Future eGovernment:
From Monologue to Dialogue

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Contents

- Introduction - Brief history
- eGovernment in Norway of today
- Altinn – prerequisite. Technical enabler.
- The "*eDialogue*" initiative
- Challenges of interoperability
- How to realize the eDialogue initiative, further work and research
- Conclusions
- Acknowledgements

- ## 1990's (Tax reporting)

  - Corporate tax return online email service (1999)
  - Personal tax return simple online web service (1999)
  - VAT reporting simple online web service (1997-98)

    At first only a few information elements were possible to report

- ## 2000's (Reporting to several agencies)

  - Altinn webportal based on eForms and enterprise systems integration for reporting to several government agencies (established 2002-2003 by 3 agencies: Tax administration, Brønnøysund register center, Statistics Norway)
  - More than 20 agencies offer reporting services via Altinn (2010)

Main challenges:

1. **Fragmented public services**
   – The way the different public e-Services are organized directly reflects the way the government is organized - "silo" services.
   – "Jungle" of services, hard to find the relevant information and services.
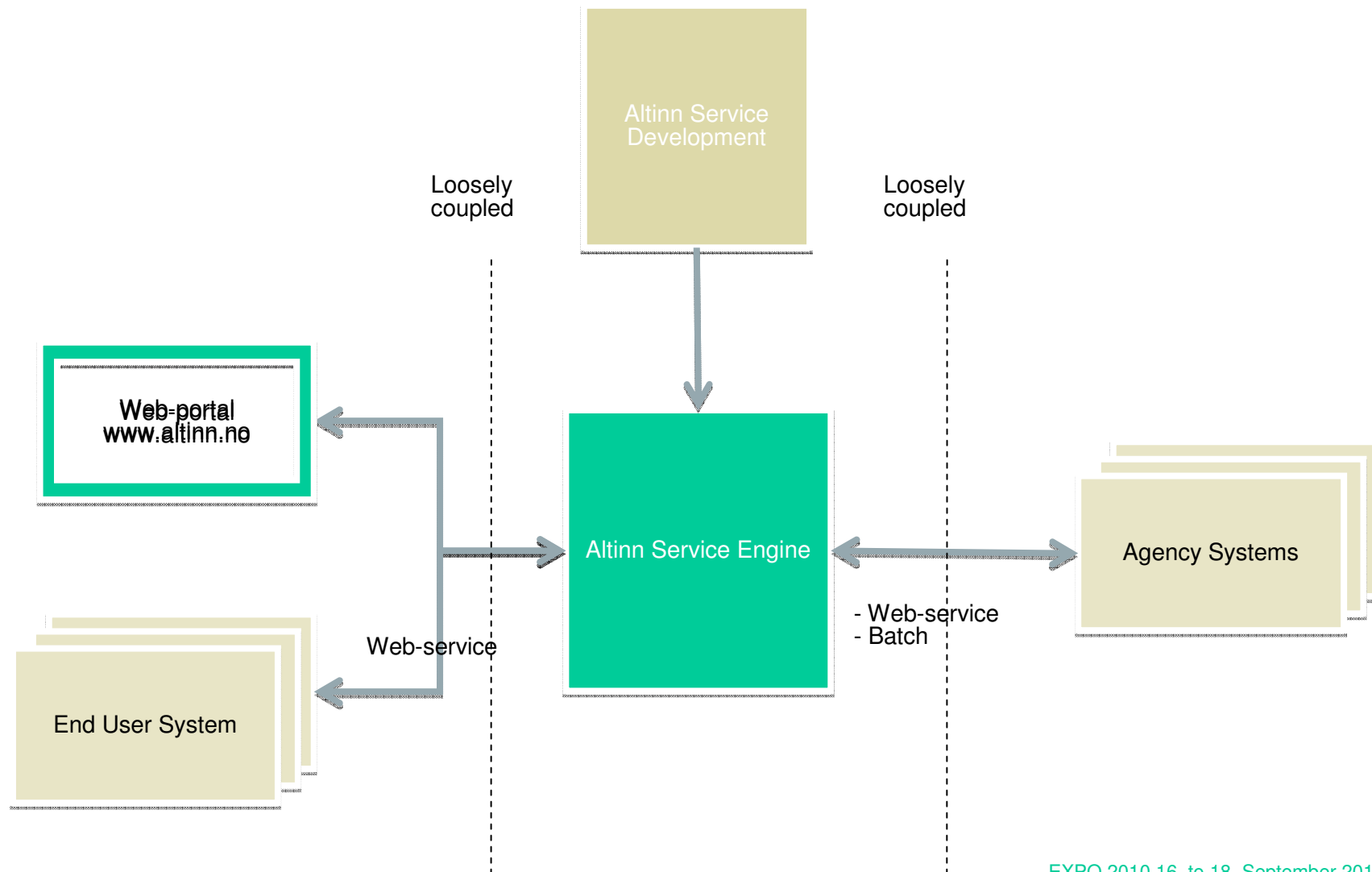   – Poorly aligned with the end users' work processes.

