eGovernance to Yield Greater Socio-Economic Impact

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- **Two Examples**
  - **Singapore TradeNet**
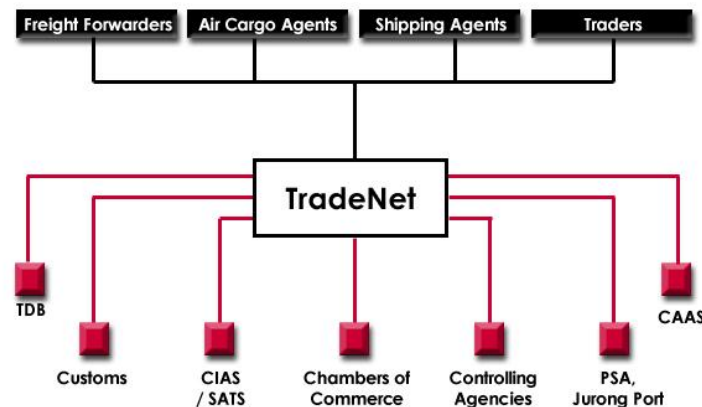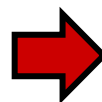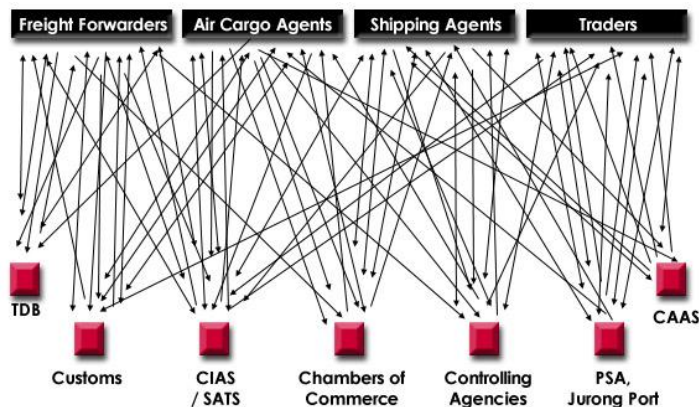 - **Singapore eJudiciary & UAE eJustice Programme**

- **Lessons Learnt**
  - **Focus on "Government" more than "e"**
  - **Alignment**
  - **ArchitectureCrimsonLogic**

- **CrimsonLogic**

Singapore Trade Facilitation Journey

	Before TradeNet	After TradeNet
Processing time/permit	**2 – 7 days**	**1 min or less**
Fees charged	**S$10 – S$20**	**S$3.30**
Number of documents	**3 – 35 docs**	**1 eForm/eDoc**
Documents processed	**approx. 10,000**	**> 30,000**

World's first nationwide trade clearance system
♦ Integrates 35 controlling units' requirements ♦ 7,000+ business rules
♦ 12,000 users ♦ 9,000,000 trade declarations (2006)
♦ over 90% processed in < 10 minutes

TradeNet - World's First Nationwide Electronic Data Interchange System
-Harvard Business School, 1993 and 1995

"It is estimated that TradeNet saves Singapore traders around US$1 billion per year."
- Robert M Howe, IBM

"…Fill in one online form and receive the import or export license 15 seconds later …"
- McKinsey Quarterly 2001 No.2

"…received Top eAsia award under Trade Facilitation Category"
- 2003 September

Country	Project	Implemented	Business Model
Singapore	TradeNet / TradeXchange	1989	Public Private Partnership (PPP)
Mauritius	Mauritius TradeNet	1994	PPP
Ghana	Ghana Community Network	2000	PPP
Panama	1. Panama Canal Authority- ACP Automated Data Collection System	2004	Self Funded
	2. Colon Free Trade Zone System	2007	Self Funded
	3. Panama Customs Mgt System	2008	World Bank / IDB
Saudi Arabia	SaudiEDI	2005	PPP
India	Port Community System (India Port Association	2007	Self Funded
Madagascar	Madagascar (GASYNET)	2007	PPP
Ivory Coast	Ivory Coast TradeNet	2008	PPP
Qatar	Qatar Customs Clearance Single Window	On-going	Self Funded

