# Governing the Digital

by: Hannah Panares

# introduction

In almost every industry, "digital" has become the new buzzword especially in this new normal. The reach of digital possibilities is being explored in every field, from financial services, health care, to manufacturing, and many others. It would be fair to recognize the major advantages that digital can bring to government services and its effect on its constituents, considering the widespread adoption of digital in industry.

For some reason, going digital has been on the back burner of government priorities, particularly in our country. In fact, a few years ago, during my stint as a designated information officer of one of the LGU here in Cebu, I can see that every office heavily relies on papers and uses the computer for encoding  local government unit accounts  and other  information  through  office application. Most of their records and documents are located in their physical file cabinets. During regular days, every request made by the client would take minutes, but there is a possibility of longer waiting time for the client in order to process because of tedious search on records found in their cabinets which paralyzes client service.  Due to this problem which I have witnessed on how processing is done at the local government level that's why I really want to explore more on the use of digital in the government or **E-government.**

# e-government

is more that just implmentation of Information and Communication (ICT) systems which would merley transform government to online delivery of services but t is a total reorganization of the public sector through the use of ICT.

Hunnius, S., & Schuppan, T. (2012). Competency Requirements for Transformational E-Government Computer (pp. 1–10). (https://www.researchgate.net/publication/235345539_Competency_Requirements_for_Transformational_E-Government)

## THEORY in E-government

Theory is important since it adds rigor and can help in better explaining and understanding the phenomenon but based on a conference paper entitled "E-government Theories and Challenges: Findings from a Plenary Expert Panel that took place at the Digital Government Conference in 2012. In their discussion it was found out that e-government is under-theorized or have criticized the quality of theory used in e-government studies but Bannister and Connolly[1] argued that the problem lies on how the theory can be interpreted. In fact there are multitude of theories used in e-government research.

Table 1 shows the theories used in e-government research that was mentioned by the four panelist during the Digital Government Conference in 2012.

**Table 1.**
Theories used in e-government research that mentioned by the panelists during the Digital Government Conference in 2012

| |
|---|
| Contrarian Theory |
| Coordination Theory |
| Gatekeeping Theory |
| Inter-Organizational Networks Theory |
| Socio-Technical Systems Theory |
| The Science of Muddling Through |
| Motivation Theory |
| Theories from Political Science |
| Public Value |
| Small Worlds |
| Stakeholder Theory |
| Theories proposed by Barry Bozeman and Stuart Bretschneider |
| Theories of Structuration and Emergent Behavior |

# Contrarian Theory

Contrarian theory attempts to see things from a perspective different than the conventional opinion. To a certain extent this view is similar with the contrarian investing used in finance in which a contrarian is defined as someone who tries to recognize when the conventional opinion is wrong and invest in a different manner.

# Coordination Theory

When characterizing the coordination theory (aka systems theory) state that the "research in this area [coordination theory] uses and extends ideas about coordination from disciplines such as computer science, organization theory, operations research, economics, linguistics, and psychology" and has been so far applied in different fields. It consists of a "body of theories about how coordination can occur in diverse kind of systems".

# Gatekeeping Theory

Gatekeeping theory examines the process of gatekeeping/filtering the information to be disseminated. It was first introduced by the psychologist Kurt Lewin and since then used in a variety of disciplines such as communication studies, journalism, political science, and sociology.

# Inter-Organizational Networks

Organizational theories were also used in e-government research, more specifically theories focusing on networks and organizational networks. Network theory was also used combined with coordinating theory. "Coordination theory which, again, is closely related to product administration, to organization and management disciplines. Combining that with network theory, which is closely related to sociology."

# Socio-Technical Systems Theory

Socio-technical system theory was considered as being useful to understand both the technical and social aspects of egovernment.

# The Science of Muddling Through

The Science of Muddling Through has its origins in the public administration literature and was initially introduced by C.E. Lindblom in 1959. The "Muddling Through" view considers that decisions making processes change slow and incrementally. This theory was considered useful in determining why things in egovernment have not changed at the speed predicted in the initial e-government models.

# Public Value

Public value represents the value that an organization returns to the society. In the e-government context, it has been considered useful in determining the role of organizational activities in egovernment, and also what the public officials manage to do as opposed of what they aim to do.

# Small Worlds

Small world theory has been used in information science. It considers the context in which the individual operates and the resources, from the information science tools is small worlds to the  whole notion of your information space, and the context in which your information space resides. You look at who you actually talk to, and rely on, and trust and various other things that I think applies in some fairly useful insights."

