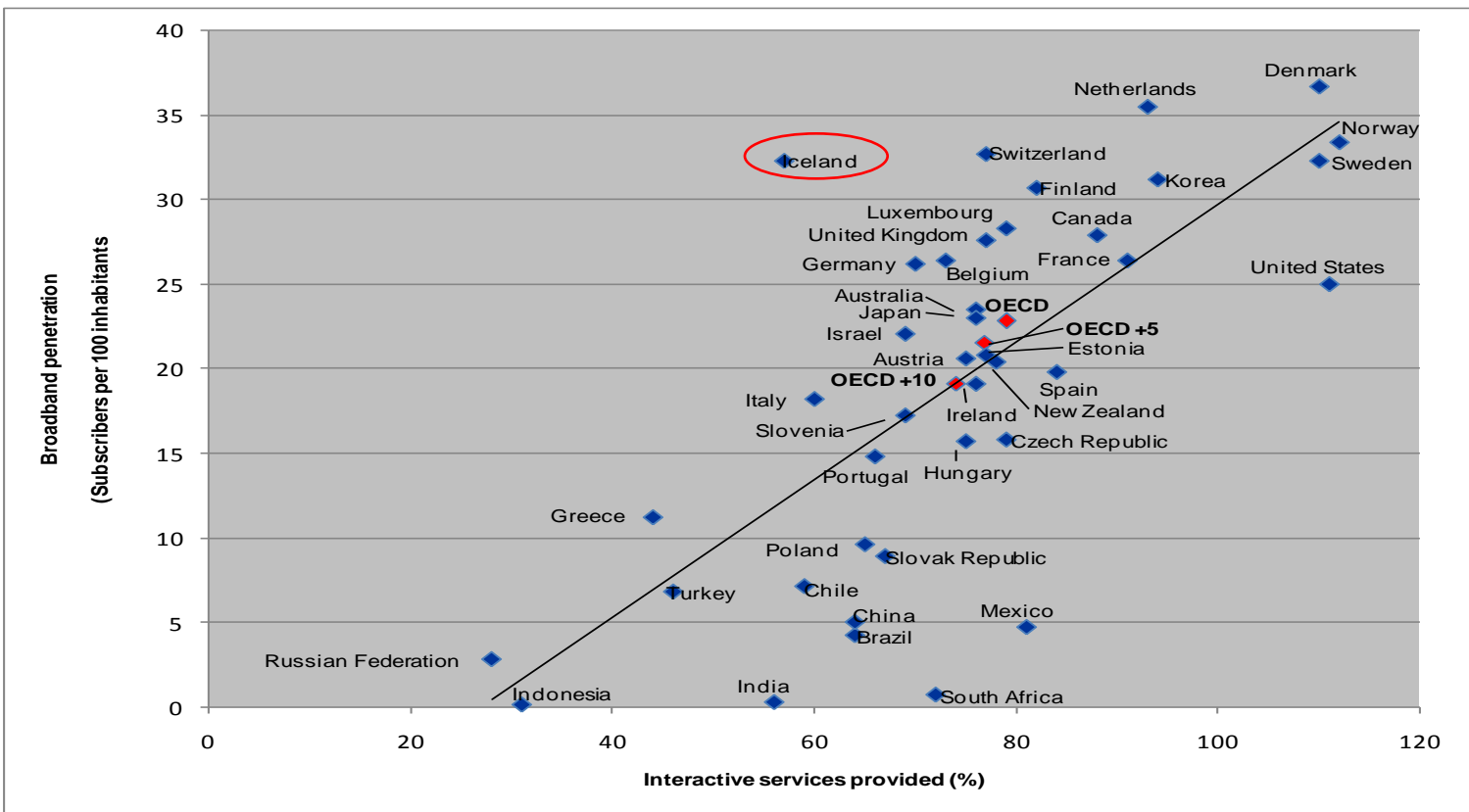
* Benchmarks prepared by Capgemini for the European Commission.

Source: OECD compilation 2008.



