Modernising the Public Administration: the Case of E-Government in the Palestinian Authority

Comments and guidelines for a roadmap

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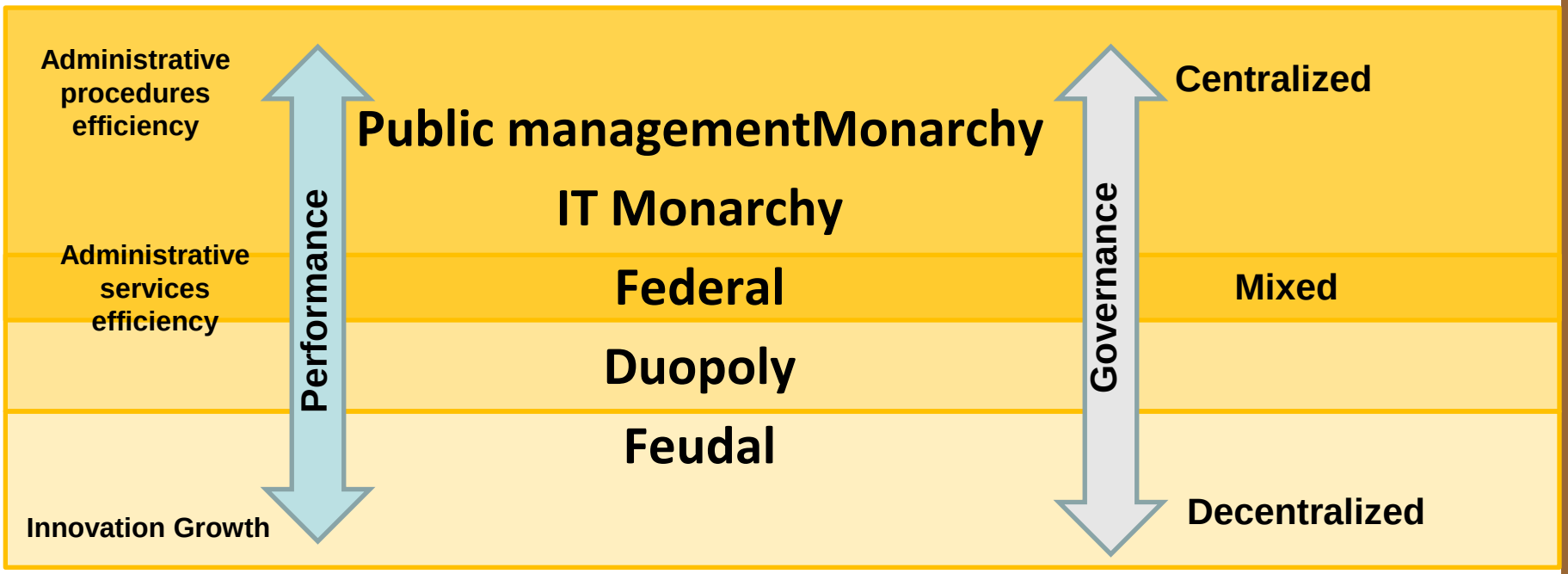
Focus point

- E-Governance
- Quality
- Interoperability

The key questions

- What decisions should be taken?
- Who has decision-making power or control of IT resources and data?
- How decisions should be structured and enabled?

Leadership, Governance and performance



Adapted, Weill, P. and Ross, J. (2004) IT Governance: how top performers manage decisions rights for superior results, HBP

The key decisions

- Principles
- Services
- IT infrastructure strategies
- IT architecture
- e-Government applications
- IT investments and prioritizaion

E-Governance: the styles

- **Public management Monarchy**
- **IT Monarchy**
- **Federal**
- **Duopoly**
- **Feudal**

Adapted from Weill, P. and Ross, J. (2004) IT Governance: how top performers manage decisions rights for superior results, HBP

