




eGovernance to Yield Greater Socio-Economic Impact

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This talk IS & IS NOT about...










IS NOT about	IS about
<ul style="list-style-type: none">■ Technology■ IT Management Methodology	<ul style="list-style-type: none">■ Perspectives of what eGovernment is – and isn't■ Governance of IT in the public Sector■ "Architecture" Metaphor■ Framing problems to harness the transformative power of IT

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Summary of eGovernment Challenges & Responses

<ul style="list-style-type: none"> ■ Anticipate, Welcome, and Design for Change ■ Invest in Architectures that buffer against changes in <ul style="list-style-type: none"> ■ Technology ■ Organizational structure, rules, roles, processes 	<ul style="list-style-type: none"> ■ Structures, Rules, and Processes to promote <ul style="list-style-type: none"> ■ Cross Agency / Functional Collaboration & Synergy ■ Initiative ■ Fundamental reexamination of service goals & methods 	<ul style="list-style-type: none"> ■ Choose compelling problems that can be effectively addressed with measurable outcomes ■ Invest in Change Management to help both the governed & the government through inevitable changes so as to achieve desired outcomes
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 <p>Architecture</p> 	 <p>Governance</p> 	 <p>Solve Real Problems</p> 
 <p>"e" Problems</p>	 <p>"Gov" Problems</p>	 <p>"eGov" Problems</p>

<ul style="list-style-type: none"> ■ Fact: Rapid Changes in Technology & Organisations ■ Challenge: How to design services that evolve gracefully in the face of inevitable changes 	<ul style="list-style-type: none"> ■ Fact: Govts have many semi-independent parts & agendas ■ Challenge: How to fulfill the eGov promise of coordinated citizen-friendly services? 	<ul style="list-style-type: none"> ■ Fact: eGov is a relatively "new" govt concern ■ Challenge: To get and to sustain support from public & other constituencies
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eGov & Governance

Definitions

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Definitions ...

Governance — *Supplies* —> Motivations
Governance — *Supplies* —> Measures

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The Issue of Alignment

Programmes
Policies
Purposes
Architecture


Aligning Policies & Programmes with Core Purposes helps to achieve

- Better outcomes
- Better prioritization & (more) optimal resource-allocation

that is robust & extensible will to facilitate the translation of purposes into concrete (e)Gov services

- Increased speed of delivery
- Higher consistency
- Lower costs & risks

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eGov Architecture

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eGov Masterplanning & Urban Planning



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eGov Masterplans & Urban Planning


Urban Planning

- **Development Guide Plans**
 - Definition of Zones & uses of land within those zones
 - Allowed uses
- **Building / Architectural Codes**
 - Aesthetics
 - Safety
- **Transport**
 - Roads,
 - Rails
- **Shared Utilities / Services, Public Spaces**
 - Drains
 - Parks
 - Water
 - Sewage
 - Electricity
 - Telecoms

eGovernment Masterplans

- **Laws & Policies**
 - ETA, Computer Abuse Act
 - Accountabilities & Roles in eGov Projects/Programmes
- **Standards & Practices**
 - Documentation of Interfaces (Protocols Data Definitions)
 - Enterprise Architecture
 - Protocols for sharing data
 - System Design & Implementation
 - Programme & Project Management
- **Human Capacity Building**
 - External (Public) e-Enablement
 - Public IT Literacy
 - IT-Industry Development
 - Civil Service understanding of IT
 - Project Management
 - Strategic Impact of IT
- **Shared Services / Infrastructure**
 - Data-Centres
 - Service Desks
 - Telecommunications Infrastructure
 - Shared Data & Services (individuals, businesses, land, property)
 - Shareable "Higher" layers of IT systems
 - Security Architecture, Infrastructure, Administration

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Snippets of Legal Foundations ...

from the Singapore
ELECTRONIC TRANSACTIONS ACT
(CHAPTER 88)
emphasis mine

Legal recognition of electronic records

6. For the avoidance of doubt, it is declared that **information shall not be denied legal effect, validity or enforceability solely on the ground that it is in the form of an electronic record.**

Electronic signatures

8. (1) **Where a rule of law requires a signature, or provides for certain consequences if a document is not signed, an electronic signature satisfies that rule of law.**
 (2) An electronic signature may be proved in any manner, including by showing that a procedure existed by which it is necessary for a party, in order to proceed further with a transaction, to have executed a symbol or security procedure for the purpose of verifying that an electronic record is that of such party.