SEW & eCustoms Transformation

CURRENT STATE → **FUTURE STATE**
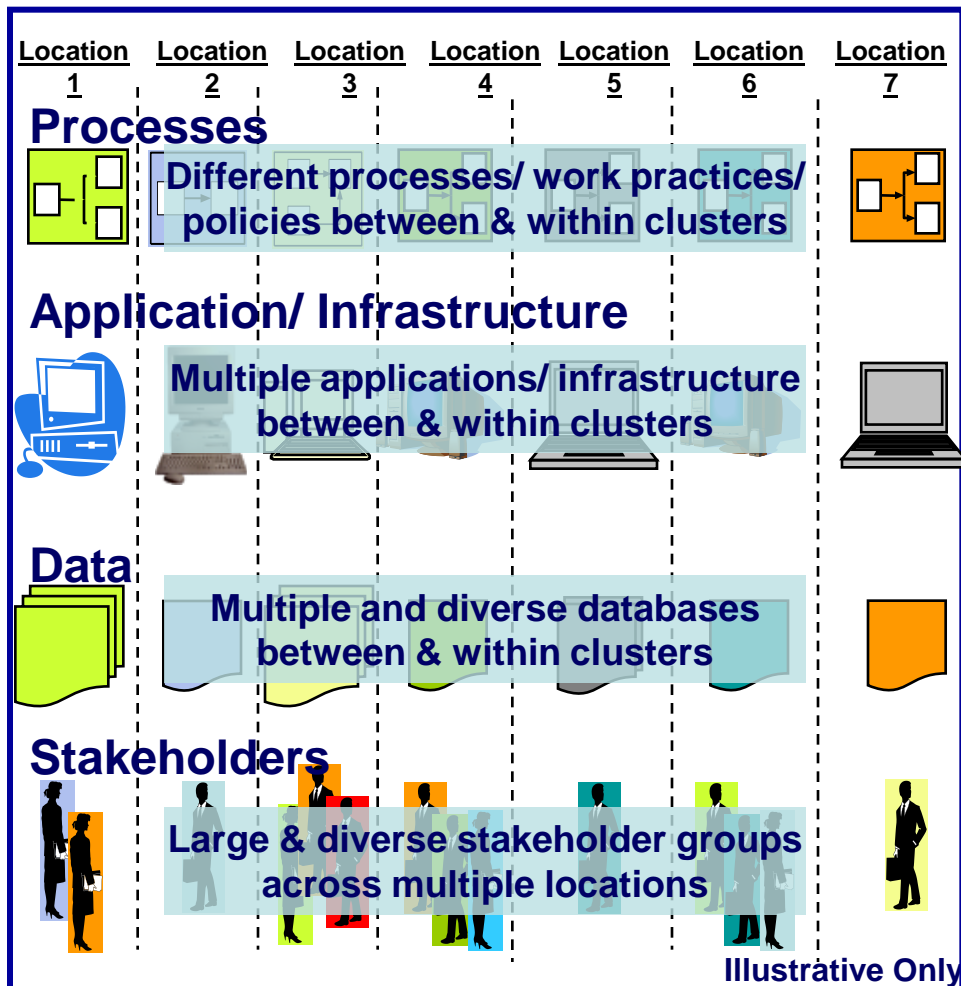
Transition & Project Management

| Location 1 | Location 2 | Location 3 | Location 4 | Location 5 | Location 6 | Location 7 |

Processes
Different processes/ work practices/ policies between & within clusters

Process Standardisation & Alignment → Automate Processes

Application/ Infrastructure
Multiple applications/ infrastructure between & within clusters

Infrastructure Design, Development & Implementation → New/ Refined Policies (Governance)

Data
Multiple and diverse databases between & within clusters

Data Standardisation & Migration → One Integrated e-Customs with Standardised Data

Stakeholders
Large & diverse stakeholder groups across multiple locations

Change Management → Staff Committed to Perform in Roles Using New Processes & e-Customs

