

Best Practices

Case Studies – Leading Countries

Global E-Government Readiness Report 2005

Country	E-Readiness	E-Participation
United States	(1) - 0.9062	(3) - 0.9048
Denmark	(2) - 0.9058	(7) - 0.7619
Singapore	(7) - 0.8503	(2) - 0.9841
South Korea	(5) - 0.8727	(5 - tie to Canada) - 0.8730

United States

1.	United States
2.	Denmark
3.	Singapore
4.	South Korea

United States – Vision

The strategic vision is to reform government operations – how it goes about its business and how it treats the people it serves.

Guiding Principles:

- 1) citizen centered – not bureaucratic and agency-centered
- 2) result oriented – producing measurable improvements for citizens
- 3) market based – actively promoting innovation

e-Government is one of the five key elements of the President's Management Agenda and Performance Plan.

United States - Goals

Specific goals outlined by the US Government:

- 1) simplify work processes to improve service to citizens
- 2) use annual budget process and other OMB requirements to support e-Government implementation
- 3) improve project delivery through development, recruitment and retention of qualified IT workforce
- 4) continue to modernize agency IT management around citizen-centered lines of business
- 5) engage agency leadership to support e-Government project implementation

United States – Major Challenges

leadership support	strengthening the connections between Lead Agencies, Partner Agencies, CIO's towards cooperative implementation of projects
parochialism	addressing current policies and budget practices that reinforces “small-hat” agency centric thinking
funding	providing more resources in general (dollar and staff) and make the budget process more transparent and effective
communication	providing better understanding of the inter-relationship among the e-Government initiatives and improving the interfaces between OMB and Lead Agencies

United States - Initiatives

govBenefits.gov	a single point of access to determine eligibility for government benefits and services
recreation one-stop	online access to information on recreational sites
IRS free filing	free online preparation and electronic tax filing
online access for loans	online access to locate loans
USA services	government-wide citizen and customer service
e-rulemaking	participation in high-quality, efficient rule making process
geospatial one-stop	federal and state agencies access to map related data
consolidated health informatics	enable communication between federal health enterprises

United States – Initiatives (cont)

G2C	GovBenefits.Gov, Recreation One-Stop, IRS free filing, Online Access for Loans, USA Services, e-Rulemaking*
G2B	e-Rulemaking*, Expanding Electronic Tax Products for Businesses, Federal Asset Sales, International Trade Process Streamlining, One-Stop Business Compliance, Consolidate Health Informatics
G2G	Geospatial one-stop, Disaster Management, SafeCom, E-Vital, E-Grant
G2E	e-Training, Recruitment One Stop, Enterprise HR Integration, e-Clearance, e-Payroll, e-Travel, Integrated Acquisition Environment, e-Records Management
Horizontal	e-Authentication

United States – Readiness

tele-density	fixed lines – 268 million (2005) or 900/1000 people mobile cellular – 219,400,000 (2005) or 735/1000 people
internet	internet users – 205,326,680 (2005) or 688/1000 people
literacy figures	age 15 and above that can read and write (2003 est.) - 99%
population	301,139,947 (July 2007 est.)

Denmark

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Denmark - Vision

Digitalization must contribute to the creation of an efficient and coherent public sector with a high quality of service, with citizens and businesses in the centre.

- 1) Five signposts drawn-up to monitor the realization of the vision.
- 2) A set of specific targets are specified for each of the five signposts.

Denmark – Signposts 1,2

Signpost 1:	<p>Public sector must provide coherent services with citizens and businesses in the centre</p> <ol style="list-style-type: none">1) at least 60% of the population uses public sector's digital services2) at least 95% of all businesses use the public sector's digital services3) at least 60% of all public authorities receive at least a quarter of all documents from citizens and businesses in digital form
Signpost 2:	<p>e-Government must result in improved service quality and the release of resources</p> <ol style="list-style-type: none">1) at least 75% of all digitalization projects release resources, and at least 25% do so on a large2) the level of satisfaction of citizens and business with quality of public services is increased