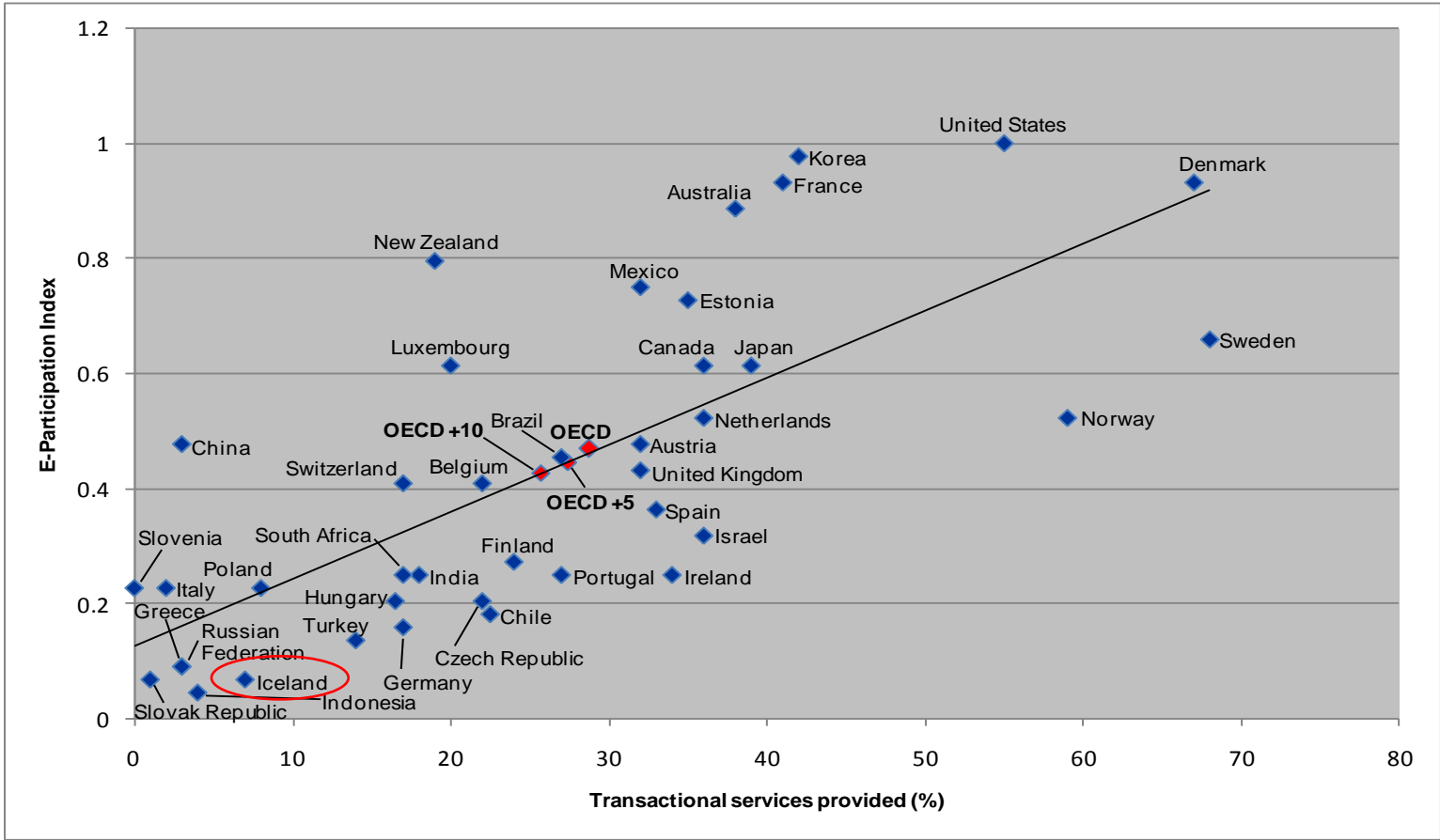
Infrastructure-driven

E-Government Development?