Illustrative Only

Singapore eJudiciary
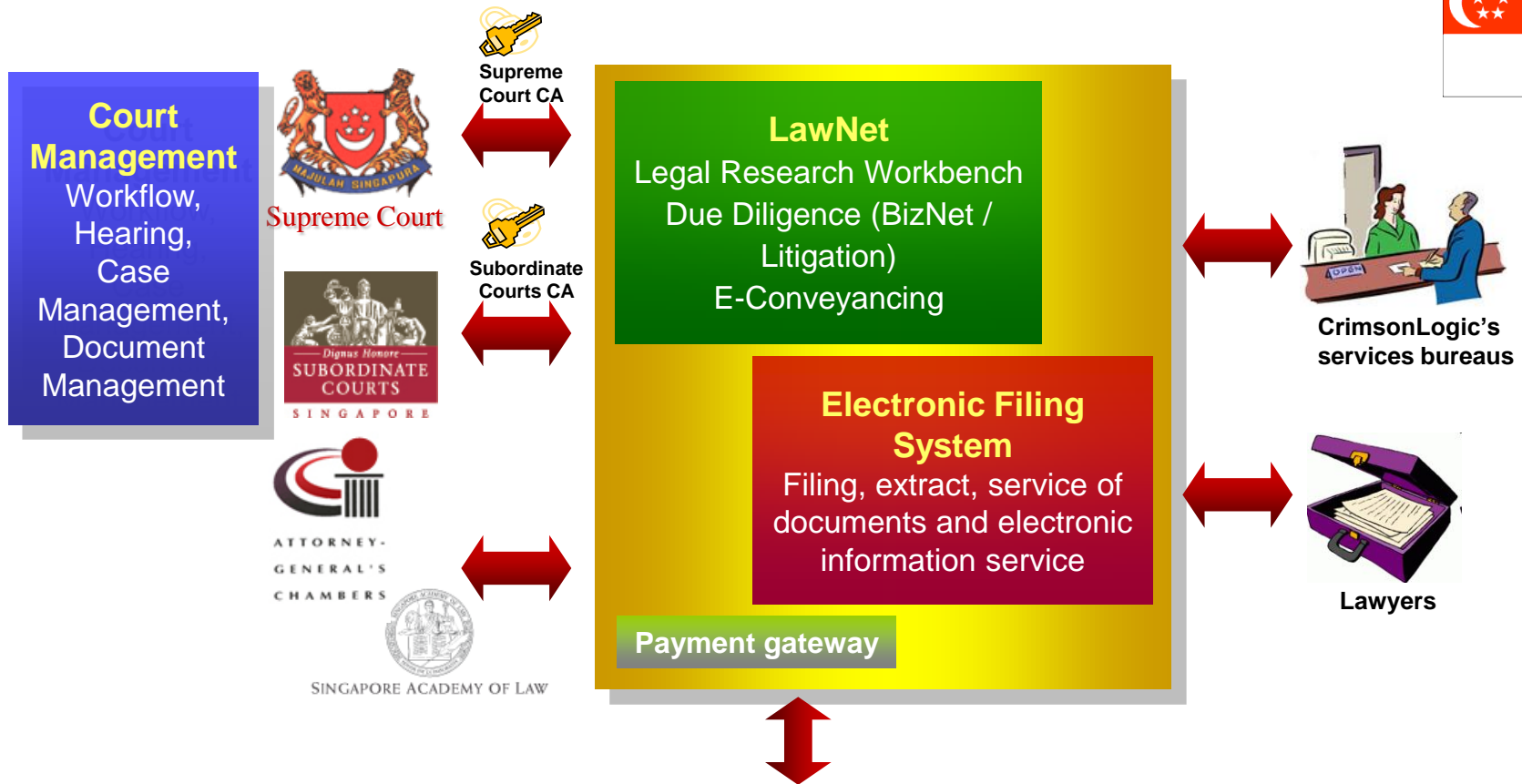
Key performance indicators	Early 1990s **Massive backlog**	2006 **Minimal backlog**
Clearance rates	10,000 inactive cases, some of them more than 10 years old	▪ Cleared 375,000 existing matters (Supreme and Subordinate Courts) out of a volume of 377,000; clearance rate of 99% ▪ In Supreme Court, 8,319 civil and criminal actions (including appeals) were disposed vis-à-vis 8,046 were filed; clearance rate 103.4% (2005: 97%)
Life span	▪ About 44% of the cases took between **5 to 10 years** from commencement to disposal ▪ Appeals took a further 2 to 3 years to be heard	At least 85% of writ actions are disposed within **18 months** of filing in Supreme Court
Trial date availability	More than 2,000 pending cases set down for trial with trial dates available **3 years or more** later	A target of **8 weeks** for providing trial dates from set down

