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

<table>
<thead>
<tr>
<th>Administrative procedures efficiency</th>
<th>Performance</th>
<th>Centralized</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public management</td>
<td>Monarchy</td>
<td>IT Monarchy</td>
</tr>
<tr>
<td>IT Monarchy</td>
<td>Federal</td>
<td>Mixed</td>
</tr>
<tr>
<td>Duopoly</td>
<td>Feudal</td>
<td>Decentralized</td>
</tr>
<tr>
<td>Innovation Growth</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The key decisions

- Principles
- Services
- IT infrastructure strategies
- IT architecture
- e-Government applications
- IT investments and prioritization
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 system
Feasibility study
Analysis
Deployment
Testing
Exploitation
Maintenance
Monitoring
eGov Unit
Market

Quality

Interoperability and e-Governance

Governance models’ characteristics

- Cultural administrative tradition
- Socio-economic characteristics

Value drivers

- Performance
- Openness
- Inclusion

Interoperability systems

Influence

# Value drivers, Governance and Quality dimensions

<table>
<thead>
<tr>
<th>Value Driver</th>
<th>Governance Dimension</th>
<th>Quality dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Performance</strong></td>
<td>Efficiency</td>
<td>Economic</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Temporal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Procedural (i.e. the obligations and constraints imposed by law on the administrative processes and on the interactions between administrations and users)</td>
</tr>
<tr>
<td></td>
<td>Effectiveness</td>
<td>Service Reliability, including Accuracy and Completeness of information requested for the service provision in order to achieve the user’s expectation</td>
</tr>
<tr>
<td><strong>Openness</strong></td>
<td>Access to information</td>
<td>Temporal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cultural</td>
</tr>
<tr>
<td></td>
<td>Interoperability</td>
<td>Technological (i.e. diffusion of standards and technological infrastructures and systems for interoperability)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>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)</td>
</tr>
<tr>
<td></td>
<td>Accountability</td>
<td>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)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Participation (i.e. the effective level to which users’ opinions reach the public administration in charge of the service and influence the provision)</td>
</tr>
<tr>
<td><strong>Inclusion</strong></td>
<td>Accessibility</td>
<td>Service accessibility for disabled people</td>
</tr>
<tr>
<td></td>
<td></td>
<td>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.).</td>
</tr>
<tr>
<td></td>
<td>Equity</td>
<td>ease of access for minority groups</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ease of access for disadvantaged groups (e.g. poor, illiterate and elderly people)</td>
</tr>
</tbody>
</table>

## Guidelines for a Roadmap (1/2)

<table>
<thead>
<tr>
<th>Guidelines</th>
<th>Goal</th>
<th>Qualities</th>
</tr>
</thead>
</table>
| **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 |

## Guidelines for a Roadmap (2/2)

<table>
<thead>
<tr>
<th>Guidelines</th>
<th>Goal</th>
<th>Qualities</th>
</tr>
</thead>
</table>
| **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 |
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

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

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.

## Macro-micro objectives related qualities

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

## Relationships between political objectives and quality dimensions (example)

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

A priority path for qualities

<table>
<thead>
<tr>
<th>Quality dimension/facet</th>
<th>Efficiency</th>
<th>Accessibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>User Time</td>
<td>Improve registry services</td>
<td>Improve registry services</td>
</tr>
<tr>
<td>Service provision time</td>
<td>Improve registry services</td>
<td>Use innovative ICT technologies</td>
</tr>
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<td>Level of simplification</td>
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<td>Improve registry services</td>
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<td>Temporal accessibility</td>
<td>Effectiveness of the administrative activity</td>
<td>Effectiveness of the administrative activity</td>
</tr>
<tr>
<td>Channel accessibility</td>
<td>Effectiveness of the administrative activity</td>
<td>Use innovative ICT technologies</td>
</tr>
</tbody>
</table>

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.

Case Studies and future trends
From e-Government to digital era governance

FROM

Government Web Sites  One Stop Shop

TO

Specialized intermediaries  Aggregators

One Stop Shop  Search Engines  Communities

Banks  Government Web Sites
E-Participation

il Social Network dei Cittadini che Partecipano.

ULTIME SEGNALAZIONI

Indirizzo: Via Carbonaria, 33010 UD
Rifiuti: abbandono rifiuti
Data: 21/03/2011 Ultimo aggiornamento: 05/04/2011 10:32:25
Stato: Lavori in corso

Indirizzo: Via dei Pecori, 33100 Udine UD
Rifiuti: rifiuti abbandonati
Data: 03/03/2011 Ultimo aggiornamento: 05/04/2011 10:31:22
Stato: Lavori in corso

Indirizzo: Via Generale Giuseppe Galliano, 33100 Udine UD
Rifiuti: rifiuti abbandonati
Data: 03/03/2011 Ultimo aggiornamento: 05/04/2011 10:30:32

FAI LA TUA SEGNALAZIONE

Digita le iniziali del nome del Comune *

Indirizzo:

Tipologia:

* campo obbligatorio

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SEQUOIAS
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I dati

Cosa stai cercando?

Inserisci il/i termine/i di ricerca di almeno 3 caratteri.

Ricerca per parola chiave:

agricoltura (18), alberghiero (12), alluvione (11), anagrafe (15), aree (27), azienda (8), cartografia database (9), consimmento (8), commercio (18), disserti (9), esercizi (15), esercizi commerciali (17), geologia (12), idrografia (10), imprese (9), natura (10), naturale (17), negozio (8), patrimonio (20), presenze (12), rivendita (15), scuola (8), scuole (9), sistemi (8), tabella (10), trasporti (12), turismo (19), viabilità (22), viabilità' (11), vincoli (12)

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Emergenza nucleare in Giappone - rilevamento radioattività in tempo reale

Software pubblico e dati pubblici sono gli strumenti che permettono questa applicazione: la mappa in tempo reale delle misurazioni di...
e-Government value costellation