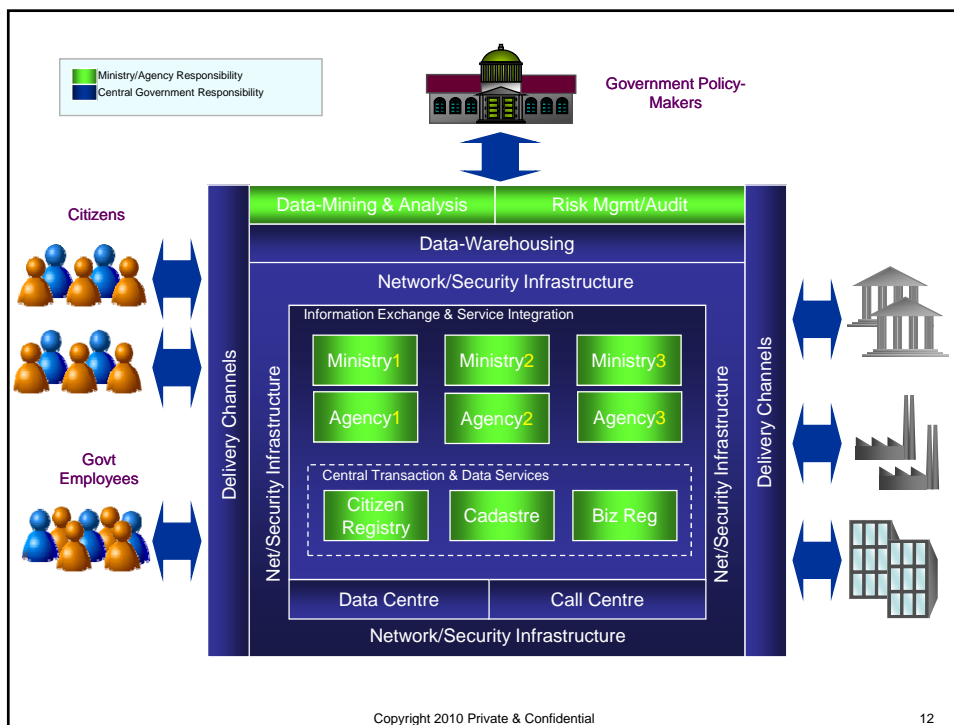
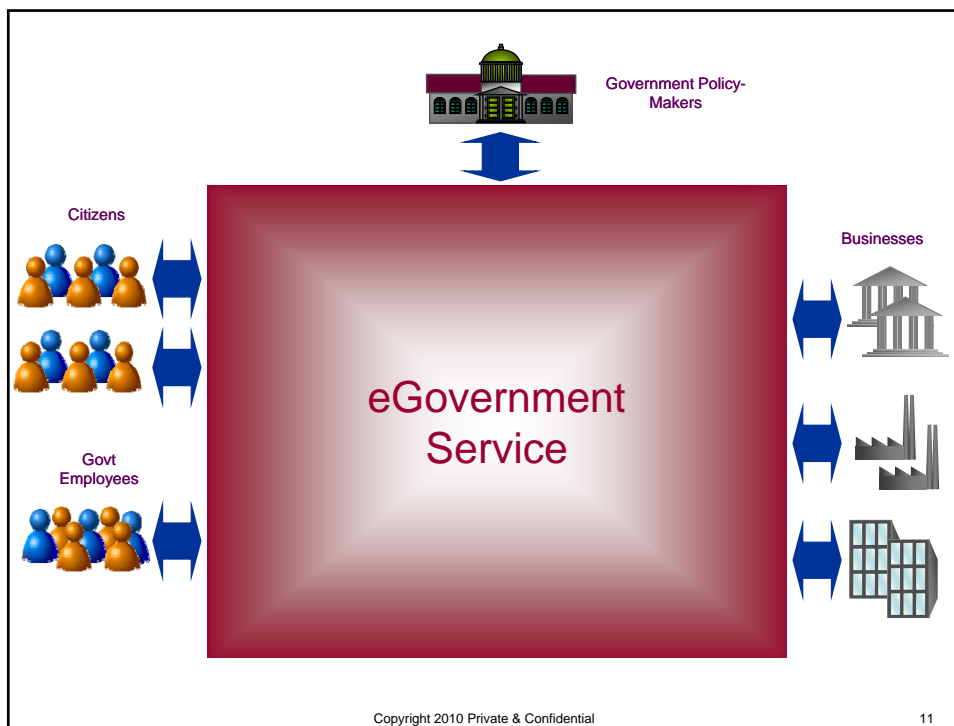
Requirement for writing

