Integrated Service Delivery

Governments Using Technology to Serve the Citizen

International, Federal, State, and Local Government Experiences

4.

ISD at the International Level

In our research we looked at the national sites of nearly every country and many cities, states, and provinces around the world. We found some trailblazers in service delivery and some different approaches to integrating services.

The Singapore e-Citizen Centre site and the Victoria, Australia maxi site could be called the leaders in integrated service delivery. In some foreign countries, governments are taking an organizational approach to integration for the moment, rather than concentrating on offering transactional services. Others have viewed the web as a community tool and utilize interactive forums to connect citizens to community organizations, business, and one another. Not many sites met our criteria of integrated service delivery fully, but these sites do offer a glimpse into the potential of integrated services to the public. The list of ISD sites and initiatives included in this section are:

* **Australia—Centrelink**
* **Berlin, Germany— Berlin.de**
* **Bremen, Germany— Bremen On-line**
* **Helsinki, Finland—Virtual Helsinki**
* **Netherlands—Public Counter**
* **Ontario, Canada— ServiceOntario**
* **Portugal—Infocid**
* **Singapore—e-Citizen Centre**
* **Tyrol, Italy—South Tyrol Citizen Network**

* **Victoria, Australia—maxi**
* **Victoria, British Columbia, Canada— City of Victoria Home Page**
* **Vienna, Austria—wienon-line**

Singapore's e-Citizen and Victoria's maxi sites epitomize integrated services to the public. Services as varied as water bill payment and birth certificates can be ordered on-line. Here is a list of some the on-line government services available:

* Apply for permits
* Change addresses
* Pay parking fines
* Pay utilities
* Make appointments with government officials
* Obtain applications and forms

The Singapore and maxi sites have put all of their services in one place, so citizens do not have to contend with bureaucracy and process. All of the buzzwords—self-service government, integration, electronic government, etc.—meet reality in these two sites.

Other countries are taking different approaches to integration. Some would say that providing transactional services before everyone has access and the government has restructured to accommodate integration is premature. Centrelink of Australia, the Public Counter in the Netherlands, and Infocid of Portugal are examples of countries dealing with issues of access and organization before offering transactional services. Infocid presents services horizontally through kiosk and the Internet. Portugal has emphasized equal access in service

delivery. The Netherlands is reengineering services to meet the needs of citizens. By consolidating related services, governments lessen the burden on citizens to know the process.

For government to organize around citizen needs as the Public Counter strives to do, intergovernmental cooperation is needed. One of the most ambitious examples of government reorganization is the Centrelink initiative in Australia. Centrelink brings social services from five different government departments "under one roof." In this case, intergovernmental cooperation, is an important requirement in providing integrated service delivery.

Some foreign sites integrate the community. For example, Berlin.de connects the financial and business sectors to the citizens. Citizens open on-line bank accounts through the city bank, while businesses open on-line accounts to receive payment for the products they sell. Berlin has integrated these sectors of the community, along with government and community information, into one website. Other foreign sites host citizen forums where citizens discuss local issues.

Integrated service delivery is still evolving. The number of governments providing a wide variety of transactional services is still small. But these international examples show us the positive effects governments can have when they utilize technology to bring government, citizens, and the community closer together.

ommunity network brings gether South Tyrol, Italy.

Tyrol, Italy

http://www.provincia.bz.it

A finalist in the Global Bangemann Challenge, the South Tyrolean Citizen Network has evolved from an information resource into an active resource in the South Tyrol community. The site provides many information services with a community focus, rather than a government focus. Government services are available, but so are up-to-the-minute press releases and weather and traffic information. Searchable hotel directories are available for tourists as well.

The site actively brings citizens together, utilizing Internet technology to bridge the gap between government and its citizens, and between citizens and themselves. The site provides an on-line forum and chat rooms where citizens can discuss community issues and suggest topics. The employment market is an excellent local resource for those looking for jobs in South Tyrol. Potential employees and employers can post resumes and job openings and search through postings according to criteria. Employment brochures can be ordered on line and delivered by mail. Interactive services such as the aforementioned, along with the wealth of information services from the government and the community, make South Tyrol's Citizen Network an excellent example of integrated service delivery.

Some of the transactional services available on line:

  * A discussion forum for community issues

  * A catalog of forms

  * A job market allowing employees and employers to register information and order employment related brochures
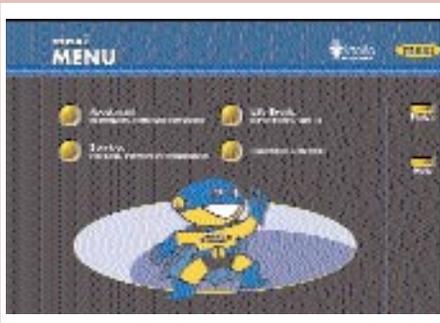

ustralia's maxi offers interactive nd transactional services to ctorians.

Victoria, Australia

http://www1.Maxi.com.au/devs/Main.Maxi

The maxi site is a model for electronic and integrated service delivery. Citizens of Victoria, Australia, can conduct government and business services on line through the maxi site. Victoria has a goal for all government services to be on line by 2001—and the maxi site is a big step in that direction. Citizens can find the service the need categorized by organization or by service type.

Cities and municipalities—for example, Melbourne, the Manningheim City Council, and the Moira Shire Council—all offer their services through this one site. Therefore, it is possible to pay parking fines in all three cities over the Internet. Maxi is a completely transactional environment, and it is important to not use the "back" buttons on your browser. Navigation buttons are provided along the right frame if you need to go back or return to the main menu.

Plans for the future include organizing services by life events. When a couple gets married, they would go to maxi to take care of all the administrative and service-related transactions. As of now, there are three service delivery vehicles for maxi.