

In Focus

Strategies for Successful E-Governance

Asian Institute of Technology Professorial Development Course

Introduction

Asian Institute of Technology Extension Course to Introduce Improvements in the Delivery of Public Services

This new professional development program was prepared by Russell Pipe with the AIT Information and Technology Unit, Bangkok. It will be presented for the first time on January 18–29 (10 working days) and at other periods during 2010. For details see website: <http://www.extension.ait.ac.th> and registration information contact Mr. Fazle Karim, Head of Information and Technology Unit e-mail karim@ait.ac.th

The program is designed specifically for officials of national and municipal governments who have responsibilities for providing leadership, management and technical capabilities for introducing e-Government applications as well as departmental levels. The course applies a comprehensive approach to creating, organizing and implementing strategies for successful E-Governance planning. It provides a step-by-step approach to the core elements of an E-Governance strategy, authoritative experience from a range of countries, analytics for designing and challenges for implementing e-Government services.

The Asian Institute of Technology is a non-profit international postgraduate institute of higher learning, with internationally recognized expertise in Sustainable Development. Established in 1959 with a vision to educate engineers “in Asia for Asia” it has educated more than 16,000 students from 80 nations, including 700 alumni from China. AIT Extension is the continuing professional education and short course training arm of the AIT. Over the past three decades it has offered short courses to come 24,000 professional from more than 70 countries around the world. AIT Extension

works with professionals in national governments, multilateral agencies, development institutions, private sector, investment banks consultants and NGOs.

COURSE DESCRIPTION

The development and innovation of Information Communication Technologies (ICTs) have transformed the society into networks of knowledge societies. Applications of information tools serves in developing closer contacts between governments and their citizens through the process of E-Governance which ensures transparency, accountability, freedom, flexibility and accessibility to all stakeholders. E-Governance has allowed the individual citizen to become involved in and control the political, economic and administrative authorities, builds confidence, improves interaction, supports decision-making mechanisms, and strengthens partnerships between the public sector and civil society.

The course applies a comprehensive approach to creating, organizing and implementing a strategic plan. It provides step-by-step advice, authoritative experience from a range of countries, analytics for preparing a program for introducing and expanding E-Governance services. The course is designed specifically for officials of national and municipal governments who have responsibilities for providing leadership and management capabilities for the introduction of e-Government applications on a national as well as ministerial and department levels.

SUMMARY OF PLANNED CURRICULUM

1. Designing and Implementing E-Governance Services

2. Assessing E-Governance readiness
3. Leadership, responsibilities and human capacity building
4. Priorities for establishing online services, websites and portals
5. Advanced system design: Knowledge Management, m-services
6. Financing needs, sustainability, and cost-sharing partnerships
7. Determining performance indicators, monitoring and evaluation
8. Challenges to e-Governance security, privacy, equity and access
9. Field visits to advanced E-Governance projects
10. Achieving citizen-centric E-Governance

Strategic planning is designed to strengthen and enhance the performance and quality of an institution. Its purpose is to provide and enhance the performance of examination and evaluation of an institution's strengths, weaknesses, goals, resource requirements, and future prospects; to set out a coherent plan to respond to the findings; and to build a strong, more effective program of government services. Strategic planning is a conscious process by which an institution assesses its current state and the likely future condition of its environment, identifies possible future scenarios, based on experiences of a number of countries that have introduced e-Government in efficiently yet in some cases without full success.

As such, planning for major governmental initiatives requires considerable consultation and involvement government entities directly impacted and in the case of e-Government, a number of business and citizen stakeholders. Therefore, this course articulates a methodologies verified by a number of national governments and intergovernmental bodies. It acts on four key premises:

- Effective strategic planning is an **essential tool** for government officials.
- Strategic planning is an evolving process in the field of e-government that needs to be **skillfully introduced** and implemented.
- Planning must lead to **action** and produce results.
- Rigorous **monitoring** of plan implementation is essential.

OVERARCHING COURSE OBJECTIVES

- To guide participants in assessing the opportunities and challenges involved in implementing e-Government services.

- To assist in determining priorities for introducing e-Government programs.
- To determine requirements for ICT-enabled development involving infrastructure, management optimization and e-Government promotion.
- To assess trends in technology and delivery systems that may impact present and future operations.
- To develop organizational strategies as benchmarking, monitoring and evaluation techniques that may be applied to assess success of e-Government programs.
- To identify security, privacy and equity challenges to operation of e-Government services.
- To design innovative citizen-centric e-Government programs that are cost-effective, personalized and needed.

