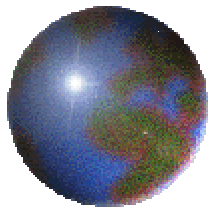




*New models of collaboration for the  
delivery of public services*



Connecting research and practice

National Conference for Digital Government Research

Los Angeles, May 2002

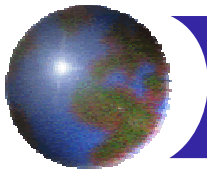
By

Lise Préfontaine, Ph.D.

University of Quebec at Montreal

May 2002

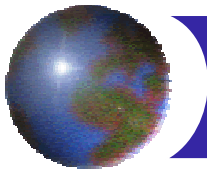




# Connecting Research and Practice: NMC Project



- 1. The project**
  - It's objectives
  - The conceptual model
  - Research strategy
  
- 2. Key findings**
  - The challenges
  - The opportunities
  - The models
  - The lessons learned
  
- 3. Transfer of learning to government and businesses**
  - Research in progress transfer
  - Personalized transfer session
  - The Quebec 2002 Conference on P3s



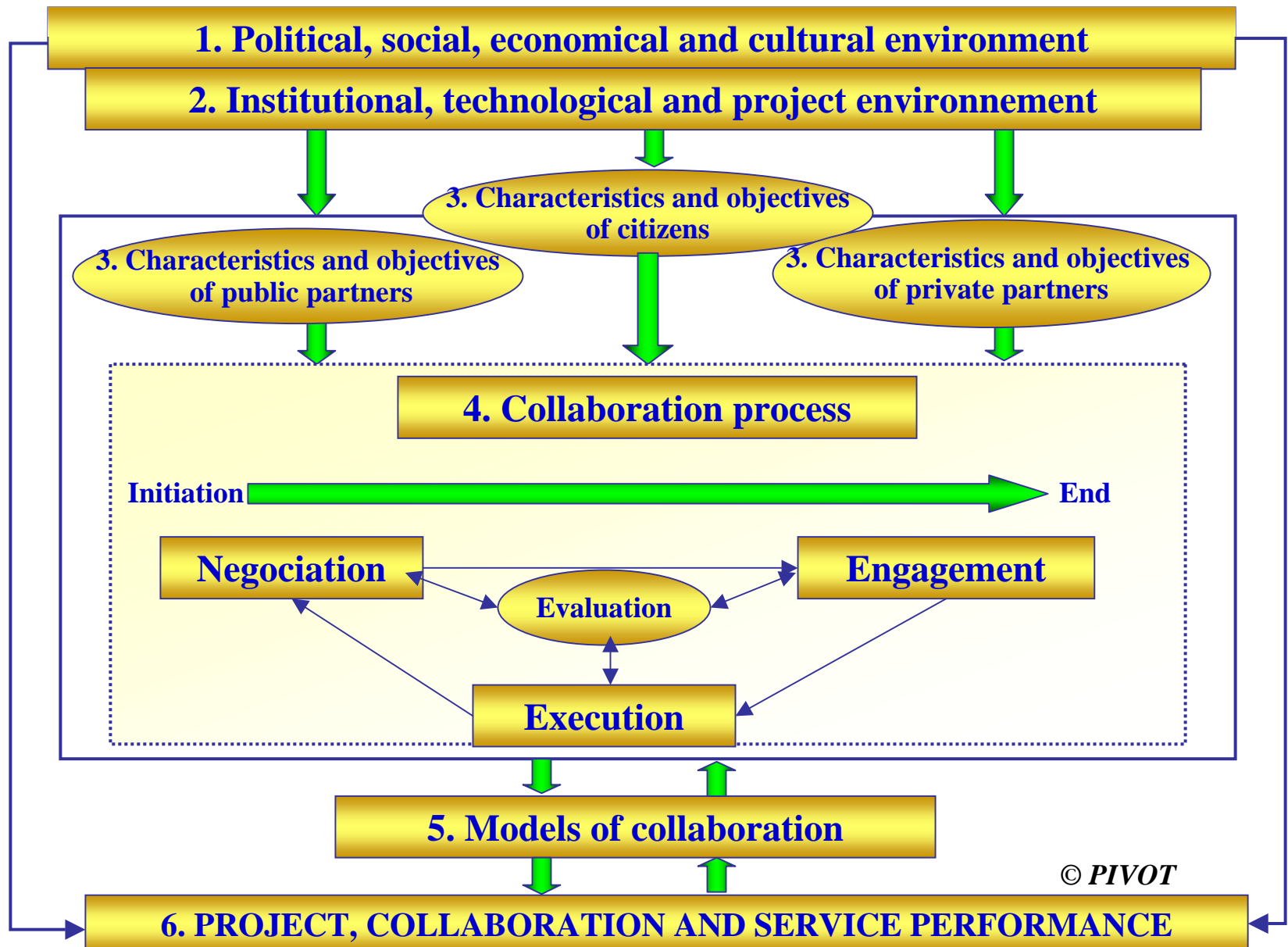
## Identify

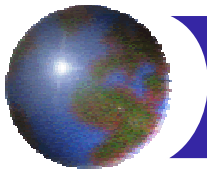
1. **The models of collaboration**
2. **The abilities and technologies**

## To

- ✓ **Enhance services to citizens and businesses**
- ✓ **Manage efficiently our public organizations**
- ✓ **Consolidate expertise in key economic sectors**

# The conceptual Model





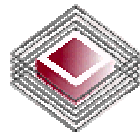
## NMC: Research Strategy

- A Delphi survey conducted with 65 experts to identify the most promising technologies for delivering public services
- Informational scanning and analysis of 137 projects worldwide to identify the most innovative
- Nine Canadian case studies to better understand Canadian experience in collaboration projects (CEFRIO)



**Centre Francophone  
en Informatisation des Organisations**

- Five American case studies performed by the CTG



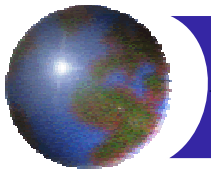
**Center for Technology in Government**

© 2001 Center for Technology in Government