A model of governance

Ministry

Planning

Definition of the quality of the sistem

Feasibility study

Analysis

Deployment

Testing

Exploitation

Maintenance

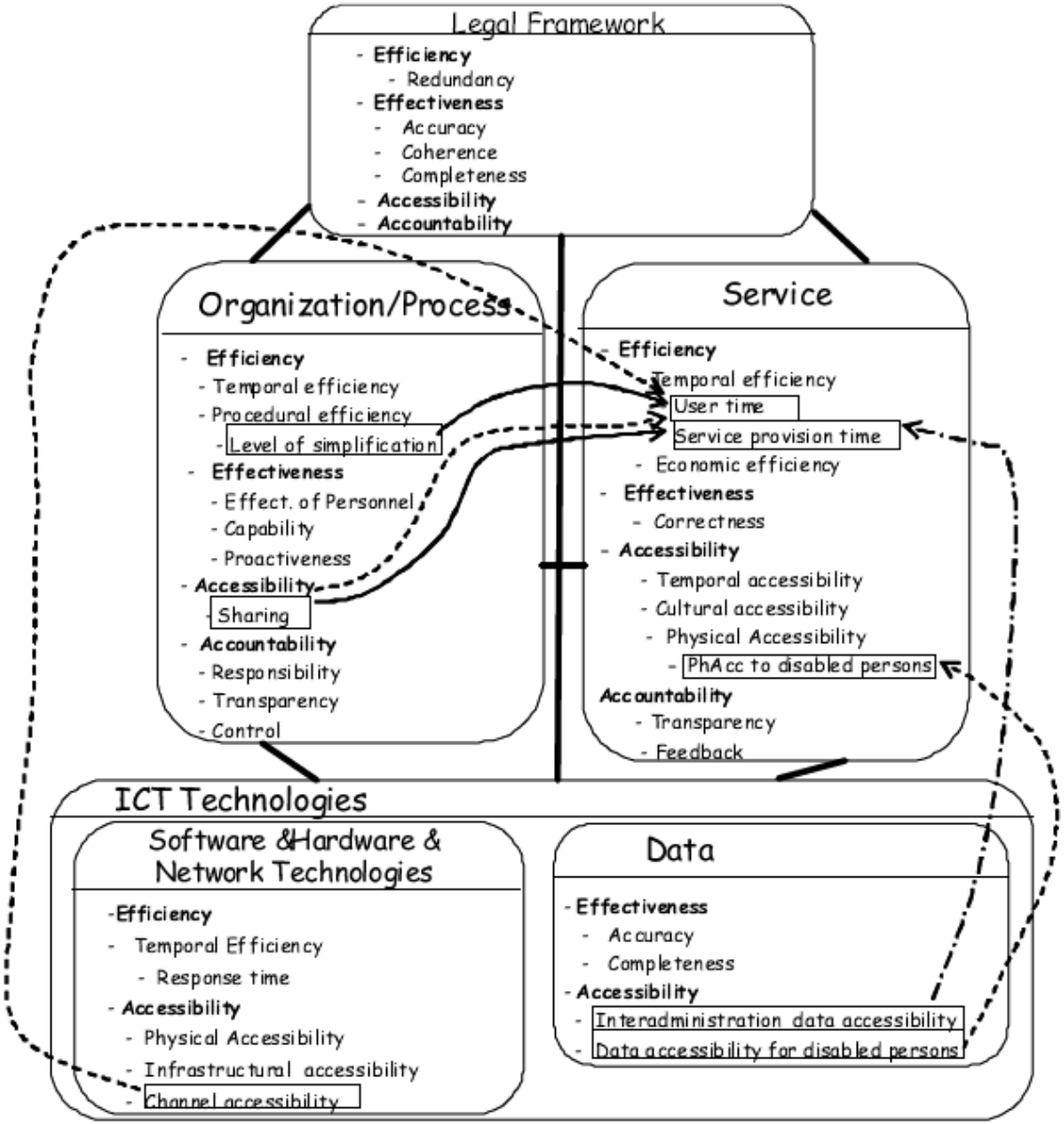
Monitoring

eGov Unit

Market

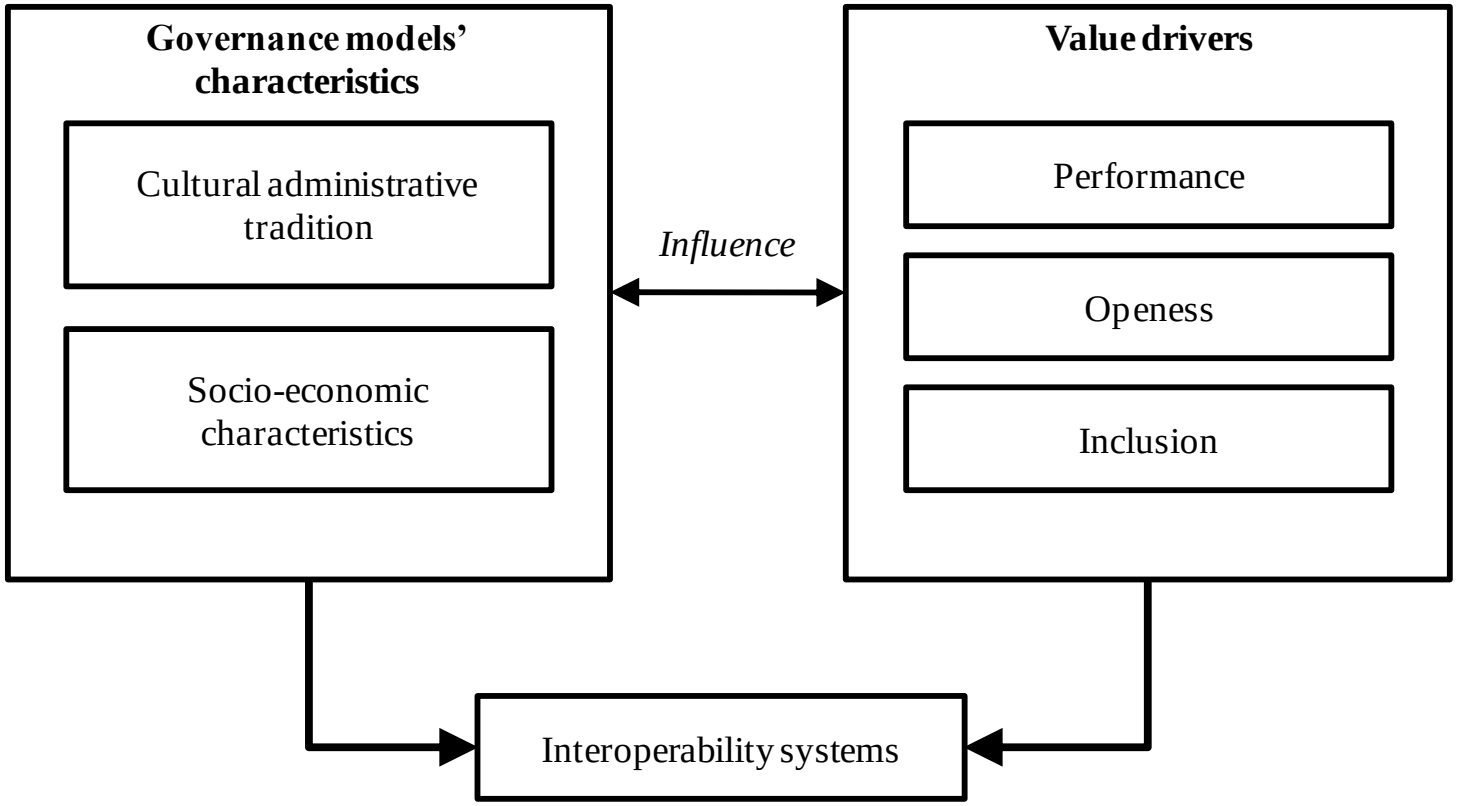
See Viscusi, G., Batini, C., Mecella, M. (2010) *Information Systems for eGovernment: a quality of service perspective*, Springer, Heidelberg

Quality



Viscusi, G., Batini, C., Mecella, M. (2010) *Information Systems for eGovernment: a quality of service perspective*, Springer, Heidelberg

Interoperability and e-Governace



FONTE: Misuraca, G. , Alfano, G. and Viscusi, G. Interoperability challenges for ICT-enabled governance: towards a pan-European conceptual framework *Journal of Theoretical and Applied Electronic Commerce Research* ISSN 0718–1876 Electronic Version, VOL 6 / ISSUE 1 / APRIL 2011 / 1-15 © 2011 Universidad de Talca - Chile

Value drivers, Governance and Quality dimensions

Value Driver	Governance Dimension	Quality dimension
Performance	Efficiency	Economic
		Temporal
		Procedural (i.e. the obligations and constraints imposed by law on the administrative processes and on the interactions between administrations and users)
	Effectiveness	Service Reliability, including Accuracy and Completeness of information requested for the service provision in order to achieve the user's expectation
Openness	Access to information	Temporal
		Cultural
	Interoperability	Technological (i.e. diffusion of standards and technological infrastructures and systems for interoperability)
		Shared data / services (i.e. the ability of administrations to access data by means of the inter-administration back office, and the possibility for external users to access administrative data via ICTs)
	Accountability	Transparency (i.e. the volume of information that the public administration provide to users describing their internal functioning and informing users on what they can expect or claim while using the service)
		Participation (i.e. the effective level to which users' opinions reach the public administration in charge of the service and influence the provision)
Inclusion	Accessibility	Service accessibility for disabled people
		Technological (i.e. diffusion of the infrastructure and technologies which support the service provision) and channel accessibility (i.e. it focuses on the existence of different channels for service access and delivery, such as desktop PC, mobile phone, TV and radio, etc.).
	Equity	ease of access for minority groups
		ease of access for disadvantaged groups (e.g. poor, illiterate and elderly people)

