

Unclassified

PUMA(2001)10/REV1



Organisation de Coopération et de Développement Economiques  
Organisation for Economic Co-operation and Development

09-Oct-2001

English - Or. English

**PUBLIC MANAGEMENT SERVICE  
PUBLIC MANAGEMENT COMMITTEE**

PUMA(2001)10/REV1  
Unclassified

## **PROJECT ON THE IMPACT OF E-GOVERNMENT**

**24th session of the Public Management Committee, Château de la Muette, Paris  
5-6 November 2001**

*The project proposal on the Impact of E-Government was first sent to the PUMA Committee members on 20 June 2001. It has subsequently been revised, based on comments from Committee members and OECD Directorates. It has also been updated to reflect actual progress on the project. The document will be presented to the E-Government Working Group on 21 October 2001 and the Secretariat will provide an update at the 24th Committee meeting on 5 November 2001.*

For further information, please contact Edwin Lau, Tel: (33-1) 45 24 80 36, e-mail: [edwin.lau@oecd.org](mailto:edwin.lau@oecd.org) or Tim Field, Tel: (33-1) 45 24 98 76, e-mail: [tim.field@oecd.org](mailto:tim.field@oecd.org)

**JT00114129**

Document complet disponible sur OLIS dans son format d'origine  
Complete document available on OLIS in its original format

English - Or. English

## PROJECT ON THE IMPACT OF E-GOVERNMENT

### Objective

1. **E-Government is a priority in OECD countries.** Ministers from OECD countries endorsed the importance of e-Government at their annual meeting in May 2001. Member countries want to share experience and focus on what e-government really means. It is now timely to look at how governments can embed good governance principles into approaches that exploit 21<sup>st</sup>-century information and communications technologies (ICT), to achieve public policy goals within a context of changing social, economic and political circumstances.

2. PUMA's overarching perspective on governance activities across all OECD countries gives it a unique perspective in this area. The OECD's international character also allows it to share a global viewpoint with countries as they face new challenges resulting from the emerging information society, and new pressures to embrace e-government. The project is an important contribution towards meeting the OECD 2001/2002 priorities to identify the best use of new technologies and to enhance public governance [C(2000)36]. The OECD Secretary-General reinforced these priorities in his general Priority Guide for Committees in March 2001 [C(2001)45/REV1].

3. This project takes as its starting point that e-government has the potential to be a major enabler in the adoption of good governance practices. The project will look at the impact of e-government on national administrations from a series of different viewpoints:

- **How can governments meet future challenges?** How can the greater integration of ICT within government facilitate governments' capacity to respond to the evolving characteristics, needs and expectations of society? How can this greater ICT use reinforce good governance practices? How will government structures and processes change as new technologies open new ways of working? The focus here will be on the longer-term vision (2005-10).
- **Where are we now, and where are we going?** What are the objectives of e-government and how do they fit into broader policy objectives? What progress has been made; what are the challenges and threats in the provision of e-government, and what are some good practice strategies and solutions that are emerging? This element will be based on a more immediate time frame, built around existing challenges and solutions.
- **What are the pathways to the longer-term vision?** What groundwork needs to be laid; what needs to be planned for now to achieve the desired longer-term outcomes?

4. The above questions would cover the *full range* of government/administration activity, covering functions such as the delivery of services, policy making and regulation and internal factors such as administrative structures, administrative processes and managerial capacity.

5. The key factors that will differentiate the project from other work on e-government are the focus on the longer-term picture and the grounding of the work in the broader debate on good governance and modernisation of public administration. Virtually everyone is concentrating their resources on the immediate impact of ICT and its integration into administrative systems within the next 2-4 years. This project asks what happens after that.

6. The objective of the project is thus to identify e-government strategies and solutions to achieve good governance for the information age.

### **Scope and Definitions**

7. The term “e-government” focuses on the use of new information and communication technologies (ICTs) by governments as applied to the full range of government functions. In particular, the networking potential offered by the Internet and related technologies has the potential to transform the structures and operation of government.

8. While the project uses “e-government” as its term of reference, it is focussed on governance issues and relations with civil society, proceeding from the perspective that “e-governance” issues can be discussed in the global framework of all governance issues. The project will not focus on the technical aspects of e-government initiatives, except to the extent that new technical/scientific developments and breakthroughs will open up the range of possibilities for new institutional structures and processes.

9. The project will concentrate on the impact of e-government on public administrations and the outcomes for society in general. The focus will be on the national level, although it will explicitly also look at relations between national and other levels of government insofar as they are partners in meeting national policy objectives. In addition, it may note those areas in which potential lessons can be drawn for OECD non-member countries, to be shared in the context of the Governance Outreach Initiative/Global Fora.

### **Analysis Framework**

10. The topic of e-government is wide-ranging. To provide a focus for the project, it is proposed to group areas for analysis under the following headings:

*Vision and Context:* What is possible and desirable through the use of e-government? What are the opportunities and challenges?

*Responsiveness:* How can e-government make government more responsive to the needs of society?

*Capacity:* How can e-government make government’s internal operations more efficient and effective?