2. **Fragmented government**
   – Different and fragmented legislation basis for the different governmental bodies.
   – The different sectors operate isolated and with little or no interaction across jurisdictions.
   – The "silos" go all the way from the responsible ministry to the underlying agencies.
   – Budgets are organized separately within the different ministries and cross sector collaboration is not given neither funding nor attention from the government in practice.
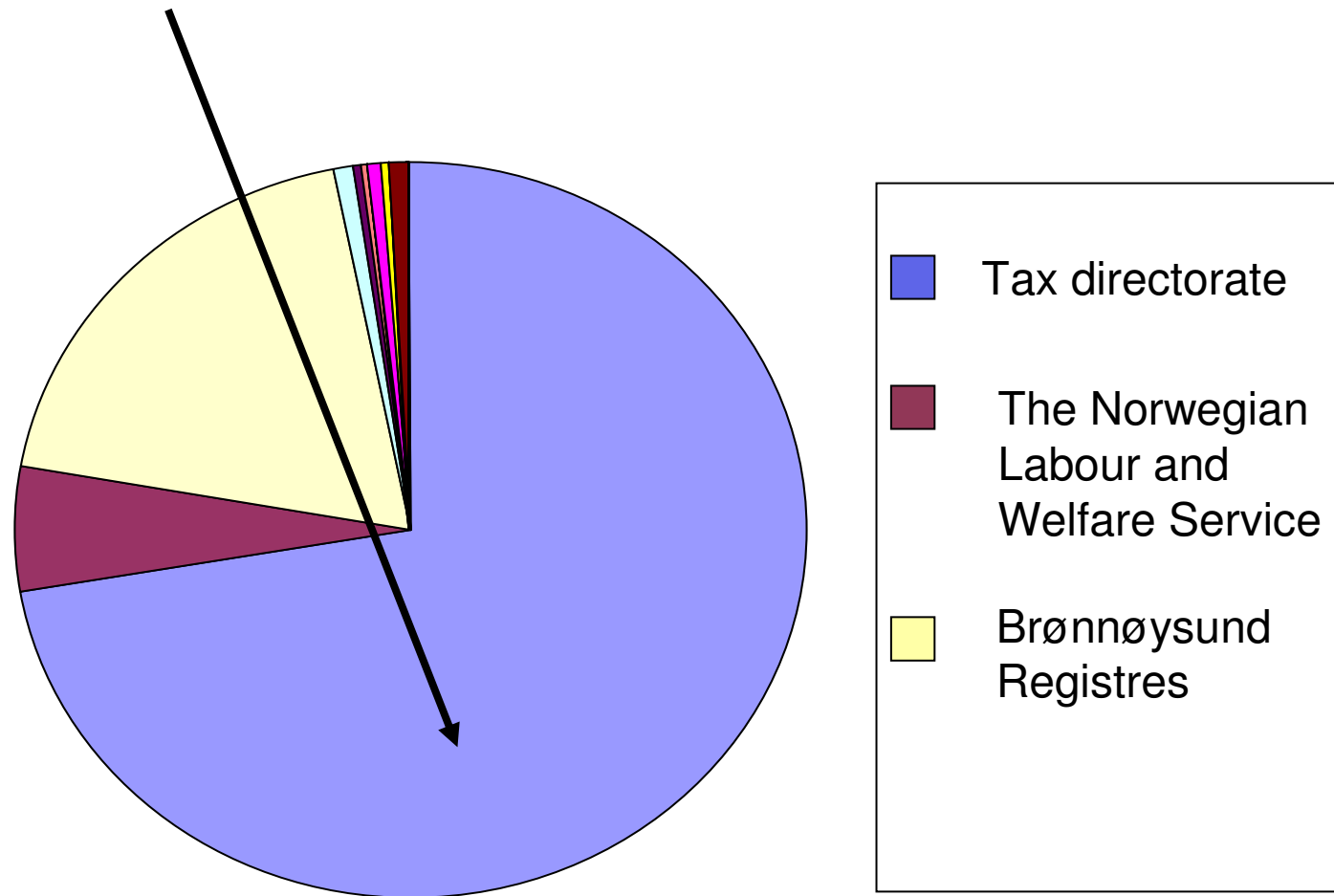
- **START enable technical solution**
  - ALTINN – common central collaboration infrastructure
    - Altinn intergration and collaboration components
  - Tecnical infrastructure in agencies
    - Tax directorate – integration and collaboration components