## Stakeholder Theory

The importance to consider the stakeholders involved in egovernment services, and the usage of stakeholders theory, is highlighted also in this panel. "because we work in the public sector, and almost all of this is derived either from basic sociology, or from the crime sector, stakeholder theory."

## Theories proposed by Barry Bozeman and Stuart Bretschneider

The theories proposed by the Barry Bozeman and Stuart Bretschneider have been considered useful in looking at the intersection between technology, organization and other aspects.
It was also considered useful to consider a difference that exists between doing research in private vs. public organizations

# Theories of Structuration and Emergent Behavior
Anthony Giddens

When looking at single organizations and at the dynamics that happen "behind the scene" the theories of structuration and emergent behavior were considered useful in researching in egovernment.
"Theories of structuration and emergent behavior that can turn out really what they seem, that there are a lot of dynamics going on behind the scenes, that organizations are always in the process of becoming something different from what they were. All of those tend to look at single organizations."

> " public sector decision makers should not waste the transformative opportunities brought about by global socioeconomic adversitiess. Instead they should break the mold and target stimulus monies on new technological innovations, productivity and value-creation tools, as well as built up manpower competencies in ewly desired digital organizations, workspaces, supply chains and operations all that will contribute to a faster paced fiscal recovery post-COVID19.

**Gerald Wang**
Head of Public Sector and Health insights at IDC Asia Pacific

# E-GOVERNMENT

## The Essential Concepts & Principles

promote universal access to government's services, integrate administrative systems, networks, and databases, and make such information available to citizens via the Internet.

the provision of routine government information and transactions using electronic means, most notably those using Internet technology, whether delivery at home at work or through public kiosks.

# E-GOVERNMENT
## The Essential Concepts & Principles

# PRINCIPLES

The following 12 principles support the development and implementation of digital government strategies that bring governments closer to citizens and businesses.

**1** Openness, transparency and inclusiveness

**2** Engagement and participation in policymaking and policy making and service delivery

**3** Creation of a data-driven culture in the public sector

**4** Protecting privacy and ensuring security

**5** Leadership and political commitment

**6** Coherent use of digital technology across policy areas

**7** Effective organisation and governance frameworks to coordinate

**8** Strengthen international co-operation with other governments

**9** Development of clear business cases

**10** Reinforce ICT project management capabilities

**11** Procurement of digital technologies

**12** Legal and regulatory framework

OECD Digital Government Toolkit 12 Principles
(https://www.oecd.org/governance/digital-government/toolkit/12principles/)

## CREATING PUBLIC VALUE THROUGH DIGITAL GOVERNANCE

> Setting up more open approaches to policymaking and public service delivery requires governments to re-organize themselves around user expectations, needs and associated requirements, rather than their own internal logic and needs.

**OECD**
**Organization for Economic Cooperation and Developemt**

Effective digital governance begins with evaluating the information and data available taking into account what they will be used for and which characteristics are required for a particular use. Technology must be evaluated not only in regard  to its complexity and compatibility with extant infrastructure but also considering the context in which it is to be used.

## INTEROPERABILITY

the ability of a system or a product to work seamlessly with other systems or products without requiring speccial effort from the customer or user.

occurs whenever independent or diverse information systems or their components controlled by different jurisdictions / administrations or by external partners smoothly and effectively work together in a predefined and agree upon fashion.

### THE OECD FRAMEWORK

From digitization to digital by design

From information-centric to data-centric public sector

From closed processes to open data and collaborative

From government-led to user-driven administration

From government as service provider to government as platform for value co-creation