Source: OECD compilation, 2008, based on United Nations (2008), *UN E-Government Survey 2008 – From E-Government to Connected Governance*, United Nations, New York; Table 7, Service Delivery by Stages 2008 (% Utilisation); OECD Broadband Statistics: Broadband Subscribers per 100 Inhabitants, June 2007. For Brazil, Chile, China, Estonia, India, Indonesia, Israel, Russian Federation, and Slovenia the data are ITU (International Telecommunication Union) data on (total fixed) broadband penetration (subscribers per 100 inhabitants) and from 2007; for South Africa the broadband penetration data are from 2006.

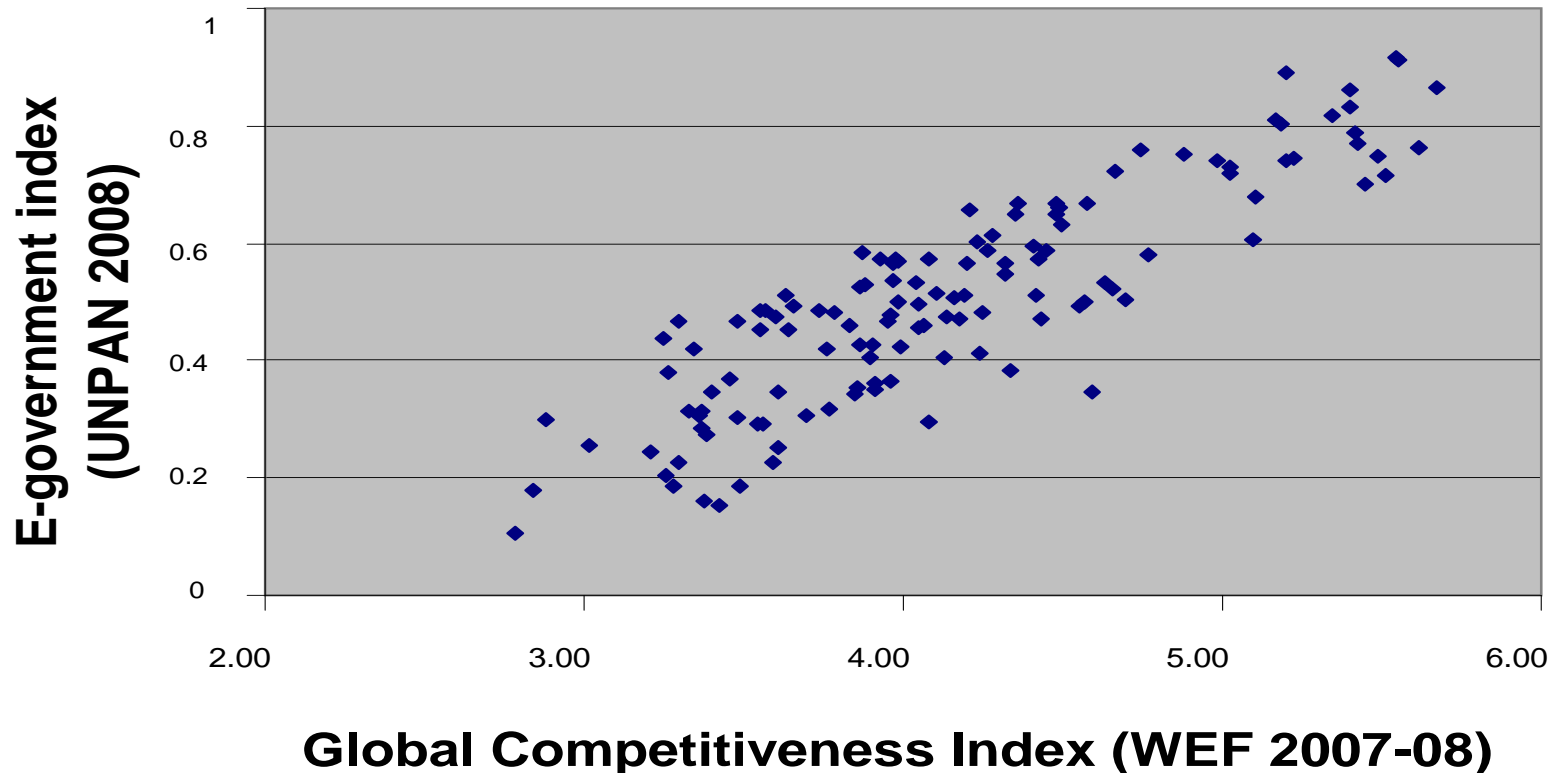
Engaging Citizens and the Provision of E-Services



Source: OECD compilation, 2008, based on United Nations (2008), *UN E-Government Survey 2008 – From E-Government to Connected Governance*, United Nations, New York; Table 7, Service Delivery by Stages 2008 (% Utilisation) and Table 8 E-Participation Index 2008.