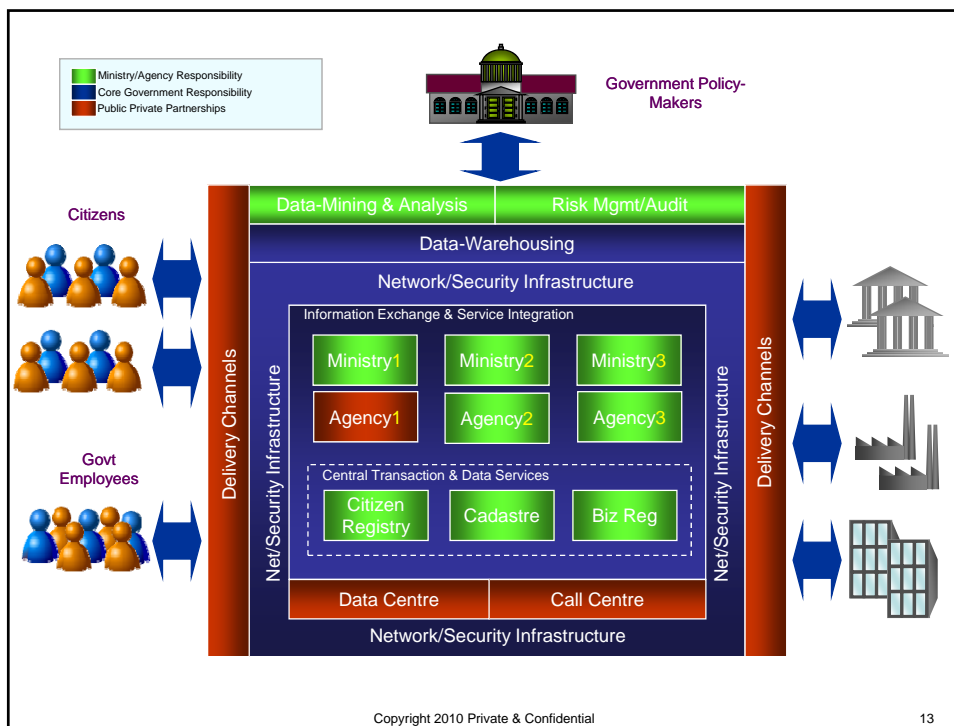
7. **Where a rule of law requires information to be written, in writing, to be presented in writing or provides for certain consequences if it is not, an electronic record satisfies that rule of law if the information contained therein is accessible so as to be usable for subsequent reference.**

Formation and validity of contracts

11. (1) For the avoidance of doubt, it is declared that in the context of the formation of contracts, **unless otherwise agreed by the parties, an offer and the acceptance of an offer may be expressed by means of electronic records.**
 (2) Where an electronic record is used in the formation of a contract, **that contract shall not be denied validity or enforceability on the sole ground that an electronic record was used for that purpose.**

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Choosing (eGov) Problems to Solve

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eGovernment Planning Problem

Which eServices do we Build?

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Which eServices to Build?

Those that have the best impact on Citizens & Businesses

from Citizens' & Businesses' points of view - first
Internal (government) considerations follow

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 **Key Perspective & Starting Point**

Convenient
Friendly
Customer Oriented

Outside-In

Service Orientation
Citizen-Centricity Enabling

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 **Selecting Good Problems to Solve** 

Sector
▼

Constituents
(Citizens/Businesses)
▼

Life Events
▼

Group Related
Government Services
▼

Baseline Performance
of Current Service Groups
▼

Imagine & Measure Alternative
Integrated Scenarios
▼

Prioritize

Sponsors, National Priorities
Relevance
Criteria of Success
Justification

Basis for

- Citizen-Centric Integrated eService Design
- Cross-Agency Coordination

Existing Government Services Baselined, i.e. measured for

- Effectiveness of existing services
- Cost-to-serve
- Cost of compliance


Sharing of internal Gov eServices & IT Infrastructure

Create Design for Alternative Configuration of Services
Measure by same criteria as Existing Configuration