From reactive to proactive policy making and service delivery

Opening government data has the potentials to create meaningful dialogues and Information sharing among the public, as well as among government agencies, helping solve complex problems such as managing government response to public disasters or creating a more effective public helath campaigns.
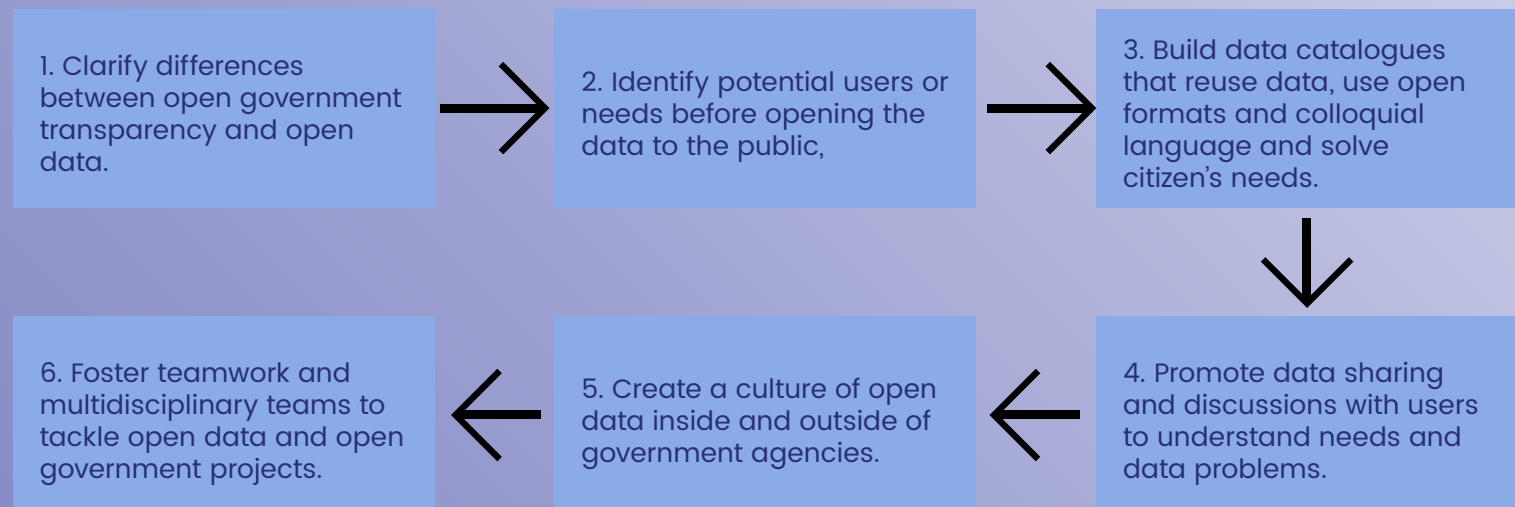
## OPEN GOVERNMENT

a technological and institutional platform that platforms government data into public data, in order to allow usage by the public, protection of data from mannipulation by government entities and enahnce collaboration with citizens on public decisions, accountability and the improvement of public services.

citizens can protect, reuse, collaborate or interact with information and data in serveral in forms and as a reuult of this transformation, citizens are empowered to scrutinize public officials' decisions and actions to enhance transparency and accountability.

## STEPS TO BUILDING OPEN DATA GOVERNMENT

1. Clarify differences between open government transparency and open data.

→

2. Identify potential users or needs before opening the data to the public,

→

3. Build data catalogues that reuse data, use open formats and colloquial language and solve citizen's needs.

↓

6. Foster teamwork and multidisciplinary teams to tackle open data and open government projects.

←

5. Create a culture of open data inside and outside of government agencies.

←

4. Promote data sharing and discussions with users to understand needs and data problems.

Comparisons show between countries that digital governance faces the challenge of balancing the need to provide timely official data with the need to deliver trustworthy data, managing risks of data misuse related to the increased availabilit of data in open formats (i.e allowing use and re-use) and the possibility for non-governmental actors to reuse and supplement data with a view to maximize public economic and social value).

# e-GOVERNMENT
## Global Benchmarks and Comparative Experience

**STRATEGY**
Clear and coherent digital strategy

**USER-CENTRED**
Customer/citzen demands as driver for digitizartization and citizens as co-creator

**WORKFORCE**
Investment in skills development and capacity to execute strategy

**LEADERSHIP**
Understanding of digital trends and skills to lead strategy

**DIGITAL CULTURE**
Willingness to experiment and use digital technology tom improve culture of innovation and collaboration

When economic times are good and governments have abundant resources, tax revenues are a popular way to pay for e-government.

When times turn tough, however, spending on e-government must compete with expenditures for education, health care and welfare. This is much more difficult environment in which to reply on tax revenues and as a result government officials typically demand greated eveidence that spending in this area is worth public investment.