KEY QUESTIONS THIS COURSE WILL ADDRESS

- Why has the introduction of electronic services become so widespread and receiving high priority to achieve modernization as well as economic development?
- What are the keys to Strategic E-Government Planning?
- Why is leadership by senior government officials as well as skilled operational managers required?
- How important are training programs for both government officials as well business and citizen users of e-Services?
- What are the Elements of a Strategic Plan for Determining Priorities for Introducing E-Government Projects?
- How should challenges to arrange adequate financing, ensure sustainability and establishing partnerships with the private sector be addressed?
- How should new technologies as mobile services and techniques such as Knowledge Management be incorporated into effective strategic plans?
- How can information integration, interoperability and sharing be successfully introduced to achieve citizen-centric requirements?

TRAINING AND INSTRUCTIONAL APPROACH

AIT believes strongly in the value of peer learning, problem-based learning, particularly learning and lean-

er centeredness. We strive to maximize learning in all training programs by using these approaches appropriately. Participants benefit from close personal attention from accomplished professional. A typical training course provides five to six hours of workshop sessions every weekday.

AIT teaching-learning methods include lectures, workshops, group discussions, case analyses, group work, individual exercises, reflective thinking, role plays, project work simulations, and study visits. Our learning system utilizes interactive, task-based, distance mentoring and self-access learning experiences.

All AIT training courses take advantage of our stimulating academic and social environment, which is a multicultural English-speaking academic community.

Towards the end of the program participants will prepare a report on the reflections on the training program, their expectations and achievements, action plans for implementing the skills acquired in their organization. AIT will issue an AIT certificate of achievement to participants successfully completing the training course, prepare and present a report and attend all sessions.

CURRICULUM DETAILS

Module I: Design and Implementation of E-Governance Services

- E-Governance should be an open process that improves transparency in government, is applied to any levels of public services to enhance public services, making them more accountable, effective and convenient as well as responsive.
- Key success factors involve integration of government and ICT technologies to accomplish desired objectives.
- E-Governance initiatives can contribute to stronger relationship between the public and private sectors by promoting SMEs, growth of e-Commerce and service sectors
- The importance of ICTs is not only as a medium of communications, but also significant economic impacts as an enabler of development in particular productivity, contributing to empowerment, job creation and competitiveness

Module 2: Assessing E-Governance Readiness

- Determining requirements for ICT-enabled development involve infrastructure, network preparedness, required interfaces, functioning applications, management optimization, national portals, government Chief Information Officers (CIOs) and E-Governance promotion.

- Policy-makers and planners should determine planning stages of E-Governance projects, including design of the initial plan, when to involve stakeholders, how to prepare cohesive strategy, how to best fund E-Governance projects, how to sustain and manage projects effectively.
- Availability of the Internet is recognized as providing the vast majority of citizens access to government services.
- E-Governance is an evolutionary, multi-faceted process that may be viewed as three phases: publish (online dissemination of government information useful to public and other agencies), interact (involves two-way communication between government, business or citizens, as e-mail contact), and transact (allowing users to conduct transactions online, as registration and tax payments);
- E-Governance initiatives can be characterized based on their intended users: Government to Government (G2G), Government to Citizen (G2C), and Government to Business (G2B)

Module 3: Leadership, Responsibilities and Human Capacity Building

- Due to the importance of introducing E-Governance programs what affect several ministries and other central government entities, the active leadership of the Head of State or Prime Minister is considered appropriate – where it will have a clear view across Ministries and divisions. And can take overall responsibility for the planning process, detailed design and implementation.
- Attention should be directed to promoting information exchange and encouragement of interoperability between various government applications. This also should involve sharing of lessons learned across E-Governance projects,
- Five main elements or “architectures” have been identified as necessary for successful e-Governance: (1) process architecture, (2) technology architecture, (3) data architecture; (4) data management architecture, and (5) management architecture.
- Chief Information Officers (CIOs) with responsibilities for planning and implementation of IT integration are being appointed in a number of countries and commercial organizations.
- Training for Senior Government Officials and Policy-Makers as well as managers and civil services is critically needed in most country. Human resource development in the form of traditional

training and online courses is required. As well, users of e-Governance services must be training to enable them to efficiently take advantage of such new services.

Module 4: Priorities for Online Services, establishing Websites and Portals

- Online government procurement (e-Procurement) produces cost savings and reducing of corruption;
- Citizen participation to improve effectiveness of government and promote civic trust with a major new initiative in Europe and several other regions of “citizen-centric E-Governance;”
- Establishing E-Governance websites: (1) national entry points or “gateways” or “portals;” (2) citizen or business centric portals; (3) ministry-level websites; (4) parliamentary or judicial branch websites, (5) personal websites for elected officials. The totality is intended to be Government Information Networks (GINs)
- Websites for specific Government Services and Applications, as tax payments, immigration and border control, drivers licensing, automobile registration, land and property registration, birth registration, e-voting, online job listings, education and training, health services.
- Introducing E-Governance and provincial and municipal levels of government is increasingly important. The importance of e-Municipalities is now considered a priority.
- Several countries are introducing m-Governance services where technology allows such interactions

Module 5: Advanced system design, knowledge management, m-services

- m-Governance applications are becoming increasingly available as wireless infrastructure and upgrading 3G . Mobile phones, now exceeding 4.4 billion, provide access to citizens in developing countries and many provide e-money services
- Knowledge Management (KM) in government is a key strategy involving information sharing, to promote creativity and innovation within an between organizations and draws from a wide range of disciplines and technologies
- Open Source Software (OSS) for launching E-Governance applications is receiving a significant amount of attention and there are a number of applications in developing as well as developed countries.