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Time Savings	*… Court waiting time reduced from up to 2 years to a matter of months …* *Cyberlaw - The Law of Cyberspace, 2000*
Cost Savings	**… The costs savings are expected to be in the region of S$4 million a year…** *Society of Computers & Law,* *Volume 9, Issue 2*
Efficiency Gained	**… approximately 35,000 writ actions commenced and more than 200,000 documents filed electronically…** *Former Chief Justice of Singapore* *The Honourable Yong Pung How, 2001*
Enhanced Quality of Justice	*Technology will be strategically employed to increase access, convenience and ease of use of Court services, and to assist the Courts in enhancing the quality of justice.* *Former Chief Justice of Singapore* *The Honourable Yong Pung How, 2001*

An International eJudiciary Comparison

Countries/Jurisdictions	File & Serve	Payment	Case Mgmt/Repository	Case Tracking	Document Mgmt	Public Access	e-Info	e-Extract	E-Hearing	Tech Court	Adoption Rate
Finland	✓										★
Victoria County Court, Australia	✓										★
Federal Courts, Australia	✓	✓	✓								★
Federal Courts, US	✓	✓	✓	✓	✓	✓					★
Colorado, US	✓	✓	✓	✓	✓	✓					★★
Texas, US	✓	✓									★★★
Singapore	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	★★★

Information Source: Her Majesty Courts Services (UK) 2005

Business Model
– Sustainability
– Investment and risk sharing

Technology Adoption
– User Empowerment
– Open Standards
– Security

Practice and Policy
– Streamlined Practice Directions
– Drive Process Enhancements
– Facilitate Adoption

UAE eJustice Programme

Programme Management Office

Business Process Re-engineering

eJustice Services

Electronic notary application • Legal Community • Electronic filing of court documents • eJustice Portal • Electronic archival of court case documents • Court Case Management • Electronic publishing of legislation • Electronic data exchange with other Ministries

IT Infrastructure Setup, Operations and Maintenance

Communication Campaigns • Training • Service Bureaus • Technical support

Nation-wide implementation ▪ Plan-Design-Build-Operate-Transfer ▪ Projects spanning technical, business and operational functions

Key Lessons Learnt

eGovernment

e

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|g| **>>** |e|

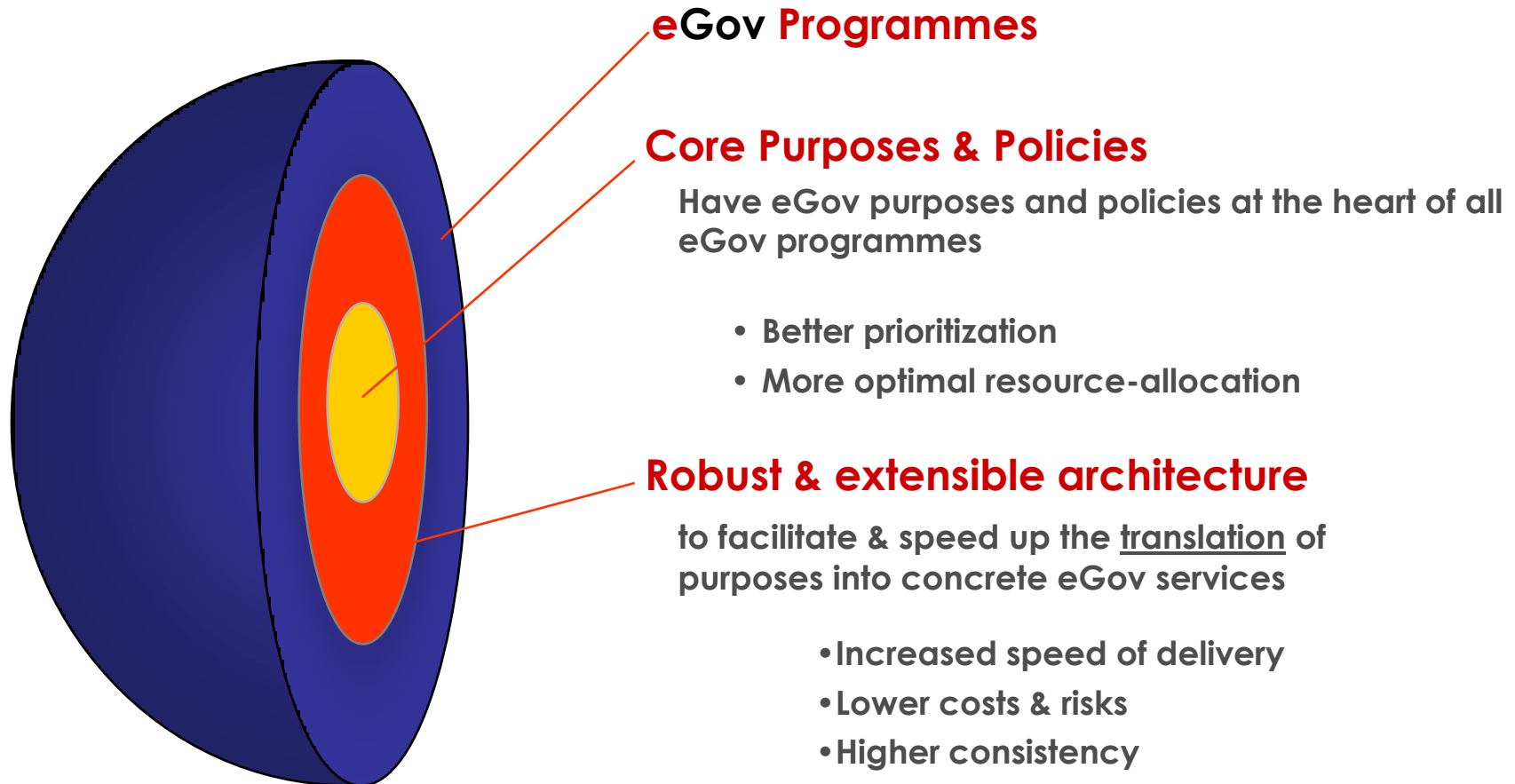- **The application of IT to <u>transform</u> the way governments work, to make them friendlier and more effective**