- **Prepare for collaboration and interoperability**
  - semantic
  - organisational
  - juridical
  - political – financial

Altinn System Domain – Conceptual View

Altinn Service Development

Loosely coupled

Loosely coupled

Web-portal
www.altinn.no

Altinn Service Engine

Agency Systems

Web-service

- Web-service
- Batch

End User System

Legend:
- Tax directorate
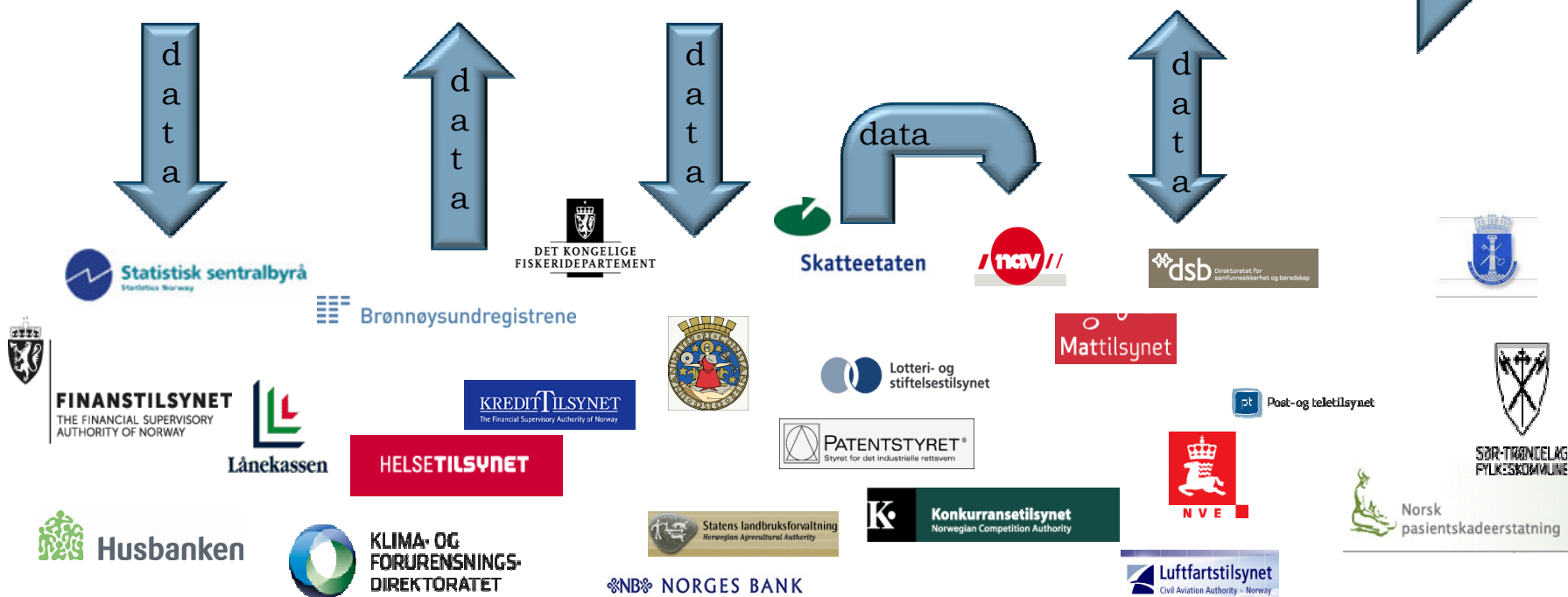- The Norwegian Labour and Welfare Service
- Brønnøysund Registres

