



E-government strategy at local level

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What is e-government?

eGovernment is defined as the use of information and communication technologies in public administrations **combined** with organisational change and new skills in order to improve public services and democratic processes and strengthen support to public policies

European Commission 2003

http://europa.eu.int/information_society/eeurope/2005/all_about/egovernment/communication/index_en.htm

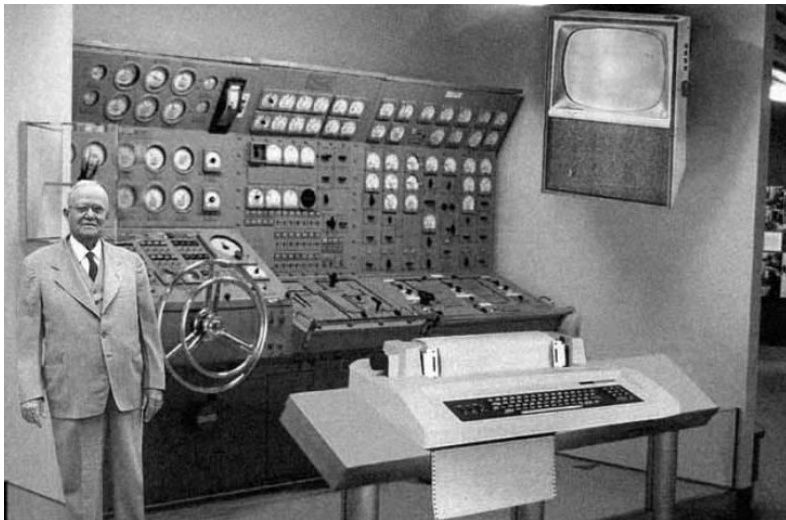
Good e-government = Good governance

Why e-government?

- Changes in the surrounding world
 - Citizen's already use Internet banking and travel services
 - Companies work electronically with subcontractors
 - The world is more open and transparent
- Effects of aging
 - Demand of services will change
 - Less people take care of the public services
- More competitive public sector
 - Increased productivity is a critical factor
 - Increasing competition on the old public monopoly areas
- Customer-oriented services
 - Kill the unnecessary bureaucracy
 - Proactive, one-stop-shop, 7/24
- Better access to services