Digital Government Technology and Public Sector Performance, Darrell M. West Princeton University Press. 2005

### DENMARK

the Ministry of Finance oversaw a Public Welfare Technology Fund from 2008 for investing in digitization projects and coordinated the joint adoption by government parties at the central, regional and local levels of government of the Commoin Publicx Strategy for Digital Welfare 2013-2020

### THAILAND

the Digital Economy Promotion Agency (DEPA) was establioshed to drive Thailand's Digital Economy. A budget of 1.4 million baht was allocated to digital transformation. Other initiatives include the support for small medium enterprises (SMEs) to deploy IoT Technology and encourage them to explore business opportunities in partnering with startups in Thailand and Singapore. Within 20 years, DEPA seeks to increase the number of digital startups from 2000 to 10000.

### NEW ZEALAND

the Digital Government Partnership (DGP) Innovation Fund is a NZ$5 million contestable fund that invests in digital and data innovation. The fund is administered by the Government Chief Digital Officer (GCDO) team at the Department of Internal Affairrs. It provides an opportunity for agencies to collaborate and invest in early stage cross-agency pilots and prototypes.

# e-GOVERNMENT
## Global Benchmarks and Comparative Experience

## OTHER GLOBAL CASE STUDIES

Key Principles Applied

*USER CENTRIC*

*INFORMATION*

*SHARING*

### JAPAN

the Government of Japan adopted a policy requiring ministries to make government administrative information websites, including information about the organization, laws, proposed bills, budgets, procurement, statistics, white papers, policy evaluation and press releases among other. It also aimed to accelerate better information sharing with citizens through ministry websites with an emphasis on greater usability, transparency, tightened security and two way communication

### UNITED KINGDOM

the Global Digital Service has helped the UK digital, data and technology (DDaT) sector to evolve from a highly concentrated, uncompetitive market in 2009 to highly diversified, competitive marketl as of Ocotober 2018 almost 5100 suppliers are available to the UK public sector through the Digital Marketplace, over 92% of which are small and medium sized enterprises (SMEs) with over 4.3 billion worth of business passing through it and half of it going to SMEs. This has accelerated the growth of many hundreds of businesses distributed the growth of many hundreds of businesses distributed across the UK and offers an opportunity to support growth of the UK digital sectors, particularly for startups and scale-ups.

# e-GOVERNMENT
## Global Benchmarks and Comparative Experience

A broader understanding of capability in implementing digital government strategies can extend discussions about innovation beyond the technical aspects to address policy and organizational capability and the ways they influence each other.

Technical advancess make many innovations possible but technology is not enough. Research and experiences tell us that innovation plannign and management regularly fails to ciritically assess the capability to perform the actions necessary for success. As a consequence, new projects and innovative programs are unable to deliver on the promises of government transformation.

A Capability-based View Government IT Innovation
of Theresa Pardo
May 1, 2008

## Collaboration and Outcomes

Institutional Trust

CalculativeTrust

Trust

Effort doing work

Committing to work

Results from Work

Doing Work Together

Committing to work

Shared Knowledge of the proble and issues

Effectiveness doing work

Learning to work together

Effectiveness of boundary objects

Starting Conditions

Institutional Design

Facilitative Leadership

**A model of collaborative governance** *(Adapted from Luis F. Luna-Reyes et, al., "Collaborative Cross - Border Security Infrastructure and Systems: Identifying Policy, Managerial and Technological Challenges." International Journal of E-Politics 4, No. 2 (32 2013) 21-38)*

# e-GOVERNMENT
## Global Benchmarks and Comparative Experience

**Interoperability**

requires ability to create interconnected systems to facilitate better decisionmaking, coordination among government programs, improved government services to citizens and businesses and effective service delivery across multiple channels.

Based on the Collaborative Governance Model

# TRUST is an important factor in facilitation stages of the conversation and the creation of share knowledge.

# network GOVERNANCE is built on TRUST

**TRUST Building** is a continuous process of caring about the partnership.
Through the use of consistent rules and processes, groups manage their expectation about future results from the collaobration as well as their willingness to take risks.

## Institutional Trust

plays a major and continued role throughout the relationship. It contributes to reducing the perception of risk, particularly at the beginning of a relationship or the initial stage of a project.

## Calculative Trust

is more importatnt at the beginning of a relationship; and the importance of cost and benefit calculations tends to diminish after members of the network get to know each other.

## Calculative Trust

is built through interaction and shared work and becomes more influential in later stages of a project or a relationship.