A cross sector initiative

- eDialogue vision
- eDialogue architecture
- Example: eDialogue of starting an enterprise

eDialogue Goal
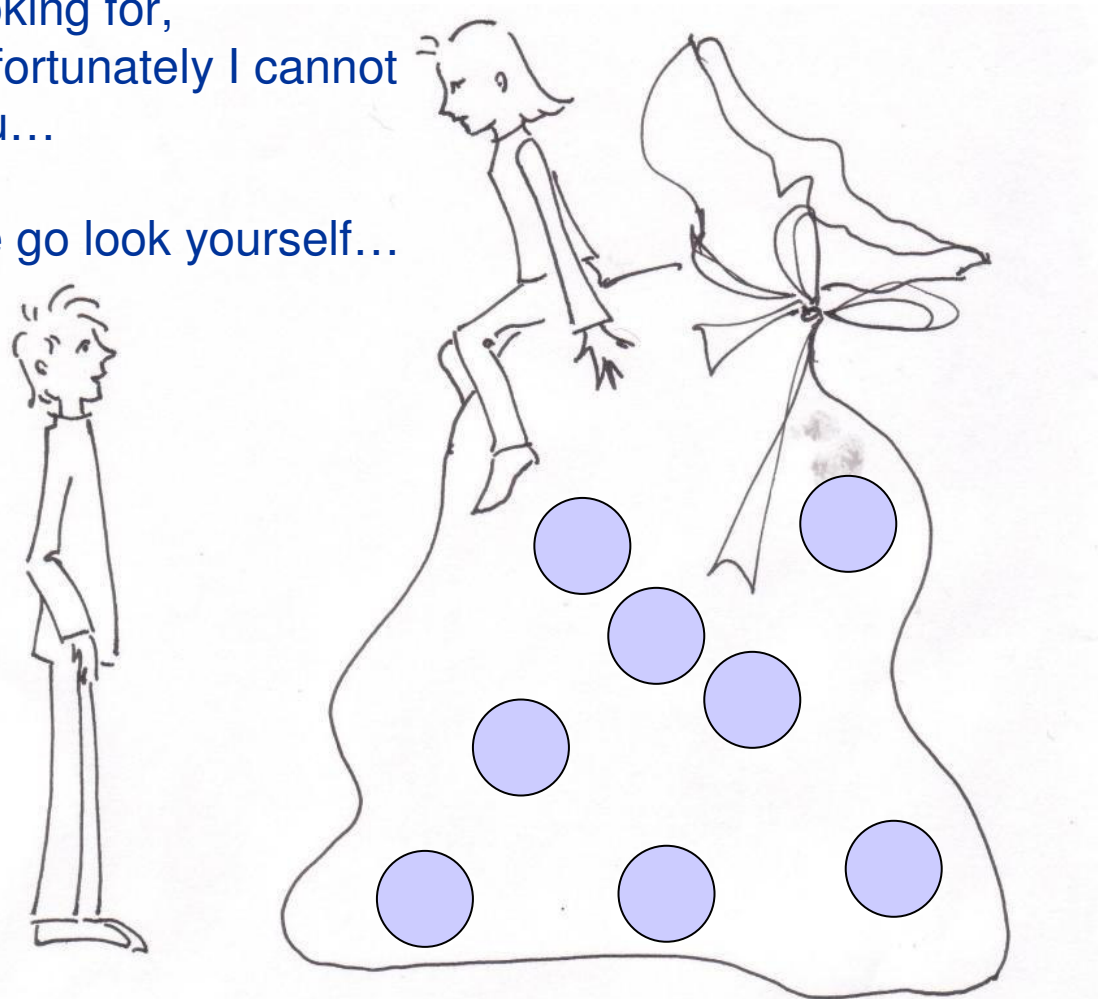
data

data

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Ms Olivia Public:
Hey – I know what you
are looking for,
but unfortunately I cannot
tell you…