Impact on Economic Growth?

E-government performance vs global competitiveness



Source: Discussion document on e-government's impact on economic development prepared by Mr. Bruno Lanvin, INSEAD, for the OECD for the OECD E-Leaders Conference 2008, 6-7 March 2008

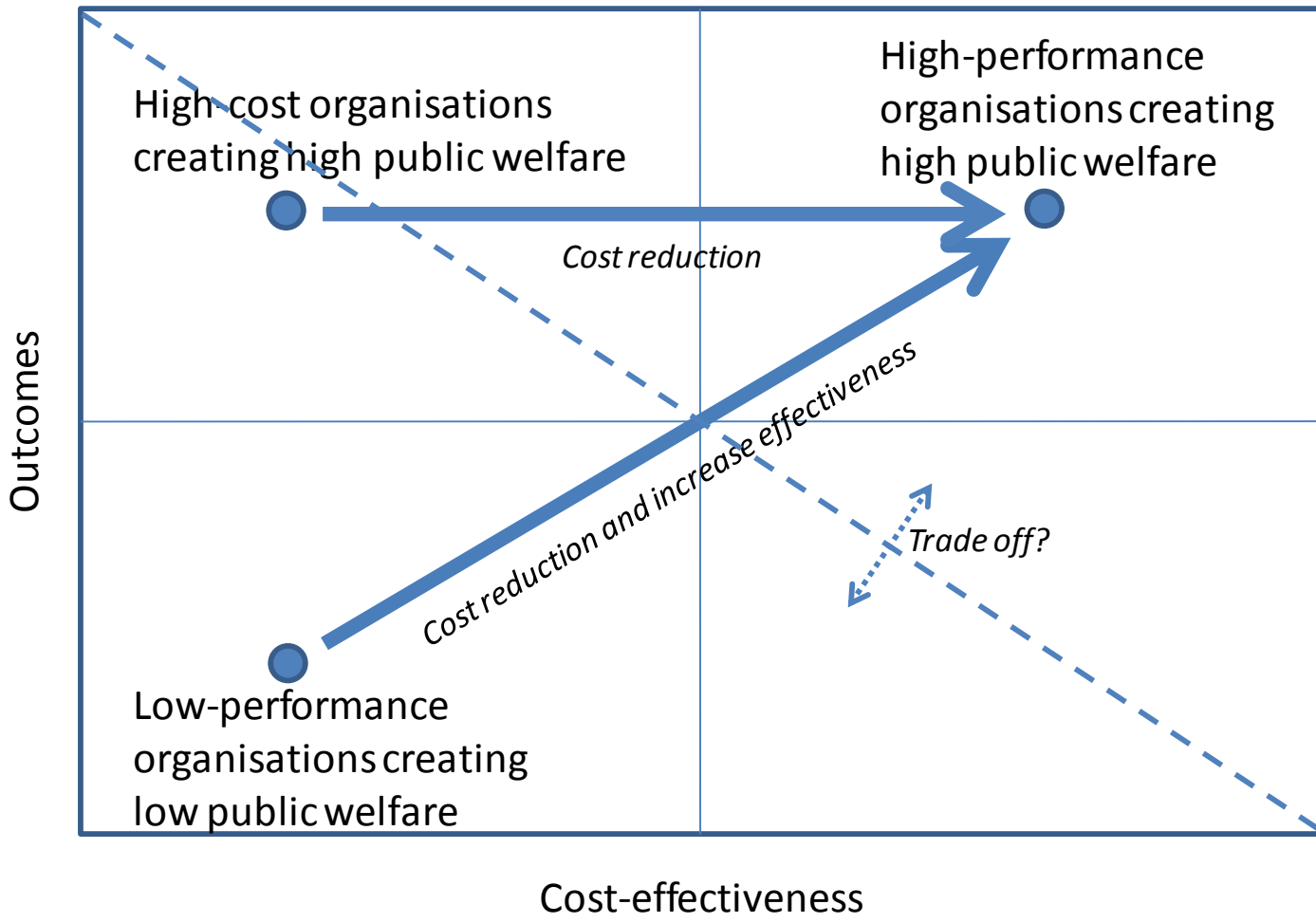
E-Government Challenges

- “Value for money”!
 - In search of benefits realisations...
- Institutional (re-)organisation of e-government ?
 - Bridge the silos... or tear them down!
- Sharing the burden of service delivery?
 - The challenges of shared service centres...
- Standardisation as a prerequisite for integrated service delivery?
- Is the digital divide still relevant?

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Public Value of E-Government?



Source: OECD, 2007. Inspired by Martin Cole and Greg Parston (2006), *Unlocking public value: a new model for achieving high performance in public service organisations*, John Wiley & Sons, Inc., 2006. Figure 4.1, page 64.



Organisational Approaches to

E-Government in the OECD Countries

←More administrative control			More political control→		
1	2	3	4	5	6
Ministry with specific responsibility for ICT	Ministry of Finance ¹	Ministry of Interior/Public Administration ²	Ministerial board or shared ministerial responsibility	Unit/Group created by or in executive office	Minister within executive office
Belgium	Australia Canada Finland France Ireland Sweden Switzerland	Czech Republic Germany Greece Italy Japan Korea Luxembourg Mexico The Netherlands New Zealand Norway Poland Spain	Denmark Slovak Rep.	Austria Hungary Iceland Turkey United Kingdom United States	Portugal

1. Have shared budget/finance and public administration portfolios.

2. Interior (Czech Republic, Germany, Greece, Japan, The Netherlands). Public Administration (Italy, Korea, Luxembourg, Mexico, New Zealand, Norway, Poland, Spain),

Source : OECD country reports (February 2004), updated through end-2008.