*Operations:* What is required for e-government to work?

*Measurement:* How do we measure the impact?

11. Within this framework, the project will address specific issues such as:

- What are citizens’ expectations of e-government? How can governments ensure the needed capacity to collect and respond to these expectations? Can governments keep pace with rising expectations for e-services?

- How will e-government affect governments' external relations with citizens, businesses and civil society? What impact will it have on society in general?
- How will e-government affect the role and functioning of democratic institutions, including the relationship between Parliament and the Executive?
- How can e-government strategies be best formulated and managed to achieve national policy objectives?
- What criteria can governments develop to assess tradeoffs in policy making between efficiency and improved participation and accountability?
- How can administrations best organise and plan to take full advantage of the communications and networking potential of e-government?
- How can e-government contribute to the cost efficiency of government services?
- What will be the implications for government structures and processes?
- What are the consequences for transparency and accountability of the implementation of e-government? What policies should be put in place to safeguard appropriate social norms?

## **Outputs**

12. The project will result in a series of analytical products including research papers, policy briefs, on-line publications and specific reports, with a flagship report to be finalised by the end of 2002. A major e-government conference is planned for May 2003.

13. The first phase of the Project will involve research studies and surveying of members to identify the issues and to build on the background knowledge from the Naples Global Forum, academic papers, baseline data and discussions with Member countries. This phase of the project may result in intermediate outputs such as research papers, policy briefs, presentations and limited baseline data.

14. The project could ultimately lead to a possible further phase which could consist of a series of in-depth country reviews, financed by participating countries, which would assess their state of preparation and how they may need to adapt to meet the challenge of e-government. This phase would be contingent on country interest.

## **Management and Timing**

15. The project will be directed by the PUMA Committee, comprised of all OECD Member States, which oversees all PUMA work. The project will be conducted by an E-Government Task Force of OECD Public Management Service [PUMA] staff, with support from consultants. It will also draw on the experiences of other OECD Directorates. The project will also take into account what other international organisations are doing in this area.

16. The project will also receive close guidance and review from an e-government Working Group, comprised of 7-9 Member State representatives, representing a broad range of experience and cultural perspectives.

17. As well, to tap the range of expertise in this field, an Associates Group will assist the project. This group will comprise government agencies, private sector firms, academic institutions, civil society organisations and individual experts.

18. The *timetable* for the project can be divided into three major stages:

- Set-up phase - development of project management arrangements, workplan and other frameworks; first meeting of the E-government Working Group. This phase will also include the establishment of links within PUMA and to the work of other OECD directorates and determination of the budget. This phase would run to the presentation of a proposed approach for endorsement by the PUMA Committee in early November 2001.
- Input phase - this phase would run from early November 2001 to April 2002. The focus of this phase will be to organise the rapid exchange of e-government information and experiences among Member countries, to commission studies into specific research topics, consolidate information and build a basis for detailed analysis. It is proposed to conduct focussed surveys of Member countries, and a pilot member country study. This phase will draw together information on current activity, but also on members' work in mapping the likely demands to be placed on government by the emerging information society. A second meeting of the Working Group to review progress would be held early April 2002.
- Output Phase - this phase would run from April 2002 to mid-2003. It will involve analysis of such issues as the possible characteristics, structures and operations of government in the future as a result of the move to e-government; the development of scenarios for possible futures, based on the new demands on government; possible pathways to future good governance arrangements, and approaches to more immediate issues such as models for managing ICT across government and better knowledge management practices. The phase will involve the production of the range of project outputs identified above.

19. A detailed project timeline is set out below.

## 2001

September - October	Project Establishment: Development work on project workplan, timetable, assessment framework, survey and study instruments, establishment of Working and Associates Groups.
October	First Working Group meeting
November	Endorsement of project arrangements by PUMA Committee
November - December	Associate Group briefing; commissioning of research; analysis, member surveys and first country pilot study

## 2002

March	Second Working Group meeting
April	Working/Associates Groups workshop to discuss analysis to date
April	<i>Option:</i> launch 2 <sup>nd</sup> country study
April	Presentation and discussion of initial results at PUMA Committee
April - December	Preparation of policy studies, flagship report, other outputs

September	Third Working Group meeting
September	Working/Associates Groups workshop to discuss analysis to date
December	Forth Working Group meeting
December	Finalise flagship report

### **2003**

March	Publish flagship report
May	Final report to OECD Ministerial Council
May	E-government conference.

### **Financing**

20. The e-government project has been launched with the help of OECD seed funds and is supported by over 300.000 € in annual staff and operational spending in the current PUMA budget. Additional contributions are being obtained from Member countries represented on the Working Group, and private sector firms and government agencies on the Associates Group.

21. In addition, countries interested in participating in a country study will be asked to contribute in order to cover the costs associated with their study.

### **Contacts**

Edwin Lau [[edwin.lau@oecd.org](mailto:edwin.lau@oecd.org) +33 1 45 24 93 57]; Tim Field [[tim.field@oecd.org](mailto:tim.field@oecd.org) +33 1 45 24 98 76]