- **It is <u>not</u> (just) a large portfolio of technology projects**

- **It is a large ongoing program of activities involving public administrators and technologists in <u>rethinking how government & the public can work together</u>, and then applying technology to effect the changes**

- Architectures that absorb inevitable changes and buffer all participants from changes in
  - Technology
  - Organizational structure & roles
- Architectures that enable initiative while enabling/encouraging synergy

- Leverage traditional government structures for expertise & strong sponsorship
- Focus on real felt needs of citizens to drive integrative service-redesign
- Encourage initiative & synergy while also aligning purposes, policies, & programs

- Compelling Solutions to Public & Private Sectors' needs
- Change Management Methods to guide governed & government through inevitable changes

Anticipate & Design for Change

Structure & Align for Synergy

Effectively Address Real Felt Needs

Responses

Challenges

Nature of IT Investments

Nature of Governments

Nature of eGov Investments

- **Fact**: Rapid Changes in Technology & Organisations
- **Challenge**: eGov architecture that evolve gracefully in response to inevitable changes

- **Fact**: Govts have many semi-independent parts & agendas
- **Challenge**: How to fulfill the eGov promise of coordinated citizen-friendly services?

- **Fact**: eGov is a relatively "new" govt concern
- **Challenge**: To get and to sustain support from public & other constitutencies

eGov Programmes

Core Purposes & Policies

Have eGov purposes and policies at the heart of all eGov programmes

- Better prioritization
- More optimal resource-allocation

Robust & extensible architecture

to facilitate & speed up the <u>translation</u> of purposes into concrete eGov services

- Increased speed of delivery
- Lower costs & risks
- Higher consistency

There are never Enough resources to design & build <u>all</u> possible eServices

<u>Which</u> eServices do we Build?