# e-GOVERNMENT
## Global Benchmarks and Comparative Experience

# 75/194

## Philippine Rank

in the United Nations
E-government
Development Index
Survey for 2018

**e-GOVERNMENT** in the Philippines

*"There is a need to develop the demand side of open data and policies. Citizen oversight and monitoring of public services cabn be strengthened with information intermediaries who can analyze the information made available in online transparency portals."*

"E-Government and Philippine Development" by Francisco A. Magno in Journal of Asia-PAcific Studes (Waseda University, 2018)

## RA 10844

Department of Information and Communications Technology Act of 2015

signed into law on May 23, 2016

## 67-73%

Internet penetration as part of the population in 2020

## 92.9%

National Government agencies with web presence

**The E-Government Masterplan 2022**

**House Bill No. 1248: The E-Government Act of 2020**

**Models for Local Digital Governance**

# The E-Government Masterplan 2022

Provides a blueprint for the implementation of e-gvernment projects

provides e-government builders and patners with the roadmap on how to achieve e-Government targets and milestones

a living plan that builds on the past, recognizes present challenges and develops a vision for the future

## Legal Basis

Executive Order No. 47, s 2011 Section 5.a

Prepare a medium-term development plan for ICT research and development and its linkages to the ICT industry, an a medium term e-governance infrastructure and information systems plan in order to support improvements in the global competitiveness of our country's economy

**e-GOVERNMENT in the Philippines**

## meshed e-government

the ability of government to provide integrated, citizen-centric online services

## e-participation channels

the existence of digital channels for publix engagement that complement existing face-to-face or taditional media-led interactions

## digital inclusion

the presence of policies and programmes that support the public's wider use of ICTs for development

## civil society use of ICTs

the use of ICTs by non-state actors to promote their interests in the public sphere

## an open legal and policy ecosystem

the extent of access among the general public information and knowledge and government recognition of the right to free expression and rights over personal coimmunication, cultural freedom and the use of local languages.

# The E-Government Masterplan 2022

## OBJECTIVES

**e-GOVERNMENT**
**in the Philippines**

### OPTIMIZE GOV'T OPERATIONS
- ⊘ Provide a more efficient service delivery platform
- ⊘ Integrate e-government systems, enable knowledge, information and resource sharing as well as database building

### TRANSFORM SERVICES
- ⊘ Facilitate business transactions through a streamlined processing of licenses, permits and fees (simplify requirements, streamline procedures.

### ENGAGE CITIZENS
- ⊘ Unlock insights that improve citizen services for greater connection and participation
- ⊘ Ensure the delivery of digital public services directly to clients are fast, cost efficient and accessible

### EMPOWER GOV'T EMPLOYEES
- ⊘ Deliver productivity gains that improve impact
- ⊘ Enhance the capacity and capability of government workforce to improve the internal efficiency and public service delivery.

# HOUSE BILL NO. 1248
## E-government Act of 2020

**Representatives**: Luis Raymund F. Villafuerte, Victor A. Yap, Evelina G. Escudero, Abraham Tolentino, Joy Myra S. Tambunting, Frederick W. Siao, Carlito S. Marquez, Micaela S. Violago, Fernando T. Cabredo, Jose Enrique S. Garcia III, Strike B. Revilla, Ramon C. Nolasco Jr., Jose FRancisco B. Benitez, John Reynald M. Tiangco, Enrico A. Pineda, Virgilio S. Lacson, Gabriel H. Bordado Jr., Maricel G. Natividad-Nagano, Alyssa Sheena P. Tan, France L. Castro, Cristal L. Bagatsing, Teodorico T. Haresco Jr., Edgar M. Chatto, Jose Antonio R. Sy-Alvarado and Sarah Jane I. Elago

*Approved on Second Reading at the House of Representatives on June 3, 2020*

⊘ Mandates the Department of Information and Communications (DICT) in integrating information and communications technology development in its department instead of agency-specific applications.

### List of Specific Gov't Agency Applications

**PhilHealth**, the government-mandated national healthcare insurance system, online. The service's PhilHealth Electronic Registration System allows you to complete your registration for a PhilHealth number without having to visit a PhilHealth branch. Once registered, you can check your benefits and find government-accredited healthcare institutions on the website.

https://www.philhealth.gov.ph/services/

**Pag-IBIG** in this portal citizen can completely apply online. After applying for and receiving a Pag-IBIG number, you can then apply for housing loans, pay for loans, submit your remittance schedule, and verify house loan payments—all online.

https://www.pagibigfundservices.com/

Users can register for **NBI** Clearance online and schedule a visit to the nearest NBI branch via the website. If you want to renew your clearance, you only have to register online, pay at the nearest 7-11, and wait for it to be delivered to your house.

