Rapport om studier i Estland och Lettland av E-tjänster i offentlig förvaltning
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Costs associated and reported:
None

Vad är forskningens roll i nationella policyn för utvecklingen av e-tjänster?

Latvia: The government collaborates with the Riga Technical University and University of Latvia by involving their key researchers as advisors in the policy making process. The Joint Centre for Latvian Municipalities also takes part in this process. The actual policies are issued by the Cabinet of Ministers.

Estonia: The common integral ICT policy has been developed in the Estonian public administration and public sector. Key researchers from academic institutions (such as Tallinn Technical University and Tartu University) have been involved as advisors in this process. The actual policies are issued by the Cabinet of Ministers and approved by the Estonian Parliament.

Eventuella Nationella Policys inom området?

Latvia: At the moment law on electronic documents is in the progress. This law is key precondition for implementation of the great amount of new administrative procedures concerned e-government projects. Several regulations for implementation of the principles of e-government were incorporated in the laws “On Companies register” and “Land book law”. Pilot project for implementation of the e-government principles were realized on the basis of the Register of Movable Pledges. Conception on the e-government for the Republic of Latvia was developed in 2001.
Estonia: A set of priorities have been defined by the Estonian Government, which in 2002/2003 are as follows:

- development of services for citizens, business sector and public administration, especially the elaboration of ID-card applications, proceeding also from the list of e-government services defined in the eEurope+ Action Plan;
- improvement of skills and access of social groups in unequal position for using electronically provided services;
- elaboration and introduction of systems for digital records management and archival processing;
- development of the system and infrastructure of state registers, including the development of systems that ensure the maintenance of databases and the introduction of the data exchange layer (project “X-road”) of information systems;
- better provision of schools with computers to achieve the ultimate goal - one computer per 20 students;
- launching of Tiger University program to support the development of information and communication technology (ICT) infrastructure and academic ICT staff, and the infrastructure for post-graduate training.

Vilka är de viktiga aktörerna inom områden? Vilka relationer har de med varandra?

Latvia: The Parliament, the Cabinet of Ministers, and the Ministry of Transport -- dealing with policy and legislative issues, Riga City Council, Ventspils City Council, and Ogre City Council – the early adopters of e-government.

Estonia: The new organisational structure of ICT development in Estonia is shown below. To a large extent the structure in Latvia is similar.
Vilka project/initiativ pågår?

Latvia: e-Riga [http://www.riga.lv]; e-Ventspils [http://www.ventspils.lv]; e-Ogre [http://www.ogre.lv]. In addition a number of governmental projects are addressing the legal issues of digital signatures, electronic documents, etc.


Framgångsexempel? Vilka drivkrafter för förändring finns?

Latvia: E-government portals in Ventspils and Ogre can be seen as examples of rather successful e-government project. While there is still a lot to do they have managed to attract the audience by providing an initial set of useful information and services. The main driving force has been to provide better and more efficient services to citizens by means of novel IT solutions.

Estonia: The e-government portals have been largely successful, e.g. “e-government” [http://www.riik.ee], which also features public document system [http://ats.riik.ee/pub/]. TOM or “Täna Otsustan Mina” (in English “Today I Make Decisions”) at [http://tom.riik.ee] aims to enhance the population’s participation in the state’s decision-making processes. The main driving forces are to provide better and more efficient services to citizens by means of novel IT solutions as well as to include more citizens in the democratic processes in the country.

Nämn några hinder och svagheter i systemet?

Latvia: Insufficient penetration of Internet in the society. Relatively few services are available online. Some of the services are not user friendly. Lack of management’s commitment to organisational change within public organisations. Many managers and politicians are unaware of common management practices and technologies. Many civil servants do not have the necessary computer proficiency. Considerable amount of stand-alone legacy systems creates integration difficulties and slows down the introduction of new systems and services.

Estonia: Insufficient penetration of Internet in the society (generally larger than in Latvia) and digital divide. Insufficient amount of services available online. Lack of incentives for adopting new ways of working within a number of public organisations. Many managers and politicians are unaware about widespread management practices and technologies.

Vilka är styrkorna inom området? Framgångsexempel? Avskräkande exempel?

Latvia: A number of early adopters in municipalities (e.g, Riga, Ventspils, Ogre). Adequate mix of private and public initiatives and partnerships. Good collaboration with public organisations elsewhere in Europe, e.g. through Global Cities Dialogue Network. Strong commitment by the top-level politicians and civil servants.
Estonia: Strong commitment of the top-level politicians backed up with appropriate amount of resources. E.g. the Estonian Cabinet as adopted paperless meetings. Adequate mix of private and public initiatives and partnerships. Leading role of government. Little legacy of previous practices and technologies. Early adopters show positive leadership.

Vilka kunskapsunderlag/rapporter finns?

Latvia:
- E-government portal in Latvian http://www.eparvalde.lv

Estonia:

Finns det infrastrukturfrågor som är kritiska för området?

Latvia: Internet penetration among citizens is insufficient. The network connections between governmental organisations are not efficient enough. The situation is particularly troublesome outside big cities where local authorities often have to use dial-up connections.

Estonia: While the Internet penetration in Estonia is higher (ca 47%) than in Latvia the problem still exists and needs to be dealt with. The efficiency of network connections between various governmental actors should also be improved.

Är det något annat i anslutning till teknik eller teknikutveckling som är kritisk för området?

In general there are a number of issues that needs to be addressed in order to support further development and adoption of e-government services, e.g. developing
- support for change management and restructuring of organisations introducing e-government,
- support for acquiring e-government technologies and solutions,
- knowledge management solutions for sharing best practices in e-government,
- information security solutions for e-government,
- support for managing legacy information systems and integrating them with the e-government solutions,
- new and open source e-government platforms, e.g. e-government portals, knowledge management portals for civil servants, etc.
Vilka kompetenser kan vara kritiska inom området?

Organisational development, restructuring, quality assurance, process orientation, process management, customer relationship management, reengineering, knowledge management, IT management, web services, IT security, etc. are important competencies for implementing e-government services and solutions.

Bidrar forskning till området? På vilket sätt? Vilken typ av förskning?

While the aforementioned research areas are very active, insufficient amount of studies address the needs and specifics of the public sector and e-government in particular.

Finns några “best cases”?

There are a number of showcases. As an example of a successful collaboration between the public sector, industry, and academia I would like to summarise the HyperKnowledge – “Hypermedia and Pattern Based Knowledge Management for Smart Organisations” (5th Framework IST programme, project no IST-2000-28401) project at the Riga City Council (RCC), Latvia. The project consortium consists of the RCC, Kungl Tekniska Högskolan (KTH), Sweden, Siemens AG Austria, and Verbundplan GmbH, Austria.

RCC’s objective of the project was to establish a knowledge management (KM) system in order to improve efficiency of its operations, increase management capability, and improve working environment of its employees thus providing more efficient services to citizens. This was achievable during a period of eighteen months when employees from six organisational units applied the Enterprise Knowledge Patterns approach (developed by KTH) in order to capture and document reusable knowledge that would help their colleagues to work more efficiently. On the basis of the results and experiences of the project the RCC developed a way of introducing KM in the whole organisation. This required building a common KM vision and goals, transforming the existing organisational culture to knowledge sharing culture, obtaining management support and leadership, as well as developing KM processes and supporting the technology.

More about the HyperKnowledge project is available here
http://www.verbundplan.at/HyperKnowledge/

The document reporting activities at the RCC is available here