Those that have the best impact on Citizens & Businesses

from Citizens' & Businesses' points of view - <u>first</u>

Internal considerations follow

Convenient

Friendly

Customer Oriented

Outside-In

Service Orientation

Citizen-Centricity

Enabling
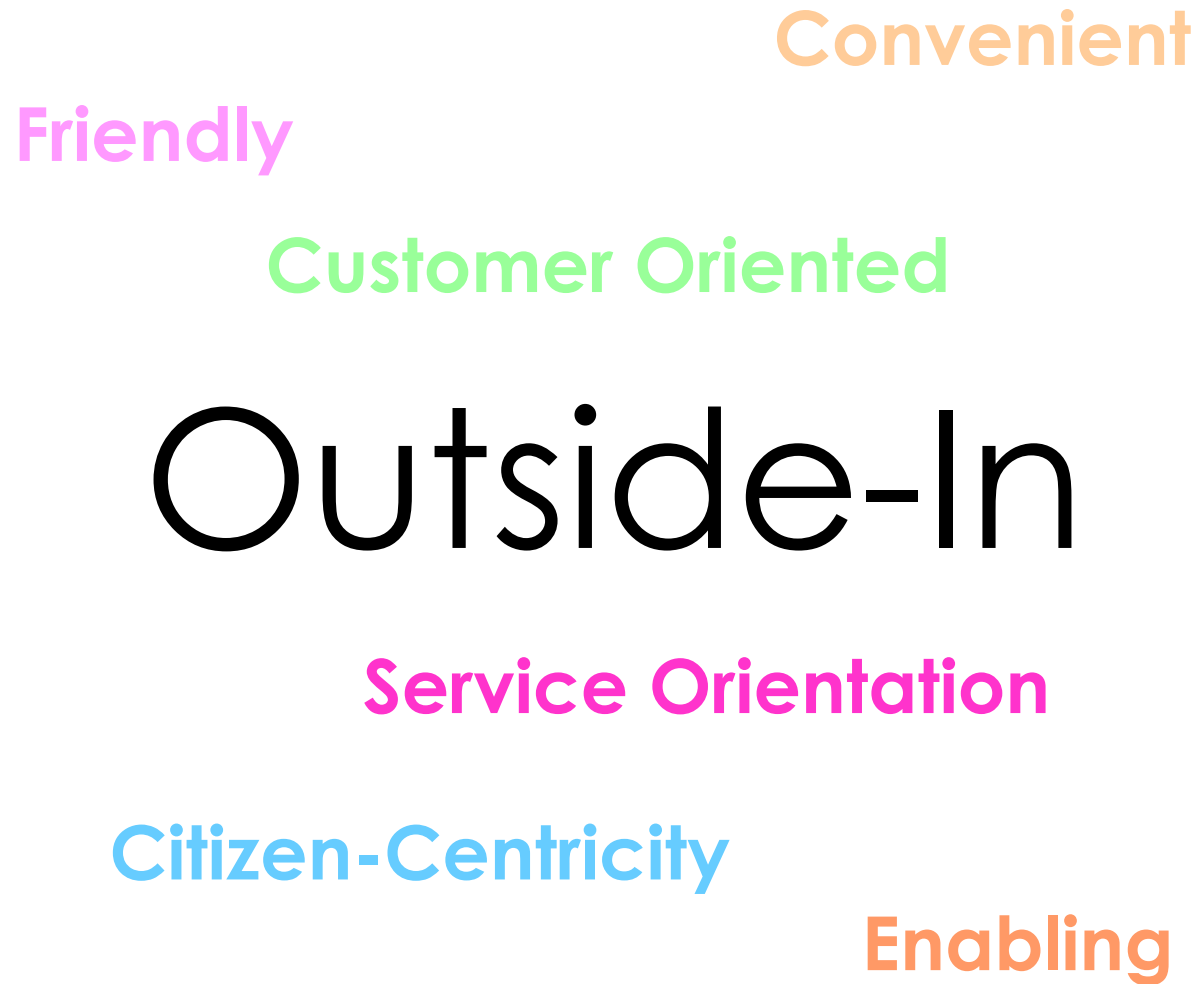
One-Stop **Non-Stop**

Many Agencies

Convenient

One Government

Prioritized List of (integrated) eService Opportunities & (High-Level) Concepts

Single-Electronic-Window

Transparent

Anywhere **Anytime**

Sectoral Analysis by Life Events (SABLE)