Key Transformational Goals

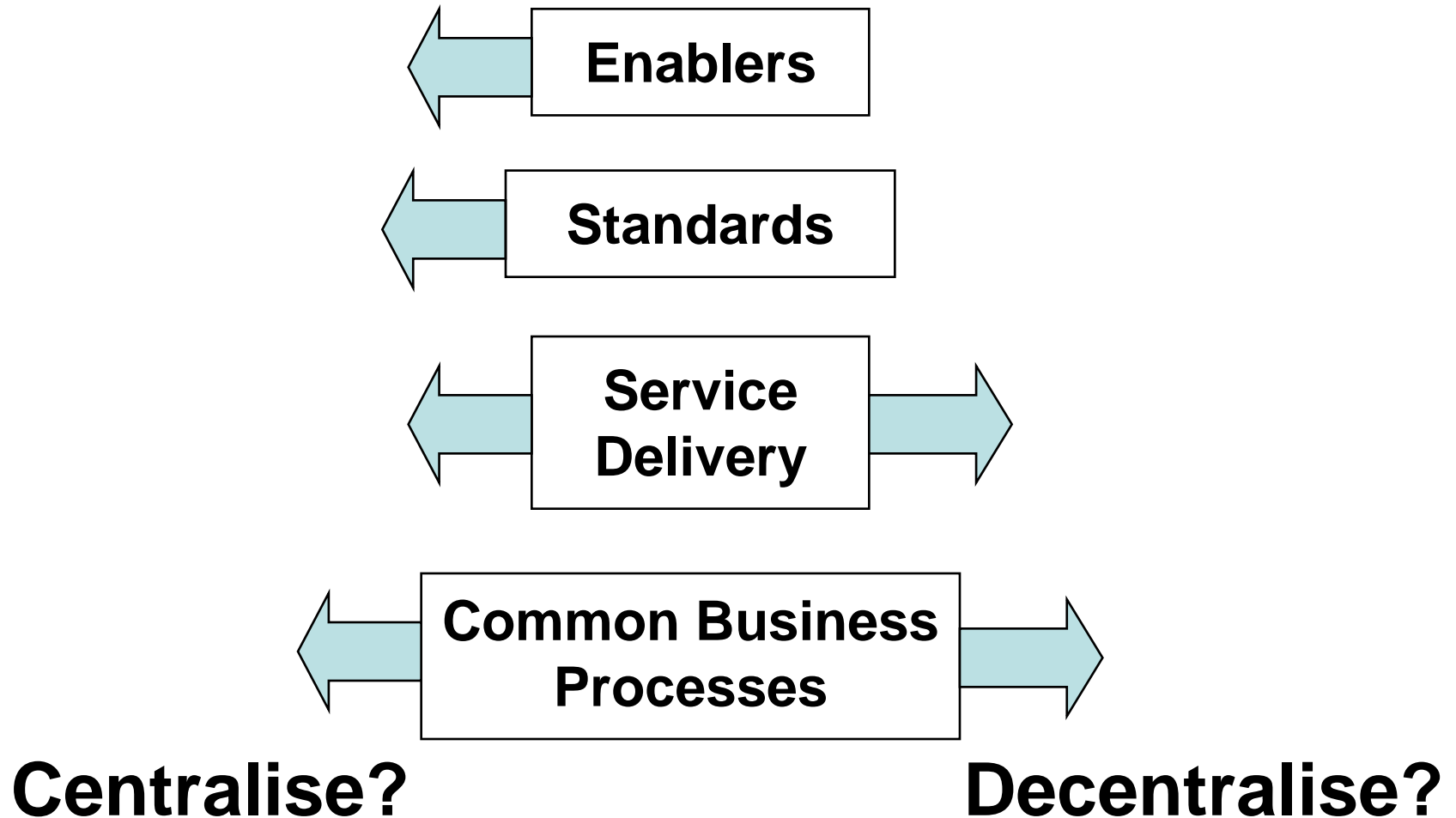
Focus of goals	Key transformational policy goals	Countries
Internal	Efficiency and/or effectiveness of the public sector.	Austria, Belgium, Denmark, Finland, France, Japan, Luxemburg, Mexico, Netherlands, New Zealand, Portugal, Turkey, USA.
	Structural and/or organisational change.	Finland, Hungary, Japan, Netherlands, Switzerland, Turkey.
	Regulatory reform/ Administrative simplification.	Belgium, Denmark, Finland, France, Japan, Luxemburg, Netherlands, Portugal, Spain, Switzerland.
External	User-focused (citizens and/or businesses) public sector development.	Austria, Finland, Hungary, New Zealand, Portugal, Switzerland, USA.
	Improving quality of services.	Austria, Denmark, Finland, France, Hungary, Luxemburg, Mexico, Portugal, Switzerland, USA.
	Increasing openness and transparency.	Luxemburg, Mexico, Spain, USA.

Source: Based on answers to the OECD questionnaire on e-government as a tool for transformation, 2007.

Impact of ICT-Enabled Transformation

- **Impact on business processes:**
 - Changes in businesses processes.
 - Sharing or merging businesses processes.
- **Organisational impacts:**
 - Change of responsibilities.
 - New organisational arrangements of functions.
- **Impacts on privacy handling practices:**
 - Legal and technical measures taken to protect privacy.

Governance: what to centralise?



Integration of Front-office Services

Intermediaries Directories/ Portals Integrating Interface Centralising Services Eliminating Services



Turkey
tax-filing
Finland
TYVI
USA
e-file

USA
USA.gov
Denmark
borger.dk

Canada - SC
Ireland - PSB

UK
Directgov
Germany
Einige für Alle

Nordics, ND –
birth certs.
tax filing

Levels of Integration In Seven OECD Countries

Level of co-operation	Countries' preferred approach
1. Knowledge centre	The Netherlands
2. Referential model	Germany, United States
3. Shared information technology system	Denmark, The Netherlands, Korea, Sweden, United States,
4. Shared service centres	Denmark, Germany, The Netherlands, United States
5. Separate and independent organisation	The Netherlands

Information and Data Sharing as Driver for Transformation

- Businesses processes become more efficient and streamlined.
- Reduce administrative burdens.
- Service delivery becomes more effective.
- User-focused service delivery.
- Users demand seamless services.
- Users should only deliver information and data once.
- Better quality of information and data.