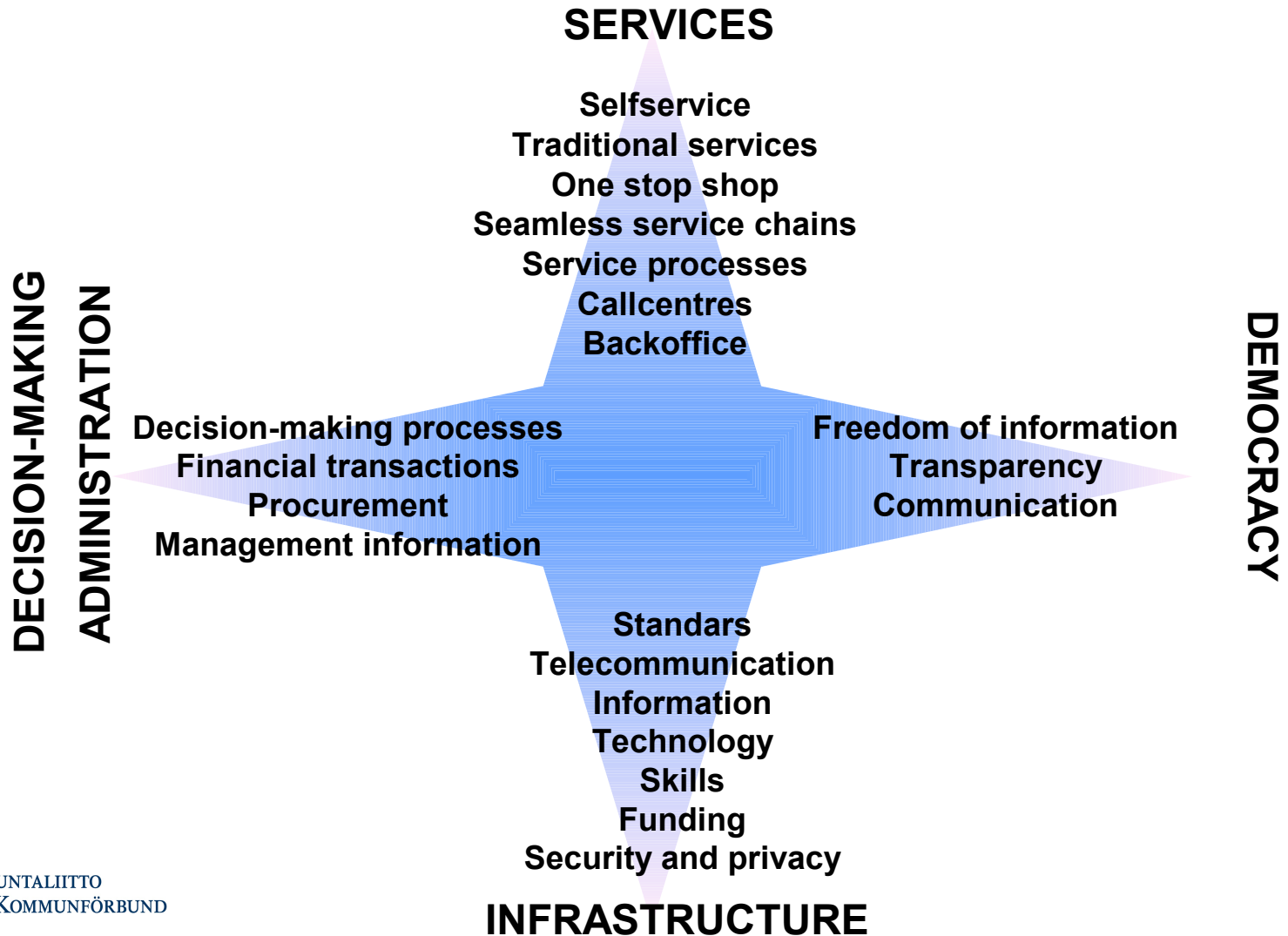
Some key questions to mayors 1

Vision



- Have you developed a vision of where your city wants to be that responds to the real needs of the community and takes account of the goals of partners?
- Is the whole organisation committed to reaching the goals that have been set?
- How do you explain what local e-government will mean to citizens and businesses in your city?
- Have you considered the latest thinking about the potential of technology?

Elements of local e-government



Releasing Resources for the Frontline: The Gershon Review in UK

- Public bodies must cut 2.5 per cent a year out of their budgets right up to 2008
- Six main potential areas for savings:
 - Back office
 - Procurement
 - Transactional services
 - Policy, funding and regulation for the public sector
 - Policy, funding and regulation for the private sector
 - Productive time of front-line public service professionals

E-government



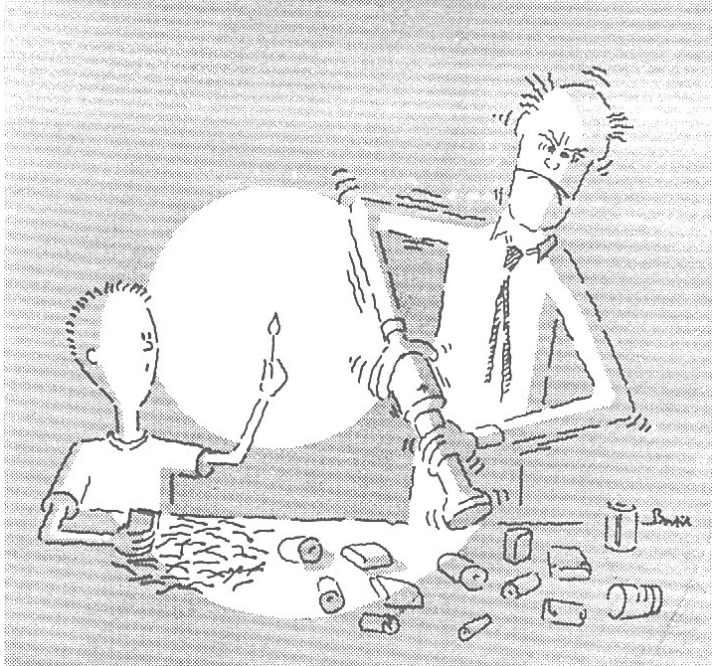


If not, then the local government...

- has lost the unique possibility to increase the effectiveness
- has no flexibility in the implementation of strategies
- can not anymore guarantee covering services
- is not able to communicate with the surrounding world
- will be a fossil: not able to be renewed, not an interesting employer among the young people

Some key questions to mayors 2

Management of change



- Have you reorganised your management structure away from traditional silos of service?
- Do people work in teams without pressure to do so?
- Have you changed traditional decision-making by committees and working groups?
- Can you make fast and effective decisions when they are needed, without unnecessary bureaucracy?

Top-down or bottom-up e-strategies?