Please go look yourself…

Mr Peter Private:
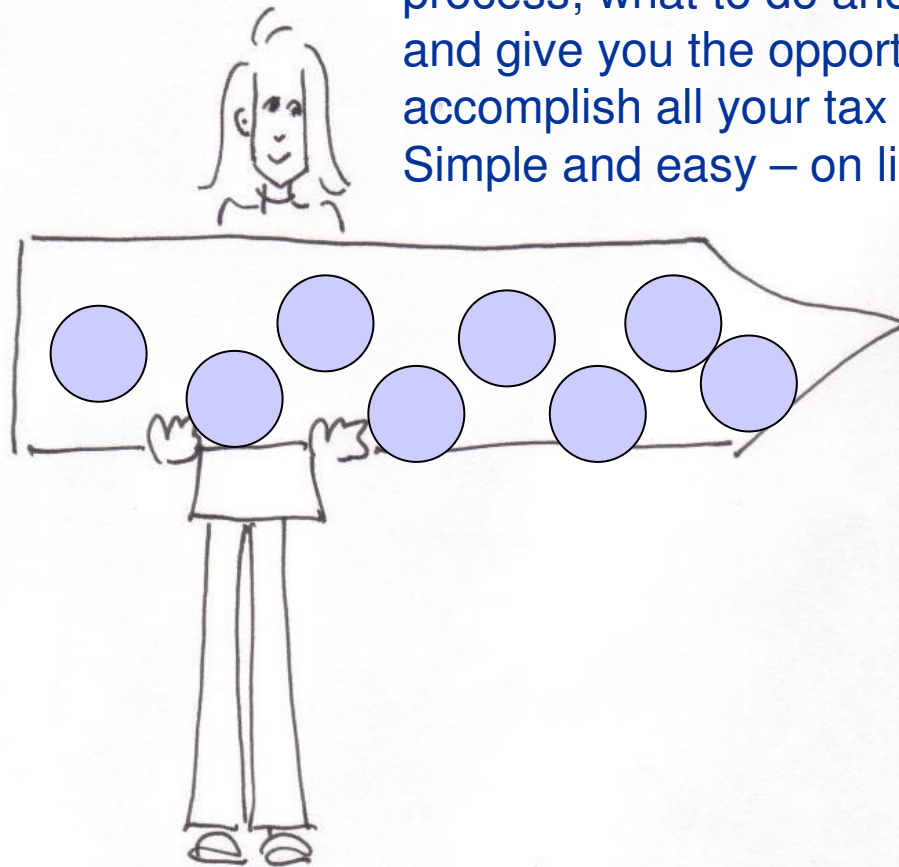"Excuse me -
I am looking for this
service....
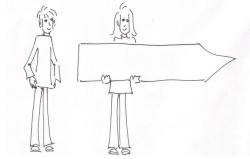- How do I…"

