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E-Government tools in practice: how to develop a sound implementation map.
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Italy's e-government policies and implementation strategies:
hints from practical experience

Fabio Pistella

Commissioner

DigitPA Italian Agency for the Digitalization of Public Administration

General guidelines

- Integrated effort on digitalization and reengineering of administrative procedures, to be reoganized simultaneously and coherently
- Synergy with other Government policies such as simplification, transparency accountability
- Necessity of a master plan, but progressive stepwise implementation
- Learning by doing in the implementation phase (quality is in details)
- Involvement and participation of people in the public administration
- Integration of digitalized modules already in operation including what was called office automation and now is called personal productivity software
- ICT is a bundle of technologies that cannot be separated (a pure IT approach does not win)
- Multichannel fruition with particular attention on cellular phones
- Traceability of transactions and knowledge management even embryonic

Macro objectives

Three directions of effort have been addressed:

- Expansion of digital services for final users (citizens and companies)

- Improvement of the performance of public administration as a resource manger

- Implementation of technological networks (hardware and software)

Priority actions for the expansion of digital services   1/2

- Identification of basins of use (health, education, justice, registration and identification services, safety, environment, authorization of entrepreneurial activities …) also to build and manage an equilibrated constellation of roles

- Involvement of associations representing users in the definition of content and delivery channels of digital services

- One stop shop to reduce burden on citizens, to limit operational costs and to improve control of performance

- Adoption of a proactive attitude (e.g. warnings on expiration date)

Priority actions for the expansion of digital services   2/2

- Not necessarily applications on line (AOL) often costly and not amenable for integration

- Not necessarily synchronous interaction

- Use of e-mail and of "forms " often very effective

- Not necessarily on PC (cellular phones often doing even better)

- The role of fruition centers, not only Internet Points, but also Post Offices and even tobacconists (the experience of Friendly Networks)

- The role of call centers to establish a dialogue with citizens (the experience of Friendly Line)

Priority actions for the improvement of the performance of public administration as a resource manager

- Management of financial resources

- Management of human resources

- Management of material resources (logistics)

- Management of information

Priority actions for the improvement of the performance of public administration as a resource manager

Management of financial resources

- Four dimensions for any transaction:
  - objective   - type of expenditure (invest.nt, wages, operation …)
  - subject in charge - stage (allocation, engagement, payment)

- Full cost representation of any performance to assign money fruitfully

- Standard costs to compare different units and different solutions in accomplishing similar tasks

- Central "clearing house" for reconciliation

- e- billing; e-payments (*in* and *out*)

Priority actions for the improvement of the performance of public administration as a resource manager

Management of human resources

- Wages and similar
- Skills and education
- Time allocation
- Position in the organization and potential for growth
- Evaluation of performance (and consequent incentives and disincentives)
- Sharing of experience (including internal social networking and community of innovators)

Priority actions for the improvement of the performance of public administration as a resource manager

Management of material resources (logistics)

- Inventories and spare part lists

- Traceability of movements (RFID is perfect, but also bar code is ok)

- Description sheets and record of suggestions (and complaints) by users

- Updating of value of items "in charge"

- Possible alternative uses and possible replacements

- Possible sources of procurement

Priority actions for the improvement of the performance of public administration as a resource manager

Management of information

- Flow of documents including interoperability among administrations
- Workflow and Project management
- Orchestrator
- Log of transactions (from documents to *click* plus *log*)
- Metadata
- Knowledge Management System

Priority actions for the implementation of technological networks (hardware and software)

- Development of Connectivity

- Attention on Safety

- Promotion of Interoperability of applications

- Adoption of standard platforms for authentication, identification and transfer of messages (including registered e-mail box to every citizen)

- Multichannel fruition with particular attention on cellular phones

- Set-up of data bases common or even separate but compatible and mutually exploitable (interoperability of data bases)

Concluding remarks

Technology is not a limiting factor in this field

Feed in information in form of metadata: it will be useful

E-Government is not only a technological effort

Positive experiences have been acquired in several countries (including Italy)

Those who invest now can spare time and money since mistakes that other countries have gone through can be avoided

Initiatives of Digital Government can also be activated progressively provided a road map has been adopted