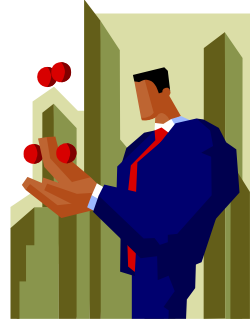
- Two European case studies performed by the CITA



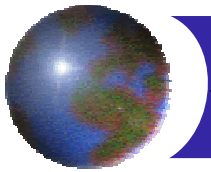
**Cellule Interfacultaire de  
Technology Assessment**



## The challenges

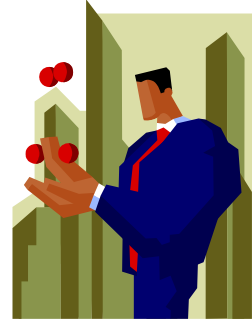


- 1. Reduce the «electronic divide» between citizens and pursue a policy of appropriation of ICTs**
- 2. Develop harmonious relationships between levels of government: local, state and national**
- 3. Adopt a network rather than a “silo” model of management: think horizontal and not vertical**
- 4. Establish an equilibrium between public interest and service efficiency**
- 5. Support public and private collaboration for the delivery of public services**

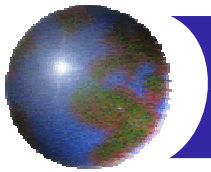


# NMC: The Critical Success Factors

## The challenges

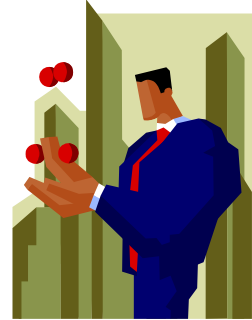


- 1. First insure the legitimacy of the project**
- 2. Ensure a flexible leadership during start up**
- 3. Reduce employee turnover during project**
- 4. Foster the presence of both an executive and of an operational champion; of dedicated people; of frequent communications and of a competent project team**



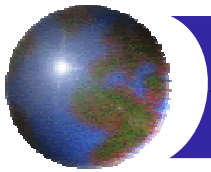
# NMC: Overall Challenges

## The challenges



**The overall challenges that collaboration projects for the delivery of public services face:**

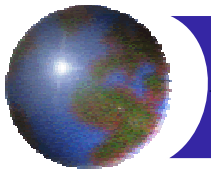
- 1. Governmental leadership**
- 2. A flexible management framework**
- 3. A citizen's centered approach**
- 4. A taking into account of the technological stakes**



# NMC: The Technological Opportunities

The « **TOP 10** » technologies identified by the Delphi survey  
Classification of experts for a period of less than 5 years