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Guidelines for a Roadmap (1/2)

Guidelines	Goal	Qualities
Link strategically e-Governance interventions with Public Administration Reform (PAR) Programmes	e-Governance interventions should be embedded into National PAR Programmes shared by all developmental actors at both national and international level, namely increasing donors' cooperation	• Accountability at service level • Accountability at organizational level
Combining concern for processes and ICTs	Revision and streamline of the administrative processes for which automation is planned (e.g. registering a vehicle, awarding a benefit, etc.) often followed by legislative adjustments too.	• Efficiency and effectiveness at process level • Efficiency in terms of completeness at legal framework level
Setting clearly the operational linkages underpinning the broader Public Administration Reform (PAR) framework and the e-Governance Strategy	Definition of a set of strategic objectives linking the ICT-enabled interventions to the overall PAR framework. This shall include, (i) enhancing the ICT-infrastructure and regulatory framework, (ii) providing key horizontal and vertical ICT-enabled services, and (iii) enabling an e-Governance environment.	• Efficiency at infrastructural level • Efficiency at legal framework level • Efficiency at organizational level

Misuraca, G. And Viscusi, G. (2011) *e-Governance for Development: designing an operational roadmap for ICT-enabled Public Administration Reform*, in Piaggesi, D., Sund, K.J. and Castelnovo, W. (2011) *Global Strategy and Practice of e-Governance: Examples from Around the World*, IGI Global, ISBN13: 9781609604899.

Guidelines for a Roadmap (2/2)

Guidelines	Goal	Qualities
Building Capacities and Executive Training in e-Governance	Improve capacity building and training not only on ICT-skills but also on business process analysis and re-engineering, as well as strategic planning, project management, monitoring and evaluation.	• Accessibility at organizational level • Accountability at organizational level
Institutional Settings and multi-stakeholder approach	Define the appropriate institutional framework and implementation mechanisms, as well as identifying the institutional-building actions needed, including involving other stakeholders in strategy implementation (other Ministries, Parliament, CSOs, Private Sector).	• Efficiency at legal framework level • Effectiveness at legal framework level • Accountability at service level • Transparency at service level • Accountability at organizational level • Transparency at service level
Effective management, monitoring and evaluation systems	Define explicitly an e-Governance control and evaluation model.	• Accountability at legal framework level • Accountability at service level • Transparency at service level • Accountability at organizational level • Transparency at service level

Misuraca, G. And Viscusi, G. (2011) *e-Governance for Development: designing an operational roadmap for ICT-enabled Public Administration Reform*, in Piaggesi, D., Sund, K.J. and Castelnovo, W. (2011) *Global Strategy and Practice of e-Governance: Examples from Around the World*, IGI Global, ISBN13: 9781609604899.

Policy plan: current status? (1/2)

Step 1 - E-Government vision elicitation and documentation

Activity 1. Preliminary e-Government vision elicitation

Activity 2. Strategy Modelling

Activity 3. Defining the Macro and Micro-objectives of the e-Government vision

Step 2 - Reconstruction of the context of intervention

Activity 1. Documenting the social context and legal framework (focus on ICT)

Activity 2. Documenting the available services and type of users

Activity 3. Documenting organization and processes

Activity 4. Documenting data

Activity 5. Representing relationships among documented issues

*The methodology is taken from: Viscusi, G., Batini, C., Mecella, M. (2010) *Information Systems for eGovernment: a quality of service perspective*, Springer, Heidelberg

Policy plan: methodology and current status (2/2)

Step 3 – Quality assessment

Activity 1. Select the relevant quality dimensions for the different layers of the context of intervention

Activity 2. Identify metrics for quality dimensions and evaluate the cost and or the feasibility of measuring the metric. When the cost is not feasible, change the metric with a proxy one.