Rank eService opportunities
| benefit (Alternative) - benefit (Existing) |

Illustration of the SABLE (Sectoral Analysis by Life Events method)

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Role of IT in Reforms

examples are illustrations only, list is not exhaustive

■ **Facilitator of**

- **Transparency**
 - Operating with less dependence on human discretion
 - Public Access to Policies & Regulations
 - Reliable records of transactions
- **Efficiency**
 - Speed, Number of people served, Concurrency
- **Effectiveness**
 - More timely & less overtly intrusive controls
 - More relevant/targeted policies & controls resulting from better information
 - More facilitation of citizens' goals

■ **Enabler of**

- **New Public Service Concepts**
 - Anytime, Anywhere
 - One Stop, Non-Stop
 - Many Agencies, One Government – uniformity of service experience
 - Integrated eGov SEW
- **New Administrative Methods**
 - High-Throughput Automated STP (Straight Through Processing)
 - “Portfolio of Risk” Risk-Management Approach to Controls
 - Central Control / Monitoring of Distributed Concurrent Processes
 - Automated Collection & Processing of Regular Statutory Declarations
 - Analysis of Massive amounts of data

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19



Public Private Partnerships

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What's PPP?

- ▼ Traditional Procurement of Assets
 - ▼ Design-Build-Operate (DBO)
 - ▼ Design-Build-Finance-Operate (DBFO) & Government Owned
 - ▼ DBFO Privately Owned (Transfer to Govt at Contract's End)
 - ▼ DBFO Privately Owned; (No Transfer)
 - ▼ Private Provision (Govt as Regulator)

Hybrids are Possible

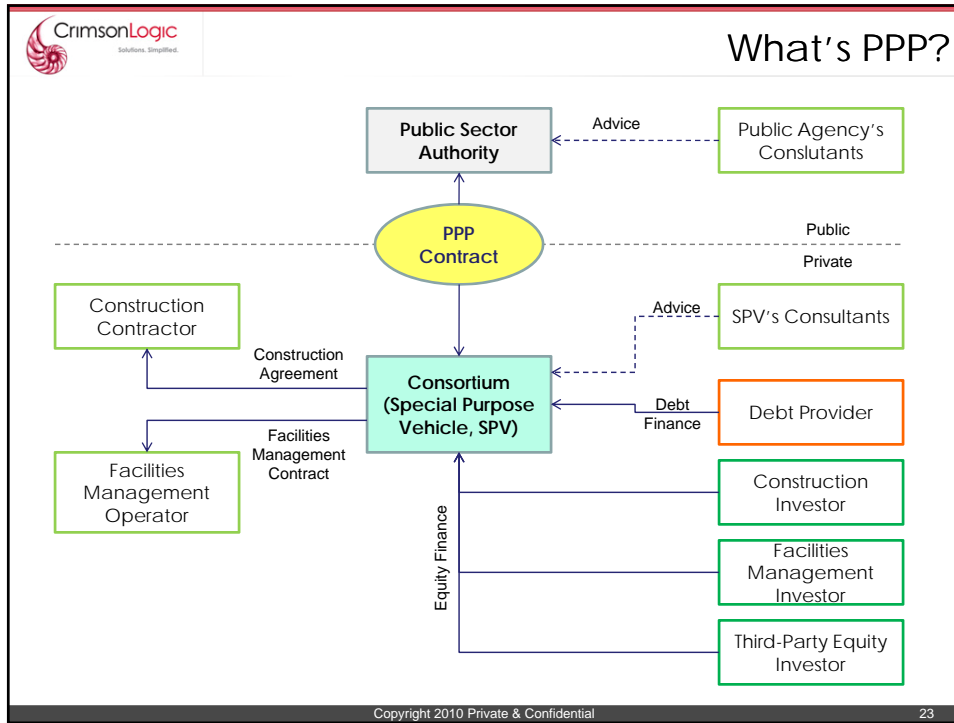
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What's PPP?

