Building national e-government system: Example of Russia

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The purpose of presentation

- To find out key factors influencing successful national e-government system development
- To benchmark e-government development in different countries
- To continue thinking of future national e-government system
The structure of presentation

- Public administration structure, traditions, reform and challenges
- National e-government Programs, Strategies and Management
- National Laws and e-government
- E-government projects and solutions
- National ICT-infrastructure
- Federal and regional levels of governance interaction in implementing E-government projects
## Benchmarking E-readiness in Russia

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Position in 2005</th>
<th>Position in 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>National web-sites development Index</td>
<td>56</td>
<td>92</td>
</tr>
<tr>
<td>National ICT development index</td>
<td>60</td>
<td>62</td>
</tr>
<tr>
<td>Human capital development index</td>
<td>30</td>
<td>27</td>
</tr>
<tr>
<td>Integral e-readiness index</td>
<td>50</td>
<td>60</td>
</tr>
</tbody>
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UN E-gov Survey 2008, UN Global E-gov Readiness report 2005
Some words about Russia

- The biggest territory 17 mln. sq. km.
- Population 143 mln. people
- 83 regions
- Federal, regional and local level of governance
- Administrative reform in 2004 to 2006
Russia’s territory
Levels of government in Russia

- Central
- Regional
- Local
Levels of eGovernment. Russia’s experience

Central
Regional
Local

Central
Regional
Local
Russian bureaucracy

Political leaders

Has its own policy!!!

Effectiveness and efficiency is not a big but crucial issue!!!

- Tendency to growth
- Functional structure
- Deep hierarchy
- Resistance to change
- Patrimonial
- Paternalistic towards society
- Closed, not transparent
- Corrupted
Administrative reform 2004-2006 (Federal level governance)

- Radical scenario (NPM initiative)
- Result oriented budgeting
- Client orientation
- Services and functions
- Division of execution and control functions
- Quality approach
- Constant learning
Administrative reform 2004-2006 (Federal level governance)

- Soviet Union legacy (Plan economy)
- Dramatic political and economic changes (1990-2000)
- Society and civil servants values
- State and administration domination over society
- Civil service reform
- Weak connection with ICT development Program
- Resistance to changes and managerial approach

Not supported in society, Not successful by experts opinion
Administrative reform (federal-regional – municipal)

- 48 indicators to evaluate regional socio-economic development (not opened to the public - internal)
- Municipal reform will start in 2012 (Constitution guarantees the rights of the municipalities)
- Regional governments responsible for municipal authorities activity and took some of their functions
eGovernment maturity

Russia
National E-government Strategy
National E-government Strategy or Plan

- What is the idea of that strategy?
- What are the most important projects or tasks outlined in it?
- Can you evaluate if the strategy is implemented well? How?
Success factors

- Technology
- Social and cultural aspect
- Strategic planning and political support
Adopting international experience

- Transfer of technologies
- Adaptation of organizational structures and e-government management
- E-Government components
eGovernment strategies: Choice for Russia

1. IT-based strategy
2. Management strategy
3. Best practice adoption
4. Integrated strategy
E-government IT-investment structure in Russia

G2G: 60%
G2B: 20%
G2C: 20%

High priority in development

Things started to change!!
Federal Program “Electronic Russia”

- Started in 2002 and will last up to 2010
- Main target is “Complex, efficient and effective modernization of the Russian State and society’s activities based on ICT”
- Key players – Ministry of Economic Development and Ministry of InfoCommunications and Media
- “Pilot” projects and ICT infrastructure
Context of E-Russia

- The highest growth of Internet connection (now more than 30% of population)
- E-commerce
- Electronic device and cell phones
- Internet banking
- Social networks
- IT business (active role of international IT Corporations – Microsoft, IBM, Intel, Samsung, SAP)
- Russian IT Companies (IBS, Lanit, Parus) – new IT solutions
National ICT-infrastructure development in Russia

- 100% of all schools are connected to Internet
- Digital divide (urban vs rural, economic wealth)
- Russian IT market is not well developed
- “E-lifestyle” is not popularized enough
- From Information presence to Interaction stage in e-government
ICT expenditures in Russia