Sector → Health, Construction, Judiciary, Trade, Security

▼

Constituents (Citizens/Businesses) → Patients, Architects, Builders, Property Buyers/Sellers, Importers, Exporters, Taxpayers, litigants, lawyers
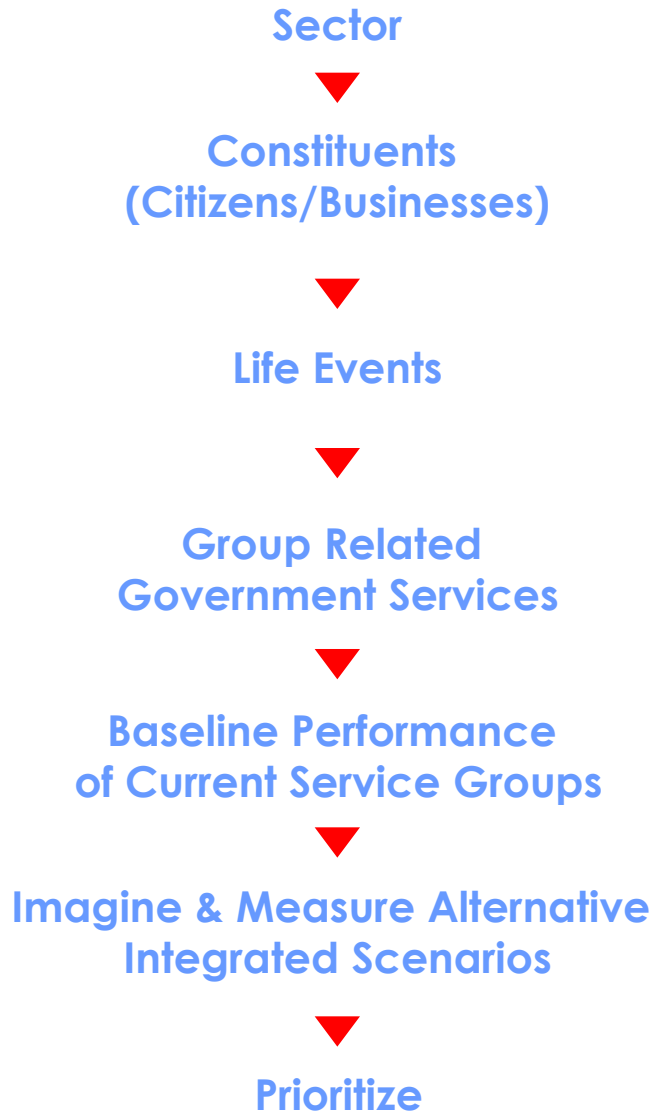
▼

Life Events → Seeking specialist treatment, seeking treatment for chronic diseases, seeking medical help, constructing a building, conducting trade, initiating legal action

▼

Group Related Government Services → Providing specialist referral, providing chronic disease care, A&E services, building permit issuance, trade permits, judicial/court services, taxpayer services, social security services

▼

Baseline Performance of Current Service Groups → Map current processes . Measure time, cost, & other factors internally & externally

▼

Imagine & Measure Alternative Integrated Scenarios → Envision & Sketch Integrated-Government Alternative to Current State for each Group of Government Services. Measure time, cost, & other factors internally & externally

▼

Prioritize → Compare Current & Future Scenarios
Compare Across Service Groups

- **Any government is a large diverse set of concerns**
    - **Some of them are shared**
    - **Many are not**
    - **But they can be aligned**

- **IT Architecture Disciplines (EA/SOA) assume**
    - **A coherent set of business objectives as the highest "architectural" level – Business Architecture (BA)**
    - **BA is the ultimate "court of appeal" for resolving priority and design conflicts in lower architectural layers**

- ***BUT* It's hard to talk about the Business Architecture (BA) for an entire government**
    - **Governments have MANY BA's**
    - **EA and SOA's are more suitable for specific shared services or agencies where a single BA can be articulated**

eGovernment Masterplanning

Urban Planning & Renewal

SABLE

Agency or Shared eServices

Building Design

EA & SOA

EA: Enterprise Architecture
SOA: Service Oriented Architecture

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- **Alignment of Purposes, Policies, Procedures, and Programmes**
  - Provides motivation & justification – from meeting real felt needs
  - Drives focus on citizen-centric, integrated service design
  - Provides yardsticks for measuring success
  - Better prioritization & effective resource allocation

- **Architecture**
  - Enables speed & initiative
  - Encourages synergy & economy from Sharing
  - Controlled evolution

- **Weaving & Re-interpreting International Best Practices into Local Contexts**
  - Increased relevance
  - More culturally & socially sensitive & acceptable initiatives & services
  - More buy-in

Partnership between governments and private companies in developing and implementing services on a
risk- and investment-sharing basis

Thank You

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