Activity 3. Identify dimensions for which the perception of users should be evaluated, and evaluate them. Put measured metrics and perceived evaluations together in a quality table

Activity 4. Find dependencies among dimensions

Activity 5. Identify a first set of quality improvement initiatives

*The methodology is taken from: Viscusi, G., Batini, C., Mecella, M. (2010) *Information Systems for eGovernment: a quality of service perspective*, Springer, Heidelberg

From policy plan to services (1/2)

Step 4 – Definition of priority services and quality target

Activity 1.Definition of priority macro/micro-objectives

- For each macro/micro-objective defined in the e-Government vision elicitation step define the priority ones on the basis of the results of state reconstruction and e-Readiness assessment steps.

Activity 2. Definition of priority services

- For each macro/micro-objective find the existing involved administrative services together with a set of new value added services (as proactive as possible, namely provided by the public administration without any user request).

Activity 3. Definition of priority qualities and quality target values

- For each service define the relevant qualities from the quality registry.
- Besides service qualities, define the relevant qualities for the legal framework, the organization/process, data, and technologies related to the priority services/processes.
- For each priority quality define the target value.

*The methodology is taken from: Viscusi, G., Batini, C., Mecella, M. (2010) *Information Systems for eGovernment: a quality of service perspective*, Springer, Heidelberg

Macro-micro objectives related qualities

Macro Objective	Micro Objective	Layer	Quality cathegory	Dimension	Current value
Use innovative ICT technologies	Services accessible with multiple channels	Service	Accessibility	Temporal accessibility	30 hours a week
Use innovative ICT technologies	Services accessible with multiple channels	Service	Efficiency	User time	2 hours for each service on the average
Use innovative ICT technologies	Services accessible with multiple channels	ICT Technologies	Accessibility	Channel accessibility	Physical desk for 99% of services
Use innovative ICT technologies	Services accessible with multiple channels	Data	Accessibility	Physical accessibility for disabled persons	Only 2% of sites physically accessible

*The methodology is taken from: Viscusi, G., Batini, C., Mecella, M. (2010) *Information Systems for eGovernment: a quality of service perspective*, Springer, Heidelberg

Relationships between political objectives and quality dimensions (example)

Macro objectives	Facets	Quality dimensions				
		Temporal accessibility	User time	Service provision time	Level of simplification	Channel accessibility
Improve registry services	Service	Low	High	High	no	High
Effectiveness of the Administrative activity	Organization	Low	no	no	High	High
Simplification of administrative activities	Legal framework	no	High	Low	High	no
Use innovative ICT technologies	Technology	High	Low	no	Low	High

*The methodology is taken from: Viscusi, G., Batini, C., Mecella, M. (2010) *Information Systems for eGovernment: a quality of service perspective*, Springer, Heidelberg

A priority path for qualities

Quality dimension/ facet	Efficiency			Accessibility	
	User Time	**Service provision time**	**Level of simplification**	**Temporal accessibility**	**Channel accessibility**
Service	Improve registry services	Improve registry services		Use innovative ICT technologies	Improve registry services
Organization			Effectiveness of the administrative activity		Effectiveness of the administrative activity
Legal framework	Simplification of administrative activities		Simplification of administrative activities		
Technology					Use innovative ICT technologies

*The methodology is taken from: Viscusi, G., Batini, C., Mecella, M. (2010) *Information Systems for eGovernment: a quality of service perspective*, Springer, Heidelberg

From policy plan to services (2/2)

Step 5 – Choice of the projects

Activity 1. Cluster services

1.1 Group services in clusters

1.2 Find new services

1.3 Find bundles

Activity 2. Choose project solutions

For each cluster of services

2.1 Define the set of quality dimensions and related targets involved

2.2 Find two-three quality-improving project solutions

2.3 For each project solution determine the impact on quality dimensions and the costs in terms of a {very low, low, medium, high, very high} scale.

2.4 Rate project solutions in the cluster and choose the project solution with the best quality/cost ratio.

2.5 Identify layers of the reference architecture used by the project solution.

Activity 3. Identify reusable layers

Put together layers chosen previously avoiding duplicates and achieving scale economy savings.