https://clearance.nbi.gov.ph/

e-GOVERNMENT in the Philippines

# HOUSE BILL NO. 1248
## E-government Act of 2020

**List of Specific Gov't Agency Applications cont.**

**Department of Trade and Industry** Business Name Registration System (BNRS) is a web-based portal that allows end-to-end registration of business name (BN) for sole proprietors. To make BN registration more convenient, applicants may submit applications, pay fees and download their Certificate of BN registration through the BNRS. It also contains publicly available information about DTI-registered BNs that will help both the public and other government agencies check the validity of a particular BN.

https://bnrs.dti.gov.ph/

**Bureau of Internal Revenue (BIR).** In the link below show all the e-services that BIR is offering. Various taxpayer registration services including TIN Issuance, Payment of Registration Fee and Generation of Certificate of Registration One can apply TIN online.

https://www.bir.gov.ph/index.php/eservices.html

e-GOVERNMENT in the Philippines

# HOUSE BILL NO. 1248
E-government Act of 2020

**List of Specific Gov't Agency Applications cont.**

**Social Security System (SSS).** All non-government employees enrolled in the Social Security System can sign up at the SSS Member Portal, which allows SSS members to track their contributions and check their membership information. Non-SSS members can also apply for an SSS online. Aside from the members, Employer and Small Subsidy under SSS program can also transact business online. Also aside from web application SSS also has mobile application where they can download from Google play, Appstore and Huaweia App Gallerry

member portal: https://member.sss.gov.ph

employer portal: https://employer.sss.gov.ph

small subsidy program: http://sbws.sss.gov.ph

**Government Serivce Insurance System (GSIS).** Government employees are covered by the Government Service Insurance System, which has moved many of its services online. Members can check the status of their loans, claims, and insurance benefits using the website. All of the services can be viewed on the eGSIS Mo Portal.

https://egsismo.gsis.gov.ph/eGSISMO/

# HOUSE BILL NO. 1248
## E-government Act of 2020

✓ SECTION 4. E-Govenrment Master Plan - The Department of Information and Communications (DICT) shall establish and promote an E-Government Master PLan to encourage excellence in facilitating the development and enhancment of all electronic Government Services ans processes. The E-government Master Plan shall be reviewed and revised every three years.

Inclusion of ICT Programs in the Master Plan

- Philippine Govenrment Interoperability Framework
- Archives and Records Management Information System
- Government Online Payment System
- Citizen Frontline Delivery Services
- Public Financial Management
- Procuremnt System

In the Local Government Unit, the House Bill specify that each LGU directs to assgin an ICT Officer who shall manage and supervise its adoption of the E-Government Plan and implement capacity building programs and submit an annual E-Government Status Report

e-GOVERNMENT
in the Philippines

# e-GOVERNMENT
## Role of Local Government Units

Government websites still depict the flavor of the area and its people especially in the Local Government Unit websites. The difference now is that government websites have many purposes. Local Government website is a landing place where citizens can learn about the government's history, organizational values, codes of ethics, and information about elected officials and other public servants. But is nice to have to have a local government unit online portal that not just showcase their lgu but can involve the following dimensions:

⊘ **eServices**
the electronic delivery of government information programs and services, mainly of the internet;

⊘ **eManagement**
the use of information technology to improve government management. This service enables business processes to be simplified in in order to improve the flow of information through government departments

⊘ **eDemocracy**
the use of electronic media that increase citizen participation in the decision-making process;

⊘ **eCommerce**
the exchange of money for goods and services over the internet, which may include citizens who pay taxes and utility bills, vehicle registrations, etc.

# e-GOVERNMENT

**Role of Local Government Units**

According to the 2003 study conducted by Rutgers University and the Global e-Polciy Governemnt Institute enumerated indicators for assessing local e-govenrment platforms:

- ⊘ **consistent color and formatting**
- ⊘ **consistemtn navigational bars and links**
- ⊘ **adequate page length**
- ⊘ **availability of a sitemap**
- ⊘ **availabiliy of a search tool**

*E-Government platforms must be accessable and usable, they serve no purpose unless actual citizen inquiries and other requests.*

While usability is a technical and technological matter; responsiveness reflects the broader organizational culture of a government unit or agency.

With this I would like to propose a local e-governemnt platforms that would help improve its Operations and Services delivery to the citizens.

to know more about LAYF see this link:

https://hannahgurlah.github.io/layf