■ Top-down

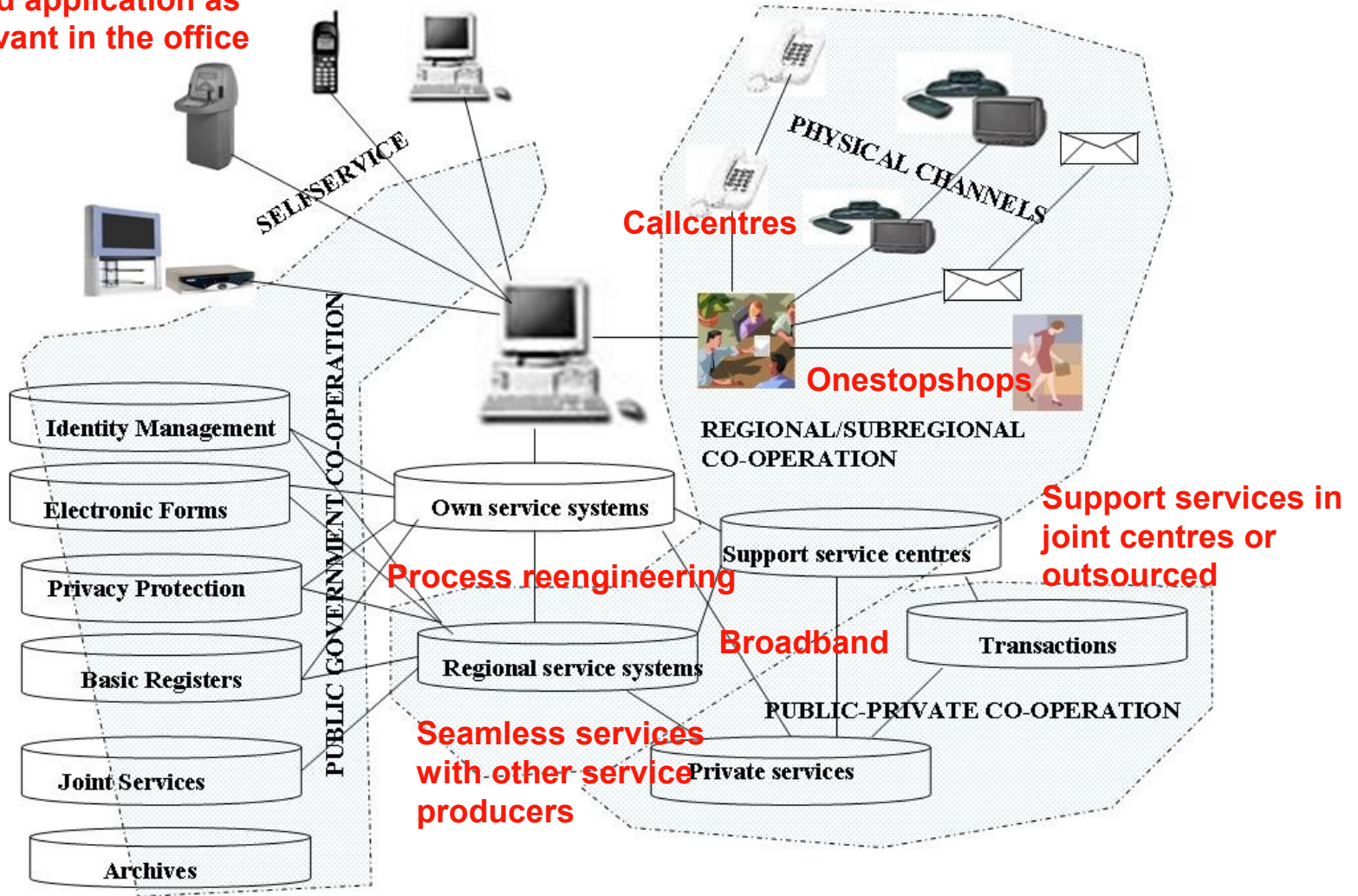
- Need of joint procedures
- Co-ordination
- Joint services and registers
- Back-office integration
- Cutting red tape
- Multiorganisational service development
- Global infrastructure

■ Bottom-up

- E-government closely linked with the common development of the organisation
- Innovative approach
- Based on local infrastructure
- There is no good dictator
- Partnership

In all selfservice channels the customer is using the same interface and application as the civil servant in the office