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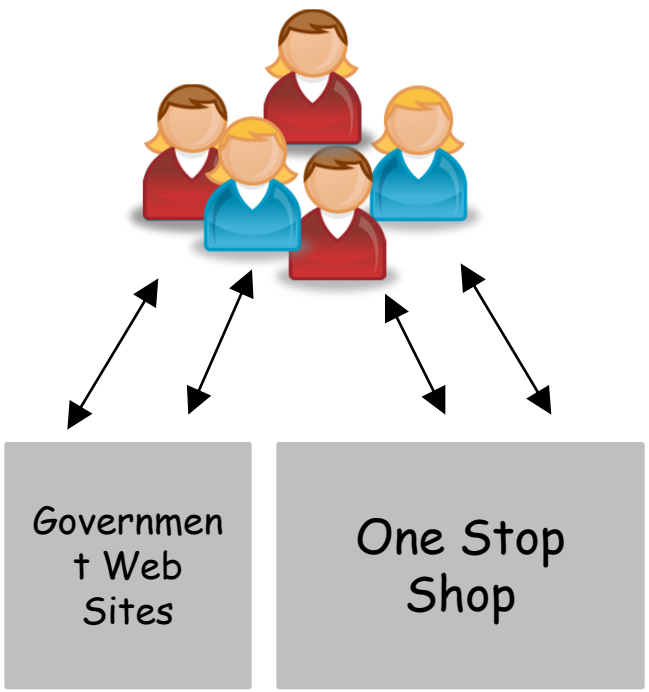
Case Studies and future trends

From e-Government to digital era governance

FROM



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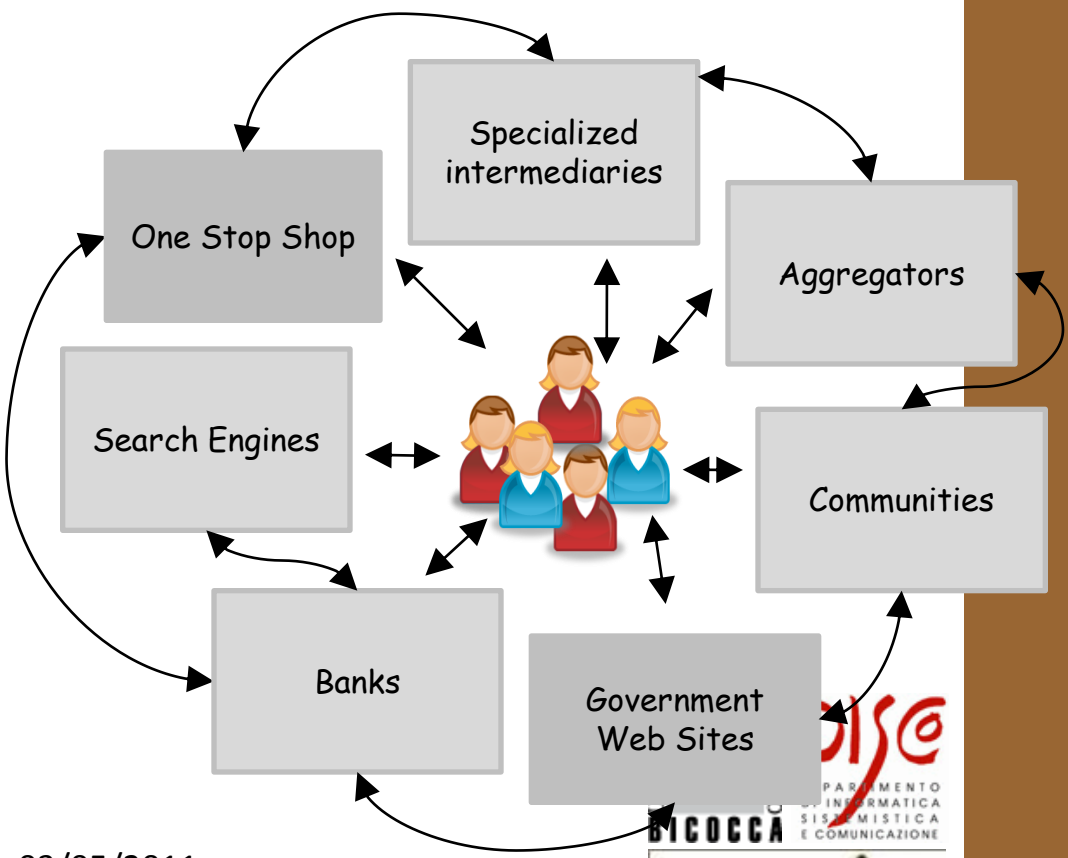

E-Participation

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Blog

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e-Government value costellation