e·2010 eChallenges

Ms Olivia Public:
"Here is your tax dialogue -

it will guide you through the process; what to do and how to do, and give you the opportunity to accomplish all your tax matters. Simple and easy – on line"
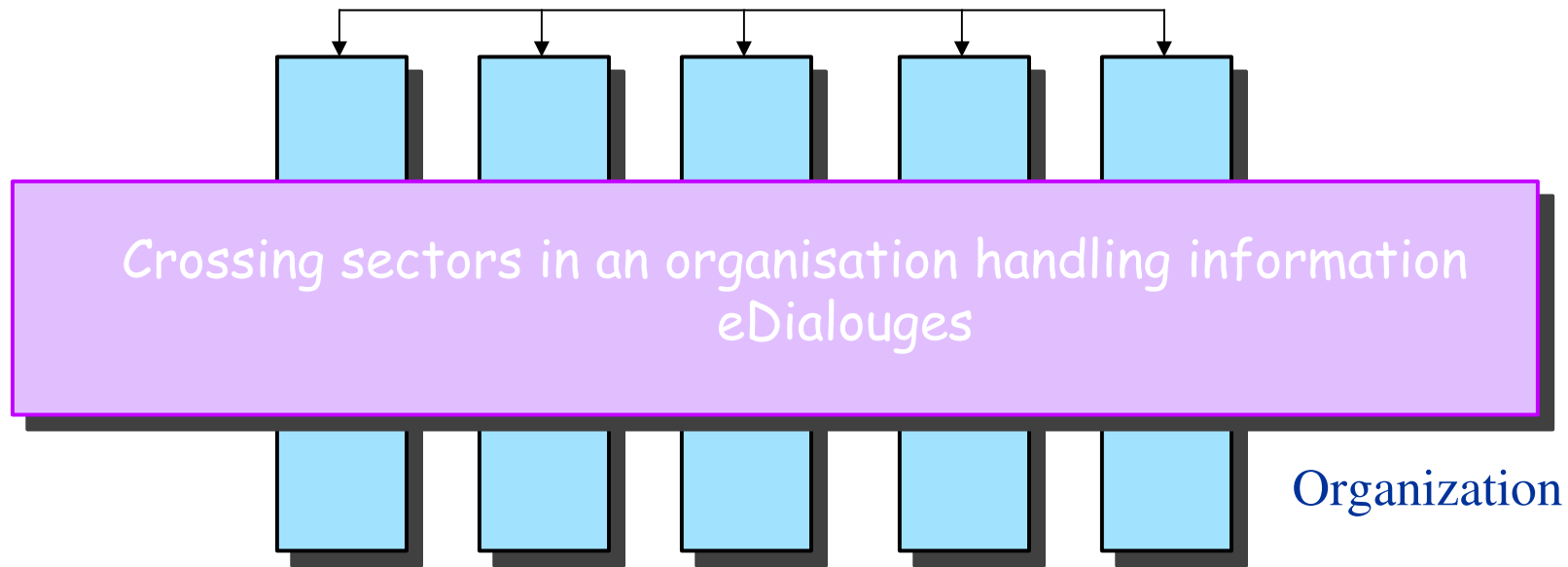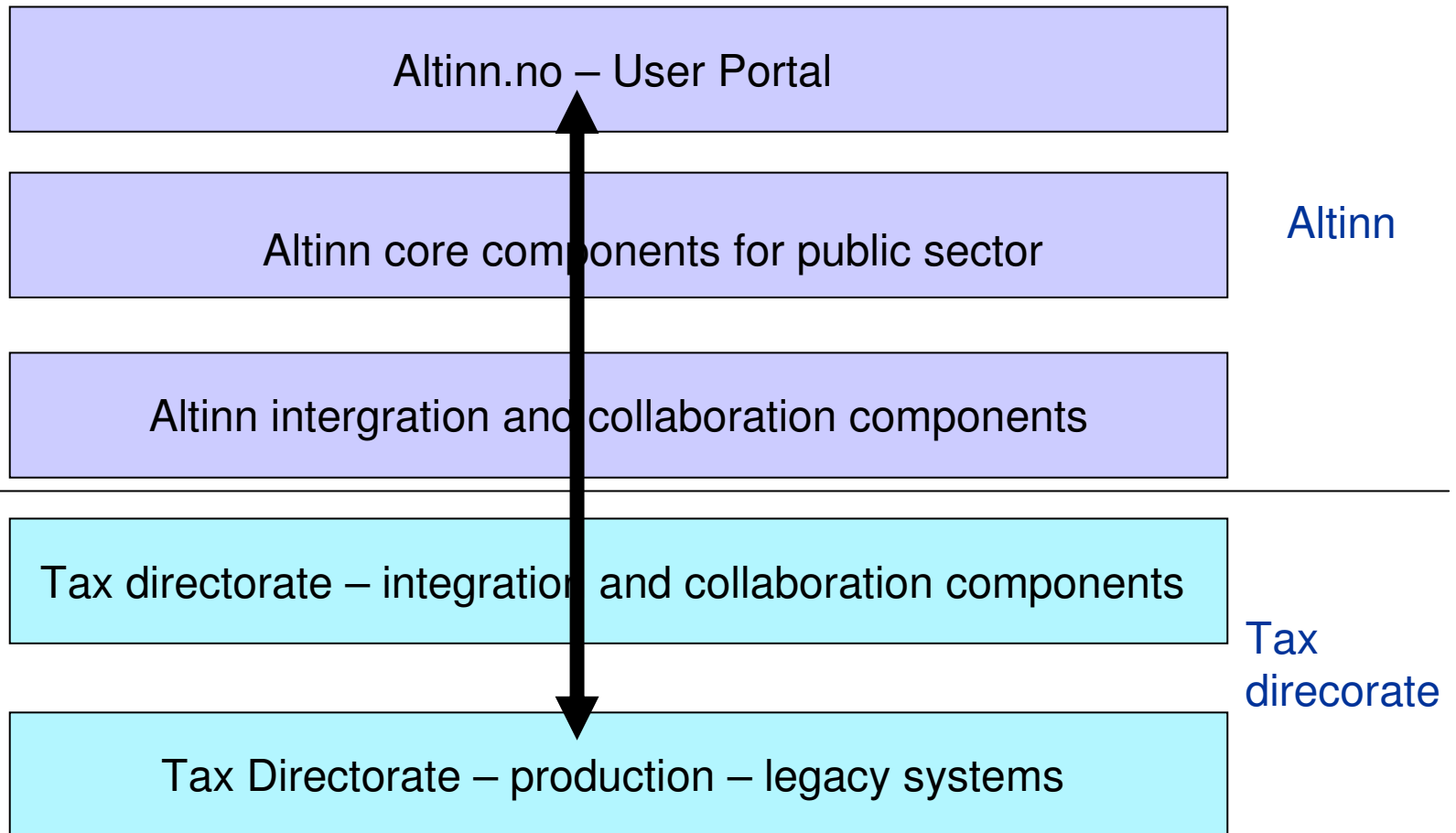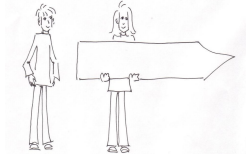
Mr Peter Private:
"Excuse me -
I am looking for this service....
- How do I…"