More access points but also development of physical channels

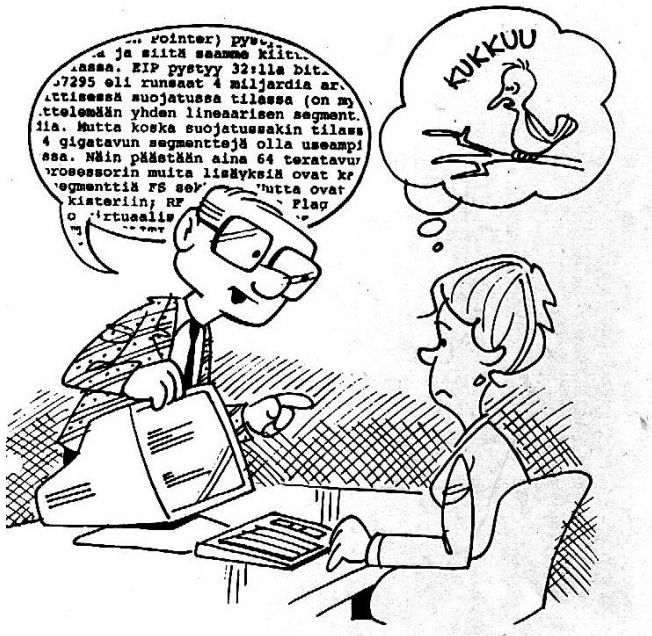


Appropriate joint national services must be defined

Some key questions to mayors 3

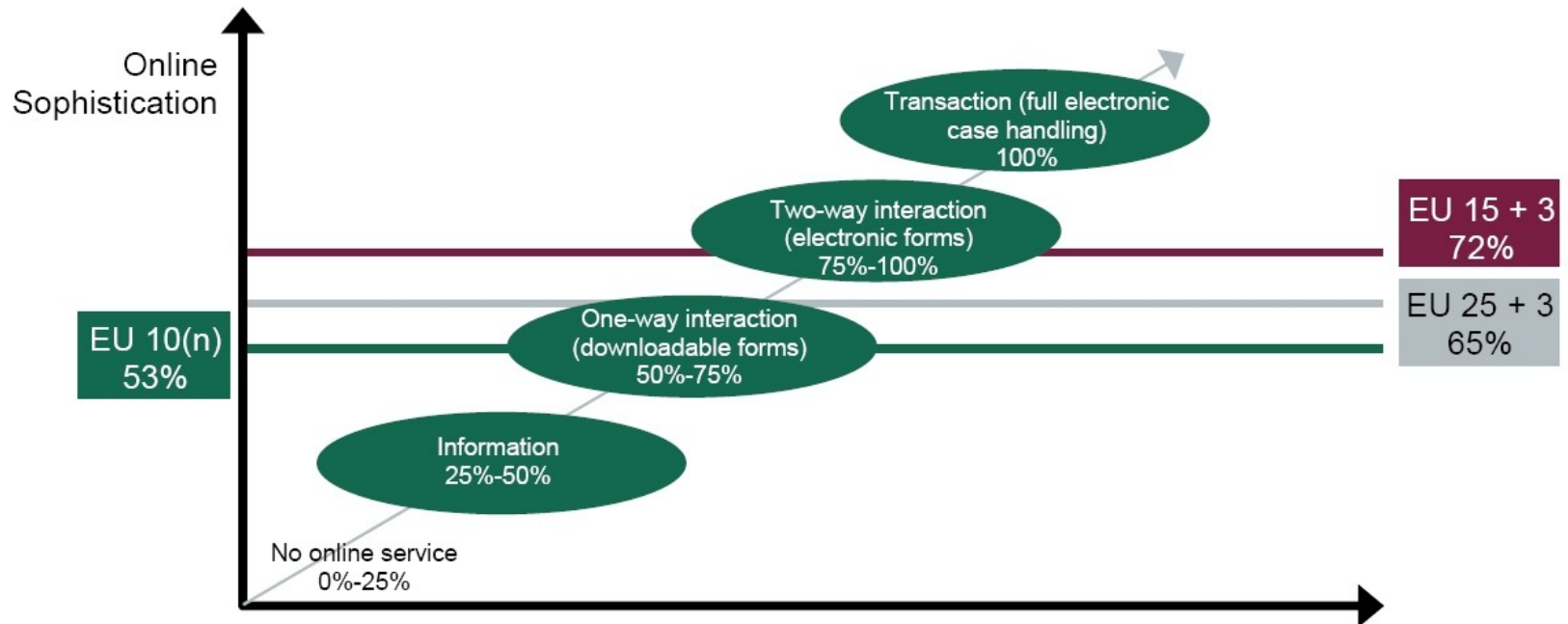
Learning

- Can you show that people are sharing their skills and expertise with colleagues?
- How easy is it for staff to get new ideas listened to?
- Have you contributed positively to sharing your innovations with others?
- Is the whole organisation aware of the wider local, regional, national and international influences?
- Is there effective communication between staff that is independent of traditional hierarchies?