- 5.1% of GDP is spent on ICT
- 200 mln USD will be spent from 2008 - 2010 on E-Russia
- 660 mln USD will be spent 2002 - 2010
- 15-20% is Governmental procurement in Russian ICT-sphere
- More then 1000 USD was spent on each civil servant to obtain ICT-readiness already up to 2005
E-Russia Governance structure

- 5 coordinators including Ministry of Economic Development and Ministry of Media and Communication
- CIO Council (representatives from each Ministry – responsible for ICT) – low effectiveness, conflicts of interests
- E-gov department in Government apparatus
- President’s Council on Information Society-10 working groups on e-government + Expert group -> working out new initiatives (Heads of the groups - 9 Ministers and Governor of Moscow)
Financial mechanisms

- Bad proposals are often financed
- Each Ministry has its own budget in E-Russia and own financing mechanisms
- Progress monitoring and performance measurement Indicators need to be developed
- Spending on infrastructure than on BPR and innovations
- 5 coordinators with their budgets
- Long time for organizing financing process (need to finish project in one year)
E-Russia 2007-2009

- More orientation on e-government
- E-services development
- Administrative procedures creation and institutionalization
- In 2008 a big amount of President’s and Government’s orders about transferring the services in electronic form
- Law base changes
“E-Russia” challenges

- The strategy has been changed often
- The lack of leadership and initiatives from Federal Center
- Heterogeneous development of Russian regions
- Lack of partnership and collaboration mechanisms in E-government projects
- Financing mechanisms consider revising
- Knowledge management and experience exchange issues
E-Russia challenges

- Project and Program management skills
- Monitoring system
- Indicators and performance measurement
- Law constraints
- E-gov federal architecture doesn’t exist
- IT-skills quality assessment program is not developed
- Lack of coordination and influence from responsible players
E-Russia challenges

- Multichannel integration
- Interorganizational collaboration
- Only half of all federal ministries have EDMS
- Semantic interoperability
- Data integration and exchange
- Lack of typical programs and standards
E-Russia future plans

- Concentrate on federal level governance
- Create 50 e-services on federal level up to 2011 (including passport issue, tax declarations)
- Make a network of «Multifunctional centers» (personal contact with civil servants)
- Develop ICT infrastructure and multichannel integration
E-Russia future plans

- Federal One Stop Shop Portal – www.gosuslugi.ru
  - Cross agency information sharing
  - User ID (security)
  - Privacy protection
E-Russia future plans

- ICT in Culture
- ICT in Health
- ICT in Education
- ICT in Critical Emergency situations
- Bridging digital divide among Russian Regions
E-government (narrow sense)

- 5 stages of services provision officially approved – Federal level
  - Information about the services (total 400) (December 2009)
  - E-forms (download) (December 2009)
  - E-forms filling online – back office integration (2011)
  - Follow the process of service provision online (2012-2013)
  - Transactional e-services (2015)

- Governance: each Ministry becomes responsible for certain number of services (43-60 most valuable services including passport exchange, tax declaration, license permit, etc)
Legal framework for e-government
Legal framework for E-Russia

- Law “Additional guarantees on citizens information rights” – 1994

- 12 years discussion without Law on “Information rights of citizens”

- Administrative reform – Government’s Order - 2005 – administrative procedures (included information delivery issues)

- Government’s Order “Federal information resources access provision” – 2003 (clear requirements)
Legal framework for E-Russia

- About services and administrative procedures – 2009 (not a law but a project to approve by Russian Duma (Parliament))
- Prime Minister signed an Order about registration of all information systems in one register (Federal telecommunications agency) - 2009
Pilot projects and IT-Solutions in E-Russia
“Pilot” projects (2002-2006)

- Geographical Information Systems (GIS)
- Electronic Document Management Systems (EDMS)
- “One Stop Shop” portals
- E-procurement systems
- Decision Support Systems (DSS)
- Joint Information Resources Systems (dwelling register, registry office, land register, etc.)
“Pilot” projects (2002-2006)

- How to use the results
- Some projects failed
- No experience and knowledge transfers
- Law constraints
Conclusions

- E-government as a leadership challenge and priority increase
- Regions will continue to play a key role in successful e-government development in Russia
- Federal center will have to use more than one model of interaction with regions in e-government projects
- ICT are “neutral”. Each political scenario may be implemented
- Much more efforts should be applied to manage e-government in Russia
Thank you for your attention!
Questions???

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