The following revised proposal for a second phase of OECD work on e-government (2003-04) takes into account priorities raised by the PUMA Committee and the E-Government Working Group since June 2002. The Committee is asked to discuss and endorse this proposal for inclusion in the PUMA Committee programme of work and budget.
REVISED PWB PROPOSAL: “MAKING THE MOST OF E-GOVERNMENT”

1. Since the PUMA Committee’s Programme of Work was first prepared in June 2002, the Secretariat has continued to refine the findings of the e-government project [summarised in GOV/PUM(2002)7] and received substantive input through two additional e-government project seminars (one in June 2002 on Strategic Implementation of E-Government and one in September 2002 on E-Government and Reform of Public Administrations), an expert group meeting on Measurement and Evaluation of E-Government and two meetings of the E-Government Working Group. These inputs have not only helped to develop project findings of phase one of the project, but also to fine-tune the direction and focus of follow-up work.

2. The following revised proposal for a second phase of OECD work on e-government takes into account priorities raised by the PUMA Committee and the E-Government Working Group since June. As compared to the original programme this has shifted focus from analysing front-office service delivery mechanisms to improving governments’ capacity for planning, co-ordinating and implementing e-government strategies. The resource implications remain unchanged.

3. This document sets out for Committee discussion and decision, proposed objectives, methodology and outputs for continued work on e-government, reflecting the PUMA Committee’s choice of this activity as its top priority [see Annex 1 of PUMA(2002)14/REV1].

4. The Committee is asked to discuss and endorse this proposal for inclusion in the PUMA Committee Programme of Work and Budget. Moreover, it may wish to identify further specific topics for analysis, subject to additional voluntary contributions [for a list of potential areas of analysis, see Annex A of the discussion document, OECD E-Government Project Key Issues and Findings - GOV/PUMA(2002)7].

Policy Objective

5. To help Member countries maximise the benefits of e-government both as a vehicle for public management reform and as an enabler in facilitating the provision of effective services to business and citizens by improving their capacity to plan for and implement e-government initiatives.

Desired Impact

6. The recommendations and guidelines of Phase One of the E-Government Project provide Member countries with effective approaches to face the challenges of implementing e-government and to maximise its benefits. The second phase will take the recommendations and guidelines a step further, by providing specific practical guidance and examples of good practice to improve service delivery to citizens and business.

7. A consistent theme in discussions on e-government is the need to be able to deal with continually changing pressures and opportunities – to be proactive, rather than reactive. Phase One of the project has identified areas where action taken now in planning for the future will contribute to future capacity to implement e-government services effectively. Increasingly, public administrations are being called upon to provide services to better meet the needs of particular user groups, with these services extending across more than one ministry or agency (i.e. a “seamless-government” approach to service delivery). Such an approach, however, requires close collaboration between the different ministries and agencies, challenging conventional ways of working. The development of the Internet in particular has enhanced governments’
capacity to better focus services on specific groups of customers, and the majority of OECD countries’ e-
government strategies reflect this goal.

8. Therefore, this activity will provide specific practical guidance and examples of good practice to help Member countries develop and implement e-government services. Selected themes could include:

- Approaches to the assessment of demand for, and the costs and benefits of services;
- Measures to enhance service accountability, provision of information and feedback from service users;
- Developing collaboration across public administrations, including governance arrangements for shared infrastructure, ICT and business frameworks, common standards and shared service development;
- Planning for seamless government services, with a focus on “back-office” (intra-government) arrangements to improve efficiency and service delivery;
- Strategies for skills development;
- Approaches to public-private partnerships.

Key Outputs

- “Solutions for seamless government services: a guide to good practice” focussing on concrete recommendations and guidelines on back-office arrangements that work and identifying keys to successful e-government.
- Accompanying policy briefs;
- A compilation of country case studies, providing further examples and guidance, and co-ordinated with themes raised in the good practice guide;
- An international symposium in late 2004 (or early 2005) to disseminate the results and share experiences.

Intermediate Outputs

- A series of reports around the key themes for discussion by the PUMA Committee; and
- A searchable database of e-government initiatives.

9. The Project will offer the opportunity for ministries and agencies in Member countries to highlight innovative e-government projects by submitting potential case studies. The Project will compile lessons learned and good practices as well as choose a set of representative initiatives for in-depth study, with the objective of producing longer written case studies.