- Who owns the information and data, and therefore who dictates what information and data are collected, how long they are held, and who has access to them?
- Who benefits from information and data sharing? And who pays for it?
- How is access, consent and recourse (in cases of abuse) managed?
- Who defines information and data standards in order to practically enable the sharing of information and data?

Lessons Learned...

- E-Government has become a powerful generic tool for overall policy implementation.
- E-Government has been driving improvements in efficiency and effectiveness of government functions.
- E-Government has forced unprecedented standardisation throughout the public sector.
- The digital divide has been and still is a significant challenge for countries.

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The Future E-Government Agenda?

- The global financial crises: reinforcing improvements in efficiency and effectiveness?
- Increasing coherency and integration of the public sector through innovation and change?
- Putting users at the steering wheel of the public sector?
- Local service delivery – strengthened co-ordination and management?
- Globalisation of public services?

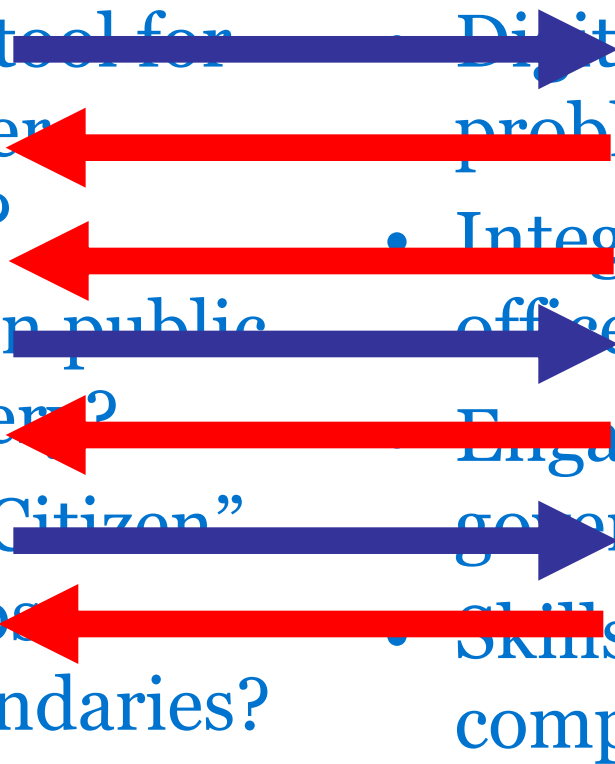
What is hot? What is not?

“Hot?”

- Web 2.0 – a tool for increased user engagement?
- Multimedia in public service delivery?
- “The Global Citizen” mobility across national boundaries?

“Not?”

- Digital divide – problems solved?
- Integrated back-office?
- Engaging local governments?
- Skills and competencies?





- Framework for E-Government Studies
 - *e-Government for Better Government*, OECD 2004
 - *The e-Government Imperative*, OECD 2003
- Policy Briefs
 - The e-Government Imperative: Main Findings
 - E-Government in Finland: An Assessment
 - The Hidden Threat to E-Government
 - Checklist for E-Government Leaders
 - Engaging Citizens Online for Better Policy-Making
- Country Studies – Peer Reviews
 - 2003 – 2007:
Finland (2003), Mexico (2004), Norway (2005), Denmark (2006), Hungary (2007), Netherlands (2007), Turkey (2007)
 - 2008: Belgium, Ireland (public service), Portugal (adm.simpl. and e-gov.)
- Thematic Studies
 - *Benefits Realisation Management*, OECD 2007.
 - *E-Government as a Tool for Transformation*, OECD 2007.
 - *Citizens' and Businesses' Use of e-Government Services (forthcoming 2008)*
 - *E-Government Partnerships across Levels of Government (forthcoming 2008)*

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