Restructuring task flow and institutional impacts by eDialogues

Crossing sectors in an organisation handling information eDialouges

Organization

e·2010 eChallenges

Altinn.no – User Portal

Altinn core components for public sector

Altinn intergration and collaboration components

Altinn

Tax directorate – integration and collaboration components

Tax Directorate – production – legacy systems

Tax direcorate
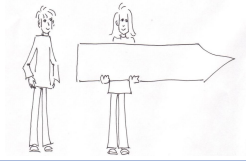
USER PORTALS (Altinn.no, Mypage.no)

Altinn solution (common architecture for eGovernmental services)

Altinn tecnical plattform services
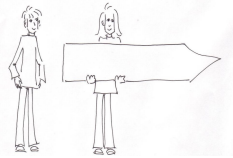
Altinn e-Dialogue framework

| Agency 1 | Agency 2 | .... | Agency n |

Government

Before you start

Registering the new enterprise

Early management

Now I can concentrate on doing business.

On-line help; Qualifying the business idea (i.e., business plan)

On-line registering in all Relevant public registers (i.e., business register, register of employees and tax)

On-line help in establishing administrative routines (i.e., reporting VAT and tax

Standards Suitability Potential Openness Market conditions

Interoperability Chain

Administration, Business, Citizens
Agregate Services
Secure Data Exchange
Basic Public Functions

Political Context

Organisational Interoperability

Legal Interoperability

Semantic Interoperability

Technical Interoperability

FO
BO

Interoperability levels
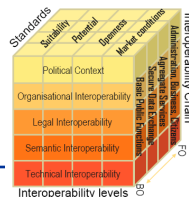
- Establish financial frames.
- Establish governance.
- Adjust legislation.
- Prepare for semantic models (Metadata)
- Enable ICT Archtecture and business processes re-engineering.
- Focus on user needs and benefits realisation by incremental development approach.