Denmark – Signposts 3, 4

Signpost 3:	<p>The public sector must work and communicate digitally</p> <ol style="list-style-type: none">1) at least 80% of all public authorities receive at least a quarter of all documents sent by other public authorities in digital form (2003: 37%)2) at least 60% of all public authorities can communicate securely in digital form with other public authorities, citizens and businesses3) at least 60% of all authorities utilize electronic case management
Signpost 4:	<p>e-Government must be based on a coherent and flexible infrastructure</p> <ol style="list-style-type: none">1) no more than 15% of all public authorities state that the absence of common public sector is a significant obstacle (2003: 30%)2) no more than 15% of public authorities state that the lack of common public sector standards is a significant obstacle3) a total of at least 1.1m digital certs have been issued to citizens, workers and businesses

Denmark – Signpost 5

Signpost 5:	<p>Public sector manager must lead the way and ensure that their own organizations are capable of realizing the vision:</p> <ol style="list-style-type: none"><li data-bbox="533 805 1921 906">1) no more than 10% of public authorities state that lack of political will and clear goals is a significant obstacle<li data-bbox="533 949 1921 1050">2) at least 75% of all digitalization projects lead to simplification of working practices, and at least 25% do so on a large scale
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Denmark – Major Challenges

lack of familiarity with the vision and strategy	in-depth knowledge of the vision and strategy is not wide-spread.
wide-spread “bunker-culture”	existing culture does not support inter-organizational approaches and actions.
unresolved “sow-harvest” issues	improvements in efficiency that follow a digitalization process may be harvested by other organizations.
lack of managerial commitment and skills	poor management insight into business thinking and familiarity with project management.
one-sided IT thinking	generally too much focus on technical aspects of IT without due regard to organizational issues.

Denmark – Initiatives

G2C	income tax declaration, job searches by labour offices, social security contributions, personal documents, car registration, application for building permission, declaration to the police , public libraries, certificates request and delivery, announcement of moving, health related services.
G2B	social contributions for employees, corporate tax declaration, notification, VAT declaration and notification, submission of statistical offices, customs declaration, environment-related permits, public procurement.
Horizontal	portal, e-Identification infrastructure, e-Procurement infrastructure, joint electronic document management system (FESD).

Denmark - Readiness

tele-density	fixed lines – 3,487,800 (2004 Est.) or 630/1000 persons mobile cellular – 5.168 Million (2004) or 940/1000 persons
internet	internet users – 3,762,500 (2005) or 69%
literacy figures	age 15 and above that can read and write - 99%
population	5,450,661

Singapore

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Singapore - Vision

To be an Integrated Government (iGov) that delights customers and connects citizen through Infocomm.

It is a government that works as one, across organizational boundaries, to reap synergies and exploit new opportunities in all aspects, whether in providing information that engages citizens, or being intelligent and interactive in fully understanding customers need to deliver quality services that delight them.

Singapore - Targets

- 1) 8 out of 10 users are satisfied with the overall quality of e-services
- 2) 9 out of 10 users would recommend transacting with government through e-services
- 3) 8 out of 10 users are very satisfied with the level of clarity and usefulness of information published online on government policies, programmes and initiatives

Singapore – Strategic Thrusts

Identified 4 strategic thrusts:

- 1) increasing reach and richness of e-services
- 2) increasing citizens' mindshare in e-engagement
- 3) enhancing capacity and synergy in government
- 4) enhancing national competitive advantage

Singapore – New Initiatives

There are three major initiatives under the iGov2010 plan:

Unique Establishment Identifier	<ul style="list-style-type: none">• establishing a Unique Establishment Identifier (UEI) for establishments in place of the use of multiple identifiers.
m-Government	<ul style="list-style-type: none">• driving the implementation of m-services and the deployment of central infrastructure for m-services• ensuring a consolidated approach by government agencies towards the implementation of m-services
Singapore Government Enterprise Architecture	<ul style="list-style-type: none">• providing a blueprint covering Business Area Architecture (BA), Information Architecture (IA), Solution Architecture and Technical Architecture (TA)