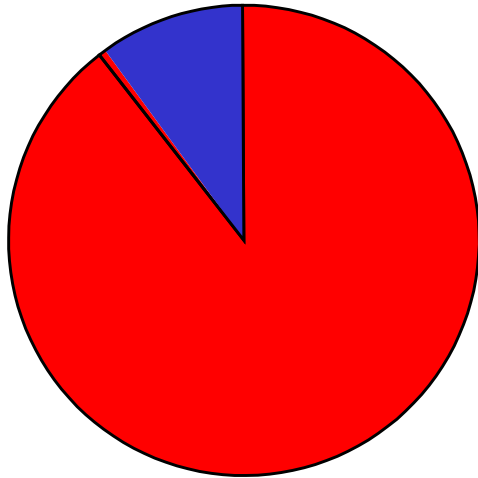
E-Government Benchmarking 2004

Figure 5b: Overall Results



Tasks of the local government differ

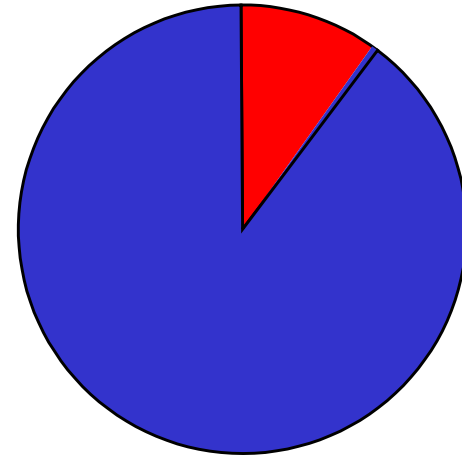
Finland



Warm services:

- Healthcare
- Education
- Transport

Italy

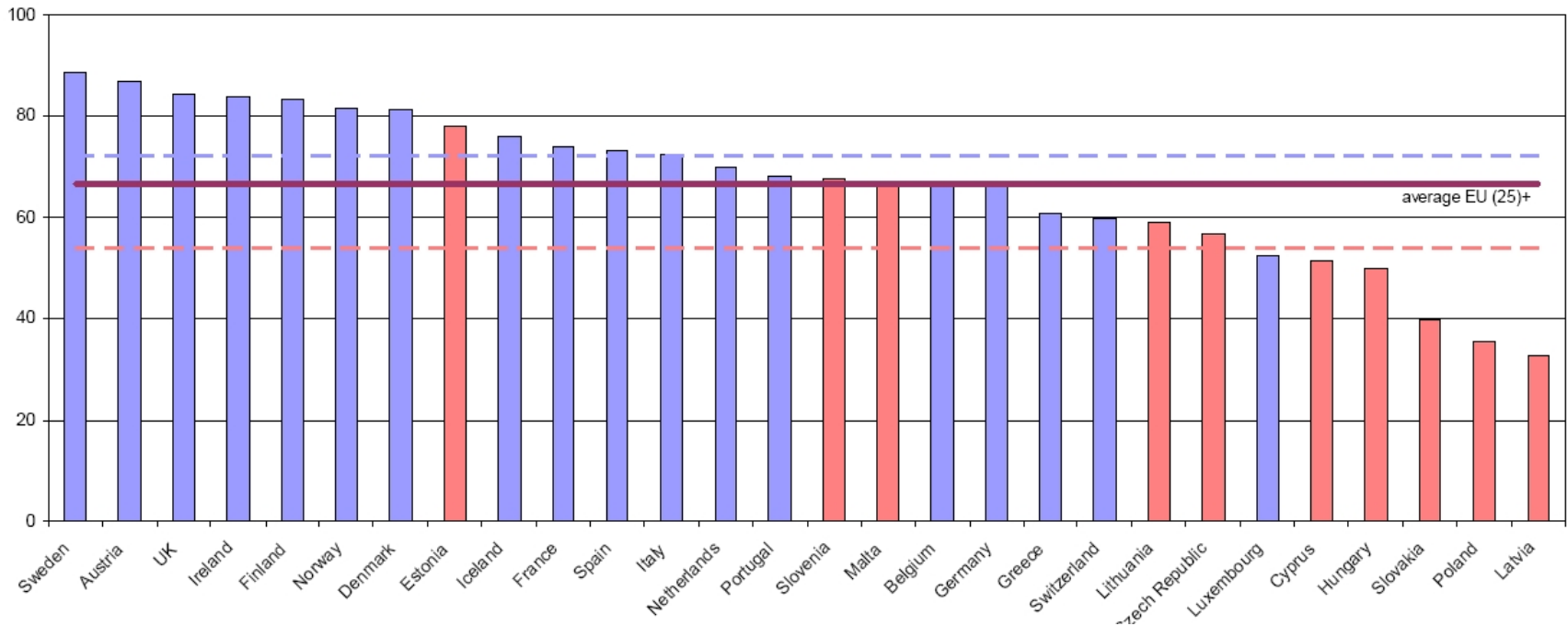


Cold services:

