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**PUBLIC GOVERNANCE AND TERRITORIAL DEVELOPMENT DIRECTORATE
PUBLIC GOVERNANCE COMMITTEE**

OECD E-Government Project

4th OECD SYMPOSIUM ON E-GOVERNMENT

Making change happen: Identifying preconditions, partnerships and incentives for transforming public administration

DRAFT AGENDA

14-15 July 2004, Seoul, Korea

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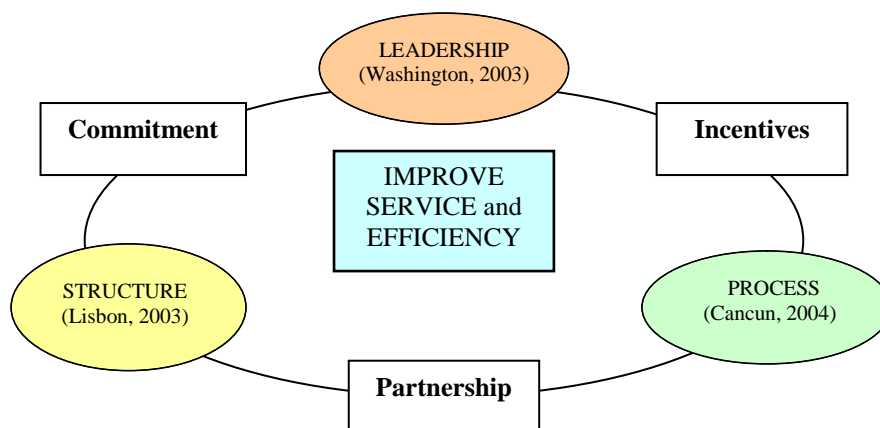
4TH OECD SYMPOSIUM ON E-GOVERNMENT
MAKING CHANGE HAPPEN:
INCENTIVES, PARTNERSHIP AND COMMITMENT
FOR TRANSFORMING PUBLIC ADMINISTRATION
14-15 JULY 2004, SEOUL

1. Governments are increasingly realising that e-government has a potential to transform public administration by making it more efficient, user-oriented, and transparent. However governments have also learned by experience that applying ICT in itself does not bring about change. In order to discuss how to make change happen and to better reap the benefits of e-government, the OECD has organised the fourth OECD Symposium on “Making Change Happen: Identifying Preconditions, Partnerships and Incentives for Transforming Public Administration” on 14-15 July in Korea. The symposium will allow participants to exchange solutions that have been found to date and discuss incentives/tools that could be further used to implement a user focussed and efficient e-government.

2. In the previous symposia, e-government leaders discussed key challenges to e-government implementation and reached some key conclusions concerning the role of leadership, the structure of e-government and the benefits of common processes for improving the overall service and efficiency of government. First, as e-government is becoming more and more linked to the overall reform of government, **leadership** is becoming essential in order to develop and diffuse a vision, guide transformation, enhance co-ordination of initiatives, and provide incentives for agencies to join in. Secondly, no matter how government is organised, the e-government **structure** should support solutions for meeting a delocalised demand for public services and enabling efficiency gains. Thirdly, e-government has the potential to improve governance arrangements and collaboration between agencies by strengthening common business **processes** and transforming government into a rational business organisation.

3. While each of the three components of e-government transformation (leadership, structure and processes) can be developed independently, the relationship between the three is essential to making change happen. The figure below provides a framework for government transformation that suggests that there are links between the three target areas discussed in the previous meetings and proposes solutions to bring about change. This framework is meant to help guide thinking at the 4th OECD Symposium, and should not be considered as fixed or absolute.

Making change happen: a framework for analysis



4. Building on the country papers and lessons learned from the past symposia, the meeting will discuss the solutions that OECD countries have found to prepare for change, and in particular it will focus on identifying good practices on using tools, incentives and partnering arrangements to bring about change. In preparation for this meeting, the OECD Secretariat will ask countries to submit short country papers following a set of guidelines. The papers will provide examples of successes and failures of making change happen in the national context. These country papers will be distributed several weeks before the meeting, and serve as a basis for discussion.

Incentives

5. Incentives can be a powerful tool to implement change in administrations. Which incentives are best suited for structural change and e-government process re-engineering? What is the role of funding to implement change? What other incentives have government provided? Which incentives have been the most successful? To what extent are government using both “carrots” and “sticks”?

Partnership

6. The term public-private partnerships refer to arrangements where government contractually engage with a non-government entity to provide goods or services, sharing risks and rewards (OECD e-Government Imperative, p.128). Many OECD countries are exploring partnerships with private sector partners in order to assist the transformation process. To what extent have countries found such partnerships useful, and what are the benefits of partnering? What are the difficulties that must be overcome in order for such partnerships to be successful? What aspects of e-government can be successfully “outsourced” to private partners? What are the medium and long term impacts of these changes?

Commitment

7. Employee motivation can be a strong catalyst for change and have an impact on agencies’ ability to work together and make structural changes. Commitment and leadership at the top is essential to strengthen partnerships, improve personnel motivation and provide incentives for change. To what extent does personnel motivation depend on leadership at the top? And how can government ensure employee ownership for e-government initiatives?

Country Peer Reviews

8. In addition to the discussion on making change happen, the symposium will discuss the Peer Review of e-Government in Mexico, and the Peer Review of e-Government in Norway. This discussion will enable countries to provide feedback, not only on the OECD reviews themselves, but also on the OECD methodology for e-government peer reviews and on the report recommendations. First drafts of the Peer Reviews will be provided to participants in early July in order to allow them to prepare for the discussion including providing suggestions for the reports’ draft recommendations during the breakout sessions.