- Furthermore: Take needed actions in order to handle the obstacles to collaboration in general (ref IDABC, EIF interoperability framework).

| Interoperability perspective[1]	Obstacle	Action
Political	Poor understanding of the complete public sector with all its complexity $\Rightarrow$ Fragmented politics. Short term perspectives.	Public sector "enterprise architecture" $\Rightarrow$ Better view of the different bodies of the public sector and the dependencies across the different sectors and bodies.
Organisational	Poor understanding of "the big picture". Little or no knowledge of other departments' jurisdictions (work processes, regulations etc). Isolated budgets within each "silo". Every public body managed in isolation, as a "silo".	Cross sector working groups / projects describing processes and user needs on a cross sector basis (user centric perspective). Joint efforts working for cross sector funding. Explicitly defined objectives enforcing cross sector collaboration in letters of allowances from the ministries to the involved underlying agencies. Foucsed collaboration networks and forums. Program management.
Legal	Resistance to change of processes and definitions given by "the law".	Change and revise laws and regulations, make new regulations independent of technology. Centralize/register all legal definitions to ensure reuse of definitions across legal domains.
Semantic	Random use of legal definitions and terms	Establishing metadata repositories and register all definitions and terms used in the legislation.
Technical	Use of different techical standards for interchange of information across public sector bodies.	Establish common technical standards for communication and interchange of data and information across public sector. Use of collaborative platforms and integration platforms. Open standards.

[1] Ref IDABC, EIF 2.0 *Cubic model defining levels of interoperability*

Governance
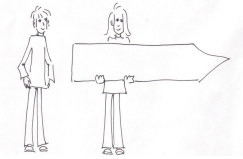
- <u>Question to be answered</u>:
  Which governmental body amongst others should be the one in charge?

- There must be an owner in order to coordinate all common interests and to serve the end-users on any common cross-sector issue.
  - We believe that the most natural owner of an e-Dialogue will be the owner of the most services in the given e-Dialogue.
  - this matter should be discussed and evaluated in every case.

- <u>Challenge</u>:
  There are no existing interdepartmental structures to base the e-Dialogue initiative upon, so there will be a need for establishing a new regime and governance model for the handling of the e-Dialogue initiative and the different e-Dialogues.
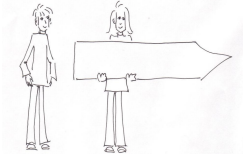
- Orchestrating the original services into common service processes, as with the e-Dialogues, will in many cases conflict with existing legislation.

- One must consider possible needs for changes in legislation and regulations, processes that might require a lot of efforts and be of high complexity, due to many involved parties with different legislations.

- These processes must then be given time and an early start.
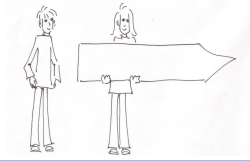
- Open architecture:
  Be aware of the risk of cementing the existing services. It is reasonable to assume that one must not just "glue" existing services together.

- By taking a step back and considering the design process from the perspective of how an ideal e-Dialogue should look like, one may enhance the service design noticeable. In other words, business process re-engineering is a necessary prerequisite for successful e-Dialogues. Must be considered in conjunction with the legislation.
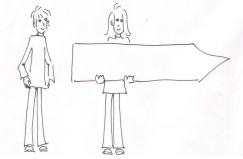
- We are at an early stage of mobilizing the project for cross sector eDialogues with funding for the further process.

- Pilot eDialogues in tax directorate

- The traditional and existing governmental organisation model represents major challenges to the realization of the e-Dialogues.

- We are planning on launching the first cross-sector e-Dialogues in the years 2013-15, first given the necessary technology in the Altinn platform (planned 2011) and e-Dialog piloting 2011-2012.

- Experiences so far already confirm that the e-Dialogue initiative represents an important driver for cross-sector collaboration and addresses the two main challenges
    1. Fragmented public services.
    2. Fragmented government.

    This is based on the fact that the involved government agencies and public service representatives would not have met in such a collaborative context if not for the cause of the cross-sector e-Dialogue initiative.

    This has led to important exchange of knowledge and information across the sector silos and has already triggered the different agencies to work for better and more effective business processes and services to the public.

Acknowledgements

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  www.semicolon.no