- Licenses
- Permits
- Allowances

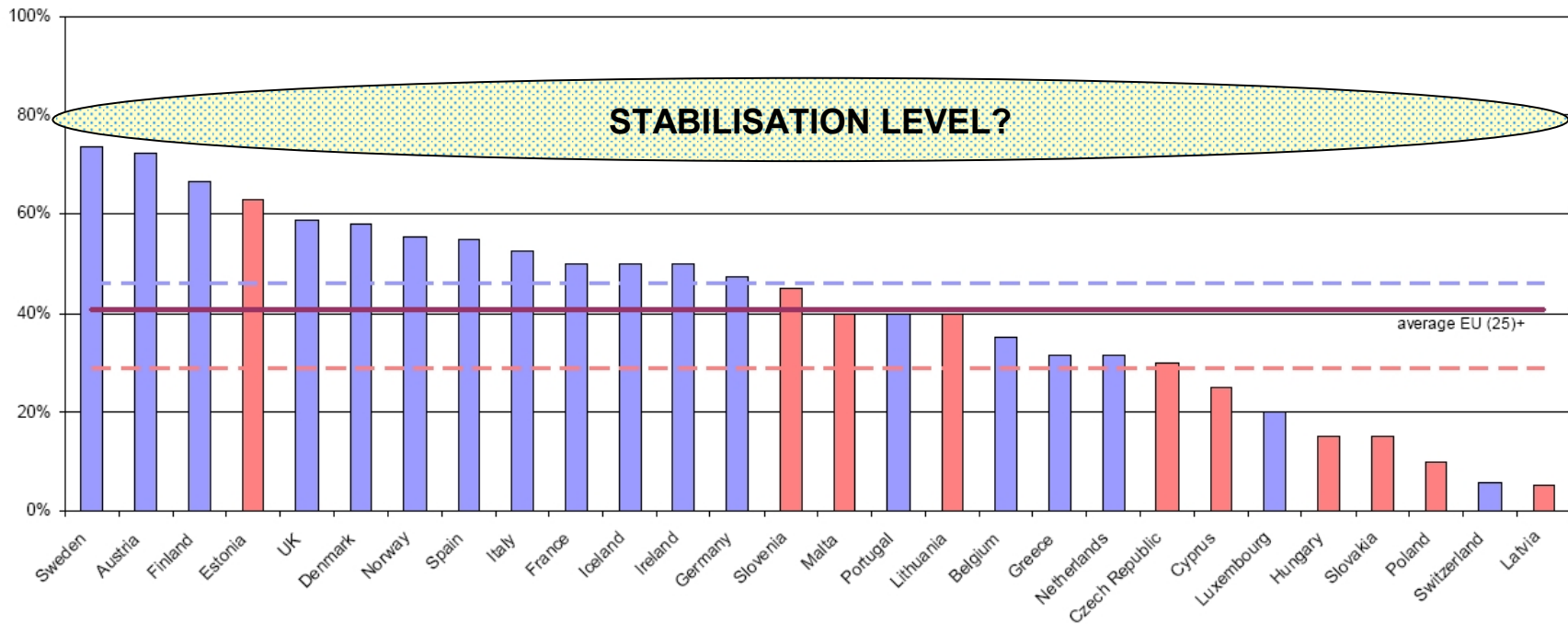
E-Government Benchmarking 2004

Figure 11a: Country results - online sophistication



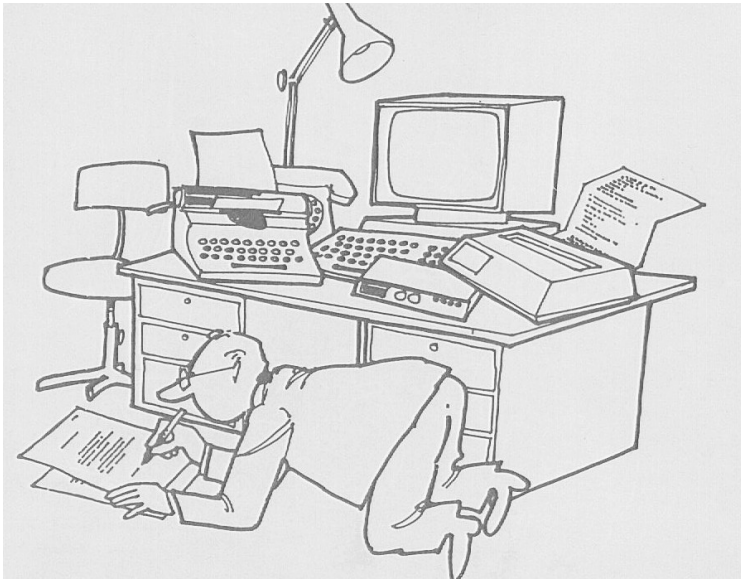
E-Government Benchmarking 2004

Figure 11b: Country results - full availability online



Some key questions to mayors 4

Interoperability



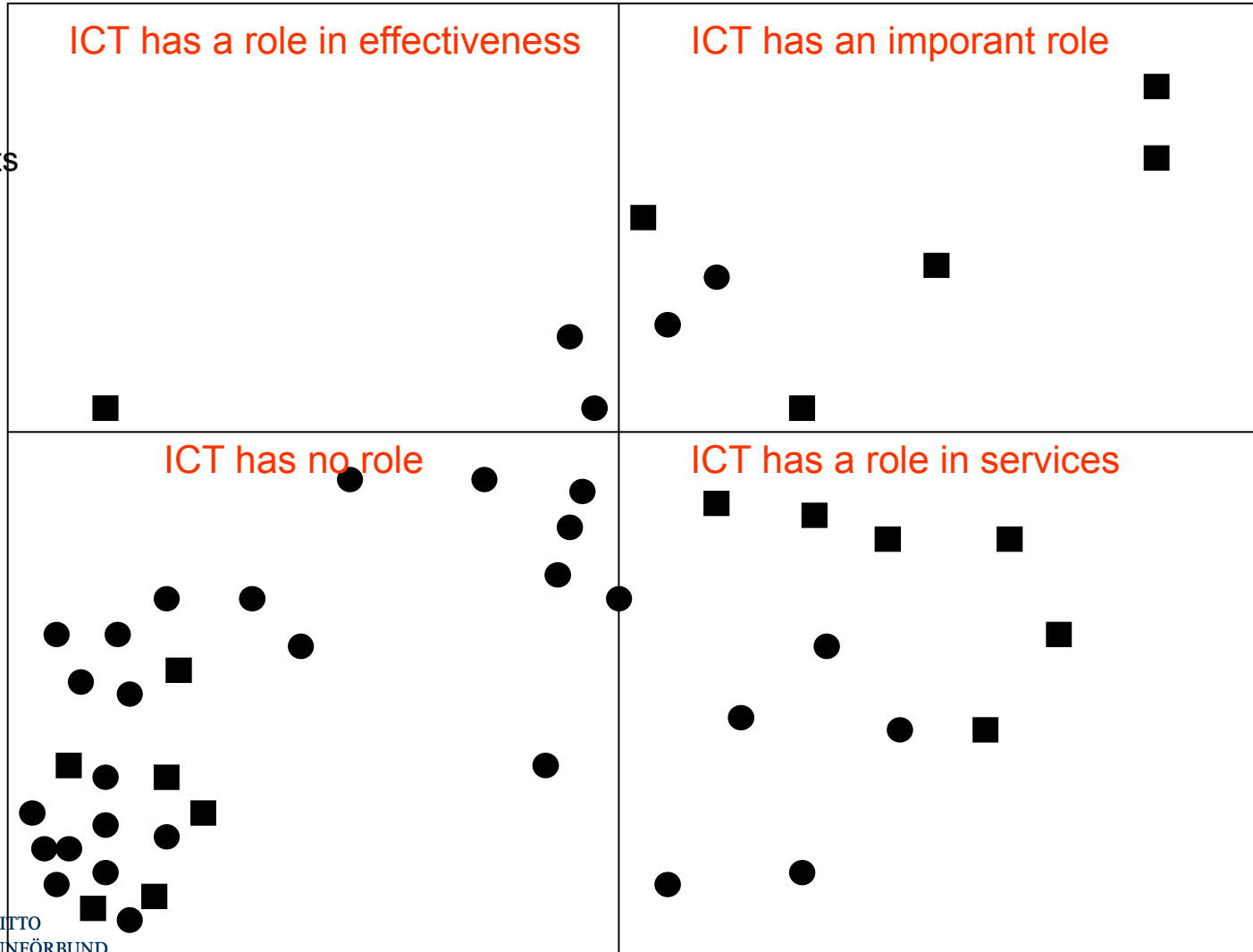
- Have your internal strategies and plans been discussed with partners and other agencies?
- What are the key technologies you should be implementing and how should you be using them?
- Have you agreed a standardised technology for use on the desktop?
- Is there a strong arrangement for managing ICT, with clear standards and guidelines, consistent delivery and maximum opportunity for sharing data and systems?