Singapore – Past Initiatives

G2C	eCitizen Portal, Online Tax Filing eCitizens cover: culture, recreation and sports, defense and security, education, learning and employment, family and community development, health and environment, housing, and transport and travel
G2B	TradeNet (EDI System), Online Government Procurement
G2G	E-Court of Justice, Pay Per Use Electronic Toll Booths
G2E	Pac@Gov (pay and claim portal for payroll services), PRAISE (promotion, ranking and appraisal system), TRAI SI (training administration system on the intranet for ministry of education staff)

Singapore - Testimony

Singapore's huge success in e-Government is attributed to the close cooperation between Government agencies, private sector, academia, research institutes, community groups, civic and voluntary organizations.

Singapore - Readiness

tele-density	fixed lines – 1,847,800 (2005) or 410/1000 persons mobile cellular – 4,256,800 (2005) or 950/1000 persons
internet	internet users – 2,421,800 (2005) or 540/1000 persons
literacy figures	age 15 and above that can read and write - 92%
population	4,492,150 (July 2006 est.)

South Korea

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South Korea - Vision

To become the “World’s Best Open e-Government” as follows:

- 1) increase on-line public services to 85%
- 2) rise into top 10 ranking in the world for business support competitiveness
- 3) reduce visits for civil service applicants to 3 visits per year
- 4) raise the utilization rate of e-Government programs to 60%

South Korea - National Goals

- 1) build a democracy with the people
- 2) build a society of balanced social growth
- 3) contribute to an era of peace and prosperity in northeast Asia
- 4) GNP per capita of USD 20,000

South Korea - Goals

Achieving the vision requires to:

- 1) innovate the way government works
- 2) innovate civil services
- 3) innovate information resource management
- 4) reform the legal system

South Korea – Agenda / Programs

Goal 1: Innovate the way government works

1. Establishing e-working process

1. digitalizing document processing procedures
2. comprehensive informatization of national and public finance
3. realizing local e-Government
4. building e-Auditing system
5. realizing e-National assembly
6. building integrated criminal justice service system
7. comprehensive informatization of HR management
8. e-Diplomacy system
9. real-time management of national agenda

South Korea – Agenda / Programs

Goal 1: Innovate the way government works

2. Expanding Sharing of Administrative Information

10. expanding of administrative information sharing

3. Service Oriented BPR

11. developing Government Business Reference Model

South Korea – Agenda / Programs

Goal 2: Innovate civil services

4. Enhancing Civil Service

12. enhancing internet-based civil services

13. integrated national disaster management service

14. advanced architectural administrative information system

15. integrated tax service

16. integrated national welfare service

17. comprehensive food and drug information service

18. comprehensive employment information service

19. internet-based administrative judgment service

South Korea – Agenda / Programs

Goal 2: Innovate civil services

5. Enhancing Business Support Service

20. single-window for business support service (G4B0)

21. integrated national logistics information service

22. e-Commerce service

23. comprehensive foreigner support service

24. support for exporting e-Government solutions

6. Increasing Electronic Citizen Engagement

25. increasing on-line citizen participants

South Korea – Agenda / Programs

Goal 3: Innovate Information Resource Management

7. Comprehensive Standardization of Information Resource

26. building a government-wide NCIA

27. strengthening e-Government communications networks (e Gov Net)

28. establishing government wide ITA

8. Strengthening Information Security System

29. building information security system

9. Strengthening Information, Organizations and Personnel

30. restructuring informatization organizations and personnel

Goal 4: Reforming the Legal System

10. Legislation

31. reforming the legal system for e-Government and security

South Korea - Readiness

tele-density	fixed lines – 23.745.000 (2005) or 486/1000 persons mobile cellular – 38.342.000 (2005) or 785/1000 persons
internet	internet users – 33.900.000 (2005) or 694/1000 persons
literacy figures	age 15 and above that can read and write - 97.9%
population	48,846,823 (July 2006 est.)