Module 6: Financing, Sustainability and Cost-Sharing Partnerships

- Before making large-scale investments in E-Governance, planners should seek to identify costs (including IT software, planning, process reform, other infrastructure), define desired benefits and the costs and risks associated with realizing those benefits so projects are appropriately scaled, verified for sustainability and benchmarks developed.
- Funding requirements should be specified clearly in the planning stage of E-Governance. Budgets designed to accommodate change; if tax collection estimates do not meet expectations, governments must plan to offset costs on the short or medium term.
- Cost-sharing with Private Sector through Public-Private Partnerships (PPPs) can help governments decrease the cost of designing and managing E-Government programs. PPPs are increasingly used not only for infrastructure projects but also to operate government services.
- Identifying the availability of financial support from international and national donor agencies can be important to developing countries requiring funds to fulfill E-Governance projects. There are different criteria for determining recipients, one viewing e-government as an important driver of economic growth, and another improving public policy and the democratic process.

Module 7: Determining performance indicators, monitoring and evaluation

- Policymakers and project managers can use benchmarks, key performance indicators (KPI) and other monitoring and evaluation (M&E) tools to track the performance of e-Government projects to determine whether mid-course adjustments are needed. These and other metrics will differ from project to project, depending on goals, intended audience, and user costs and benefits identified.
- These techniques differ from e-Readiness assessments in that they are performed to determine a country’s capacity to use and apply ICT, and E-Governance readiness assessments are focused on the extent to which governments have the capacity to take advantage of E-Governance projects.
- Project level benchmarking is not done at the end of a project, rather it should be carried out throughout a project, so that findings can be acted upon and deficiencies corrected.

- There are two types of benchmarking: (1) demand-side that are designed to track use of and satisfaction with E-Governance and (2) supply-side benchmarking that measure availability and sophistication of online services.
- Supply-side benchmarking involves measures to determine the percentage of government services online, level of sophistication of the functionality and services, and usability of government services online.

Module 8: Challenges to E-Governance: Cyber-Security, Privacy Protection, Inclusiveness, and Equity

- Laws and policies designed for the paper world can hinder implementation of E-Governance consequently new law and policy reforms care needed to facilitate its development.
- Offering government services online can present important legal questions about the validity of electronic documents (because paper-based transactions no longer extensively practiced) Electronic or “digital signature” laws are required as well as the legal basis for “electronic documents” established.
- Laws on government access to information have been based on traditional paper-records. In this electronic era, such laws and policies need to be reviewed and revised according to the policies of each government.
- Protection of automated records (cyber-security) has become an important dimension to government administration. New laws and penalties for accessing or otherwise interfering with government records are needed in many jurisdictions.
- Personal information privacy (data protection) is receiving greater attention because identify theft and misuse of private records has been increasing.
- The UN and other agencies have issued reports stressing the importance of “real access” to ICT such as those to people of low income, women, disadvantaged groups, handicapped, and those living in rural areas should be included in e-Government planning.
- Achieving e-Literacy and realizing the full potential of ICTs in education continues to be an impor-

tant goal that should be within the planning frame when E-Governance programs are introduced.

Module 9: Field visits to advanced E-Governance projects

- A half-day visit to the Thailand Revenue Department of the Ministry of Finance will be organized for briefings by officials operating who operate the e-Tax Service, e-Customs and Excise Taxes.
- The second half of the visiting day will be to the Thailand Ministry of Communications to look over its drive-in tax filing and other e-Services being provided.

Module 10: Achieving Citizen-Centric E-Governance

- The overall objectives of citizen-centric E-Governance are to deliver cost-effective, personalized, and relevant e-Services that simultaneously enhance democratic dialogue. To accomplish this, there should be a clear focus on technologies that use citizen-relevant channels to deliver citizen/public value, rather than just achieve cost savings. (European Union)
- Significant changes in the characteristics of governmental organizations – more than simply formal structures, need to be developed and tested.
- In order to achieve objectives of reducing government costs and delivering quality services to business and the public, there needs to be reform of legislative and regulatory frameworks, sustainable investment provided, and a new vision of government that combines the characteristics of lighter, simpler, swifter, available, and trust.
- It is important that citizens have a number of channels via which to access public services, as via the Internet, touch-tone phones and mobile devices.
- Information integration, interoperability and sharing (that were formerly held in administrative silos) is an important goal for meeting citizen-centric requirements. This sharing between ministries and departments, creating “one-stop” shopping services, may be difficult to achieve but is essential.