- **IS: Acquiring Services**
Is **NOT: Acquiring Assets**
- **Partnership Attitude Needed**
 - Mutual dependence
 - Recognition of Mutual Aims
 - Mutual respect & understanding
 - Open Communication
- **Long Contract Tenure** (>5, up to 30 years)
- **Flexible Contracts** to accommodate long contract tenures
- **Monitoring Mechanisms**
 - Tied to Payments
 - To ensure achievement of policy objectives
- **Pay for Performance**
 - Sometime combined with up-front government investment
- **Three Tiered Management Structure**
 - Strategic Level
 - Business Level
 - Operational Level

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- Why PPP?**
- Attract Private Capital Investments**
 - For governments with financial difficulty to develop & maintain growing infrastructure
 - More Efficient Government**
 - Many public sectors have few incentives for efficiency
 - Injection of such incentives is difficult
 - Private sector operators have to generate ROI & have incentives for increased efficiency
 - Catalyst for Broader Public Sector Reform**
 - PPP always causes reexamination, clarifying, restructuring & reallocation of roles (policy maker, regulator, service provider, capital provider)
 - Private Sector Innovations**
 - Comes from emphasizing outcomes rather than outputs
 - Optimal "Whole Lifecycle" Costing**
 - Holistic "end-to-end" ownership and execution of projects is more economically efficient than piecemeal procurement
 - Better Asset Utilisation Through Sharing**
 - Opening up government assets for third-party usage enables greater economies of scale
 - Optimal Public-Private Division of Responsibilities**
 - Responsibilities allocated to the party/sector best able to carry out the particular activity
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Win-Win PPP Deals

- Deliver value to Government
- Present Commercially Attractive, "Bankable" Business Opportunity
- Competent Private Sector Providers
- Measureable Outcome/Output Specifications
- Active, Partnership-Oriented Governance of Private Entity & Services
- Sufficient Project Scale
- Scope for Private Sector Innovations & Management Efficiencies
- Sufficient Time to Plan & Procure
- Partnership Attitude
- Manageable Interfaces with Existing/Other Projects & Contracts

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Potential Pitfalls & Mitigations

- High Private Financing Costs
 - Identify and manage / mitigate project risks
- Inflexible, Long-Term Contracts
 - Variation mechanisms for public and private sectors
 - Adjust service requirements according to changing circumstances
- Costly and Lengthy Procurement Processes
 - Use PPP only for LARGE projects
- Service Discontinuity if Private sector Provider Fails
 - Step-in clauses to enable government to manage the private sector provider's staff


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PPP in eGov Services

Value Provided by Government to Private Sector

- Government services as “anchor tenants”
 - Generating traffic at their sites
 - Improving user-experience through greater convenience afforded by the back-end integration of related public eServices, e.g. S.E.W. type services



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PPP in eGov Services

Value Provided by Private Sector to Government

(beyond financial aspects)

- **Reduced Project Risk** – private partner has strong incentive to complete a high-quality project so as to begin recovering its investments by generating operating cash-flow
- Electronic **Public-Private Integration** can promote
 - **Timely compliance** at the point when related private transactions happen
 - **Painless (or less painful) compliance** through contextualised and helpful data sharing/integration
- More **compelling/convenient eServices** because clustering of related private services makes the overall service more relevant and convenient
- Access to Technological **Innovations**



28

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Summary

- **Leverage Traditional Strengths**
 - Governance Structures & Accountabilities
 - Governance Objectives
- **Select High Payoff Problems to Solve**
 - Things that keep people from getting on with what they really care about
 - Occasions where IT can really make a difference
 - Policies & methods built upon outmoded presuppositions
 - Institutionalize the ongoing search for such opportunities to make a difference
- **Build Foundations**
 - Data Processing
 - Automate Collection
 - Automate Retrieval
 - Equip policy-makers and administrators to Re-imagine & Redesign Policies & Administrative Methods
 - Systematically try to share resources, data, and services in new projects
- **eService Design & Project Execution**
 - Focus on & Measure outcomes – before and after the project
 - Presume and design-in IT-usage into Redesigned Processes
 - Weave Change-Management into Project Plans
 - Softer Issues should be planned into Projects, covering changes to
 - Policies
 - Administrative Structure & Machinery
 - Public Skills & Perceptions
 - Plan to keep up with changes in the long-term
 - IT support structure
 - Administrative review

29

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In a Word ...

The diagram shows the word "eGovernment" in a large font. Below it, a horizontal line with arrows at both ends spans the width of the word. A vertical line drops from the 'e' to the line, and another vertical line drops from the end of the word to the line. A double-headed arrow below the line indicates the width of the 'e' is much smaller than the width of the 'g'.

A yellow rectangular box containing the equation $|g| \gg |e|$, where the 'g' and 'e' are in black and the '>>' is in red.

30

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31