1. Transactional integrated portal (one stop shop)
2. Transactional including teleprocedures portal
3. Dynamic portal with access to public databases
4. Informative portal including downloading of forms
5. Informative portal with general information
6. Call centers (diffusing information and transactions)
7. Collaborative intra-governmental tools
8. Data warehouses
9. Integrated management systems (ERPs)
10. Transactional portals with electronic funds transfer (EFF)



# NMC: The Technological Opportunities

## Example of a transactional integrated portal (one-stop shop)

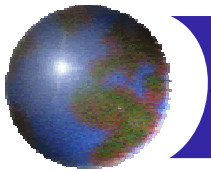
- **Integrated services centered on citizens' needs**



**E-citizen, Singapour**

[www.ecitizen.gov.sg/](http://www.ecitizen.gov.sg/)

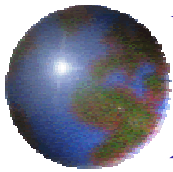
**Government services are represented by buildings (school, church, house, etc...) along a road that symbolizes life**



# NMC: The Technological Opportunities

The « **TOP 10** » technologies identified by the Delphi survey  
Classification of experts for a period of 5 to 10 years

1. Transactional integrated portal (one stop shop)
2. Transactional including teleprocedures portal
3. **Smart cards: electronic and biometric signatures**
4. Dynamic portal with access to public databases
5. Transactional portals with electronic funds transfer (EFF)
6. **Large band connections: client-server applications**
7. Geographic information systems
8. **Large band connections: multimedia applications**
9. Data warehouses
10. Collaborative intra-governmental tools



# NMC: The Technological opportunities

## Example of use of smart cards: electronic and biometric signatures

- **Electronic and biometric signatures**



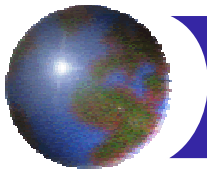
Finland: identity electronic card being used for electronic signature

[www.vaestorekisterikeskus.fi](http://www.vaestorekisterikeskus.fi)



Singapore customs: Biometric data of card holder (digital prints) at customs

[www.sir.gov.sg/](http://www.sir.gov.sg/)



## Type of collaboration of the 16 cases studies








### Memorandum of understanding (MOU)

-  One Stop Business Registration
-  InfoEntrepreneur
-  Service Canada Initiative
-  Ambassador
-  Ontario Business Connect
-  GIS Clearinghouse
-  San Joaquin Valley Collaborative
-  FirstGov

### Contract/Outsourcing

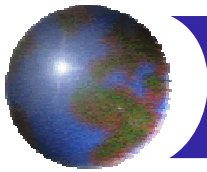
-  Cadastral Renovation
-  One Stop Business Registration

### Partnership

-  Partners in Change
-  BonjourQuébec.com
-  CSST Network
-  Ontario Business Connect
-  One Stop Business Registration
-  Access Indiana
-  E-file Electronic Tax Administration
-  FirstGov

### Concessions

-  HotJob.be
-  Bremen Online Services



## NMC: Models of collaboration

- **Memorandum of understanding (MOU)**

A Area Council Purchasing Cooperative for public motor vehicles procurement



[www.hgacbuy.com](http://www.hgacbuy.com)

- **Contract /Outsourcing**

Outsourcing of all " Seat Management" including hardware, software, training and support for government employees (Virginia State)



[www.seatmanagement.state.va.us/](http://www.seatmanagement.state.va.us/)

- **Partnership**

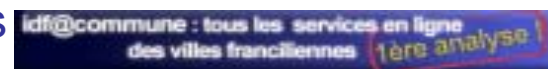
A public and private joint-venture offers on-line renewal of construction permits (California Smart Permit)



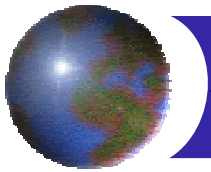
[www.jointventure.org](http://www.jointventure.org)

- **Concession**

A public and private consortium develops a e-forum and cybervote project for the EEC



<http://artesi-idf.com/>



## NMC: Learning transfer

1. **Transfer sessions with partners every two months for two years**
2. **Personalized on-site transfer session for each major partner (9)**
3. **CEFRIO's transfer activities: conferences, reports, website, ...**





**Public-Private Partnerships**  
For Improved Government Performance

**INTERNATIONAL CONFERENCE**

October 24-25, 2002, Quebec City, Canada

[www.cefrio.qc.ca/2002conference.cfm](http://www.cefrio.qc.ca/2002conference.cfm)