ICT in the development strategies of the Finnish municipalities

Services and co-operation

-

+



> 30.000 inhabitants

Effectiveness and competence +
-

ICT has a role in effectiveness

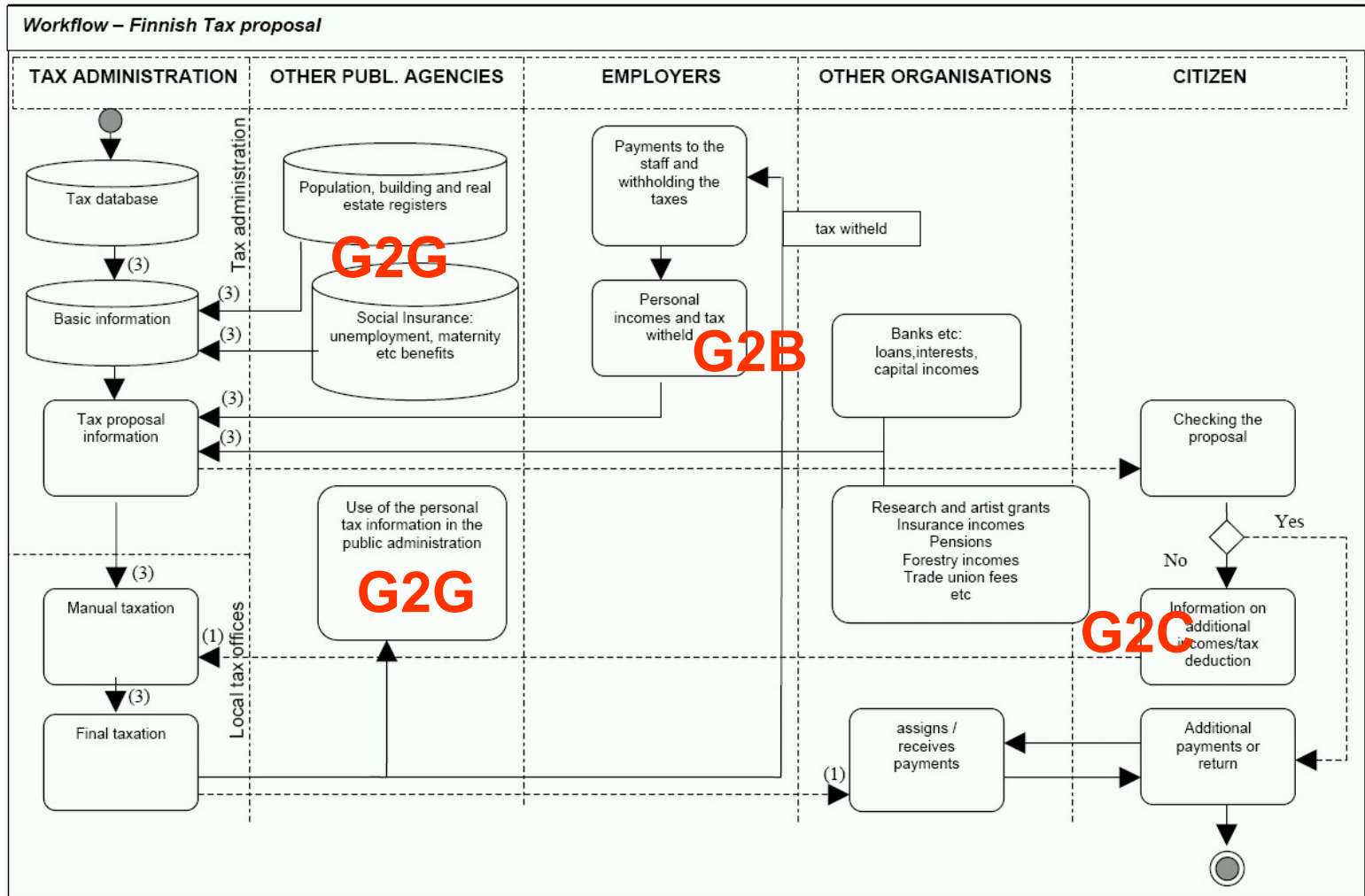
ICT has an important role

ICT has no role

ICT has a role in services

< 30.000 inhabitants

Case: How to kill a “service”?



Some key questions to mayors 5

Infrastructure

- Do you have access to a network offering high bandwidth connectivity between all service delivery points and all back office locations?
- Do you know the detailed profile of access and use of ICT in your city?
- Are you providing real opportunities for people without access to technology to use the new channels and access methods in a way that deals with their needs?
- Have you changed your internal funding arrangements to break through traditional funding silos for cross-cutting projects?
- Have you continued to maintain and develop new services after the end of initial funding periods?

