



# E-Government Peer Reviews

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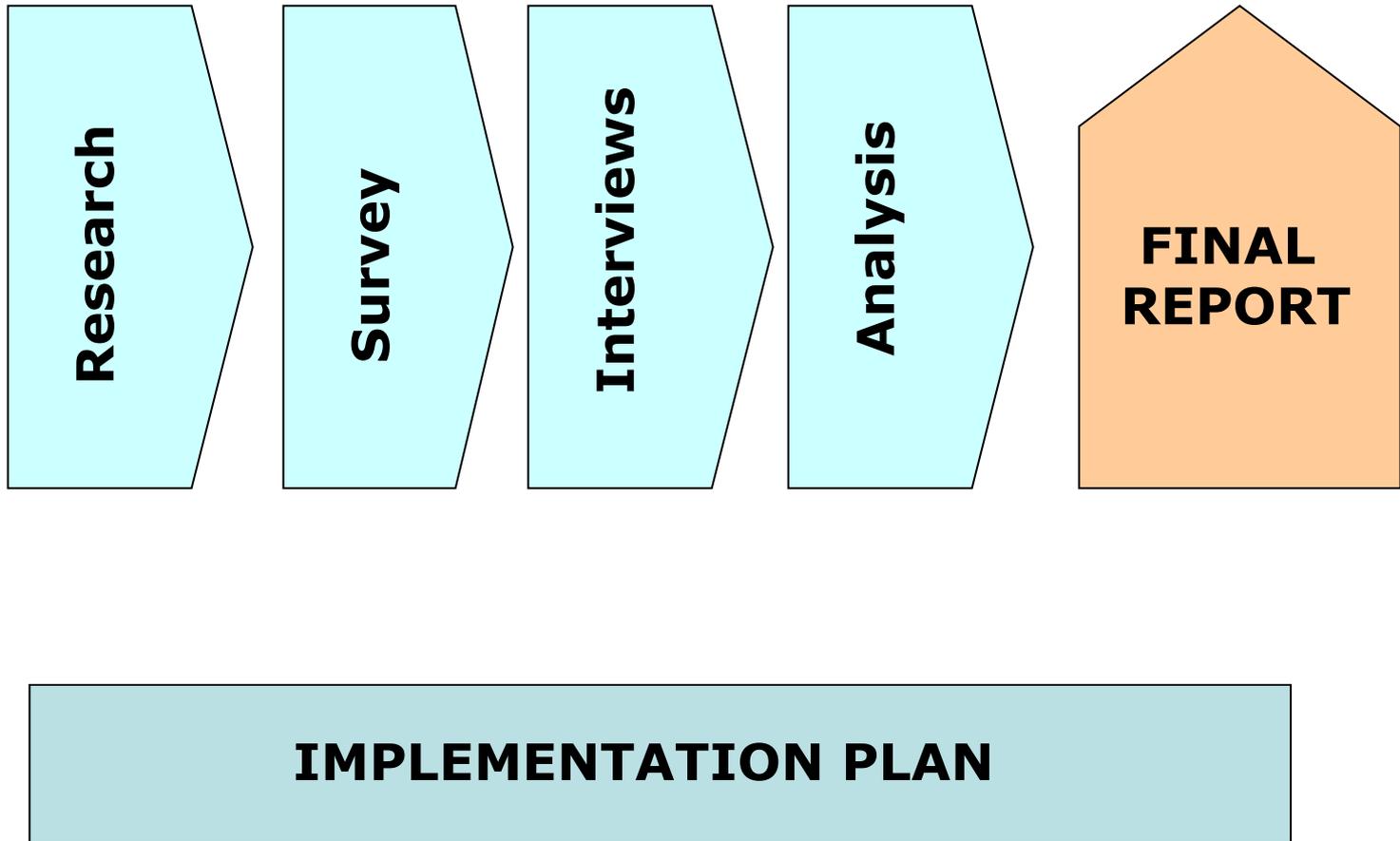
# Peer Review Objectives

- **Identify the challenges** facing e-government implementers and assess how e-government strategies and solutions contribute to good governance objectives.
- **Publicize e-government innovation** to a broader circle of interested policymakers, practitioners and observers.
- **Further develop the analytic framework** and **working hypotheses** in the OECD E-Government Project.
- **Collect in-depth knowledge** of countries' e-government effort and best practices for the benefits of OECD members.