Intermediate Outputs

- **Country reports:** What are examples of successes and failures in e-government transformation in your country? What are examples of incentives for change? What are your partnering arrangements with the private sector? (pre-meeting for Symposium discussion)
- **Output paper (following the meeting):** results of the discussion along with the country papers will go into the OECD synthesis report “Making Change Happen” (due end of 2004).

**4TH OECD SYMPOSIUM ON E-GOVERNMENT
MAKING CHANGE HAPPEN:
IDENTIFYING PRECONDITIONS, PARTNERSHIPS AND INCENTIVES
FOR TRANSFORMING PUBLIC ADMINISTRATION**

14-15 JULY 2004, SEOUL

PROVISIONAL AGENDA (REVISED)

Tuesday 13 July Welcome cocktail at the Intercontinental Hotel

Wednesday 14 July

9:00 -- 10:00 **Welcome and Introduction:** Progress report on *Solutions for Seamless Service*

- Welcome -- Korea
- Progress Report -- Rolf Alter, OECD

Document: Outline of 2004 Synthesis Report: "E-Government: Solutions for Seamless Service"

Action required: The Secretariat will bring participants up to date on progress made with the Synthesis Report, and the objective to produce it by the end of 2004. Comments on the overall structure and content will be welcomed.

10:00 -- 10.30 **Overview and presentation of the challenges for Making Change Happen**

10:30 -- 11:00 **Coffee Break**

11:00 -- 12:30 **Session 1. Incentives for Change**

Document: Collection of country reports on Making Change Happen

Action required: for discussion. The aim of this session is to discuss incentives available to government to drive change. How can central funding and other financial incentives help encourage e-government change? How can momentum be maintained over the long term? What is the importance of non financial incentives (internal pressure, favourable legislation) as drivers of change? At what level of the organisation should incentives be applied?

Lead Speaker -- Mr. Ryoji FUKUI, Ministry of Public Management, Home Affairs, Posts and Telecommunications, Japan

12:30 -- 14:00 **Lunch and Group Photo**

14:00 -- 16:00 **Session 2. Partnering and creating commitment for change**

Document: Collection of country reports on Making Change Happen.

Action required: The aim of the parallel sessions is to discuss both countries' experiences in creating partnerships with the private sector, and government solutions to improve personnel commitment to bring about change.

Group A: Partnering for Change	Group B: Creating commitment for change
What types of partnerships are most useful for achieving change? How could partnering with the private sector change the government's way of delivering services? How to combine government accountability to citizens with shared service delivery responsibilities? Can the private sector help fund the transformation?	To what extent does personnel motivation depend on leadership at the top? What levers can the government use to create the co-operative, human environment needed to bring about change? How can the government ensure employee ownership for e-government initiatives?

16:00 -- 16:30 Coffee break

16:30 -- 17:30 Session 3. Conclusion: Identifying best practices on incentives and partnering for change

Document: Collection of country reports on Making Change Happen

Action required: For discussion. The objective of this session is to present the conclusions of the parallel sessions and identify examples of best practices to be included in the OECD synthesis report "*Solutions for Seamless Services*".

Thursday 15 July

08:30 -- 9:00 Peer Review of e-Government in Mexico

Presentation by Peer Reviewers followed by comments from Mexico

Document: Draft of "OECD E-Government Studies: Mexico"

Action required: For discussion and approval. The objective of this session is to present the main conclusions and findings of the report.

9:00 -- 9:45 Break out groups following the structure of the report: brainstorming and drafting recommendations

Group 1: leadership and collaboration	Group 2: external barriers and organisational change	Group 3: citizen focus and monitoring and evaluation
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Action required: For discussion and drafting. The objective of this session is to allow participants to brainstorm and draft preliminary recommendations for action, which will be further developed by the Secretariat.

9:45 -- 10:00 Presentation from the break out groups and wrap up

Discussion of the conclusions and wrap up of the break out groups.

Document: Draft of “OECD E-Government Studies: Mexico”

Action required: For discussion and approval. The objective of this session is to allow participants to provide their inputs and comments on the draft.

10:00 -- 10:30 Coffee Break

10:30 -- 11:00 Peer Review of e-Government in Norway

Presentation by Peer Reviewers followed by comments from Norway

Document: Draft of “OECD E-Government Studies: Norway”

Action required: For discussion and approval. The objective of this session is to present the main conclusions and findings of the report.

11:00 -- 11:45 Break out groups following the structure of the report: brainstorming and drafting recommendations

Group 1: leadership and collaboration	Group 2: external barriers and organisational change	Group 3: citizen focus and monitoring and evaluation
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Action required: For discussion and drafting. The objective of this session is to allow participants to brainstorm and draft preliminary recommendations for action, which will be further developed by the Secretariat.

11:45 -- 12:00 Presentation from the break out groups and wrap up

Document: Draft of “OECD E-Government Studies: Norway”

Action required: For discussion and approval. The objective of this session is to allow participants to provide their inputs and comments on the draft.

12:00 -- 12:30 Closing remarks

12:30 -- 14:00 Lunch

14:00 -- 17:30 Steering Group meeting

Friday 16 July

Guided visit to the International Exposition of Government Innovation and a site of the Korean E-government Initiatives (provisional)