# Framework for Reviews

- **Drivers for e-government** (public management reform, information society goals...).
- **Barriers** (legal, budgetary, digital divide, infrastructure, competencies).
- **Leadership and coordination** (horizontal and vertical across sectors and tiers of government).
- **Implementation** (management, organisational structures, skills, capacity...).
- **Collaboration frameworks** (CBP, standards, enterprise architecture, inter-connectivity, multi-channel strategies).
- **Outputs and outcomes** (G2C, G2B, G2G...).

# OECD Peer Review Process



# Success Factors for OECD Reviews

- **Steering Group** made up of major stakeholders helps to ensure impartial review and fact checking.
- **Peer Reviewers** picked by OECD and country for a broad range of relevant experience.
- **National Commitment** to providing both strategic and logistic support.
- **OECD staff** ensure independence and comparative perspective, grounded in national experience.
- **OECD Methodology** provides total transparency and comparability across country reviews.

# Lessons Learned (1)

## **Finland (2003)**

- ICT can be a powerful tool strengthening citizen engagement through access to information, consultation and participation in policy-making.
- Lack of explicit targets within agencies and ministries can decrease accountability and make monitoring and evaluation more difficult.

## **Norway (2004)**

- Building a regulatory framework that enables rather than impedes e-government is critical to successful e-government.
- Applying ICT to government back office functions (such as public record systems) can bring large benefits.

# Lessons Learned (2)

- Denmark (2006)**
- Important to link e-government to wider goals (e.g. public sector modernisation, economic competitiveness).
  - Good e-government strategy sets clear goals, measures achievement, and is driven by strong leadership and co-ordination.

- Mexico (2005)**
- Bridging the digital divide is crucial for service delivery and citizen engagement.
  - Digital divide policy needs to focus on improving access to the Internet and provide alternative access channels (call centres, mobile phones, SMS, etc.).

# Lessons Learned (3)

- Hungary (2007)**
- Leadership is needed to continue progress and to maintain focus on big picture: how e-government can support strategic and business process goals.
  - Focus on reducing barriers to reallocating resources and introducing common business case methodologies.
- The Netherlands (2007)**
- Important to focus broadly on public sector modernisation.
  - Extend the building block concept to key e-services and making them mandatory.
  - Improve user-focused service delivery through better monitoring and evaluation practices.

# Lessons Learned (4)

## **Turkey (2007)**

- Focus on areas that make government more efficient, effective, transparent and accountable such as online high-volume/high-value transactions.
- Broaden and deepen leadership of public sector modernisation.

## **Belgium (2008)**

- Refocus e-government to serve whole-of-public-sector interests and goals.
- Pragmatic outcome focus in e-government implementation important to overcome formal barriers.

# Lessons Learned (5)

- Portugal (2008)**
- Making life simpler for citizens and businesses requires buy-in from the whole public sector.
  - Strong political and managerial leadership needed to ensure desired outcomes of administrative simplification supported by e-government.
- Denmark (2010)**
- Improving cost-savings through a broader societal perspective on efficiency and effectiveness.
  - Strengthening the whole-of-public-sector institutional and organisational setup for high-level political and strategic e-government decisions.

# Impacts of reviews (1)

- **Finland** (2003) – OECD report is foundation for 2005 reform of Ministry of Finance’s role in co-ordinating e-government.
- **Mexico** (2005) – OECD findings have justified a decision to invest in developing business case methodologies.
- **Norway** (2005) – OECD report has sparked a review of co-ordination structures and processes.
- **Denmark** (2005) – OECD report has lead to a decision to strengthen and integrate e-government activities in a broader public sector modernisation unit in the Ministry of Finance.

## Impacts of reviews (2)

- **Hungary (2007)** – OECD findings lead to a strengthening of central leadership and co-ordination of e-government.
- **The Netherlands (2007)** – OECD findings resulted in a strengthened strategic focus on sharing of e-government resources.
- **Turkey (2007)** – OECD findings have been fed into the new five year strategic development plan for public sector development.
- **Belgium (2008)** – The OECD peer review process and findings improved operational intra-government co-operation.