GOVERNMENT TO BUSINESS INTEGRATED SERVICE DELIVERY

AUG, 2017

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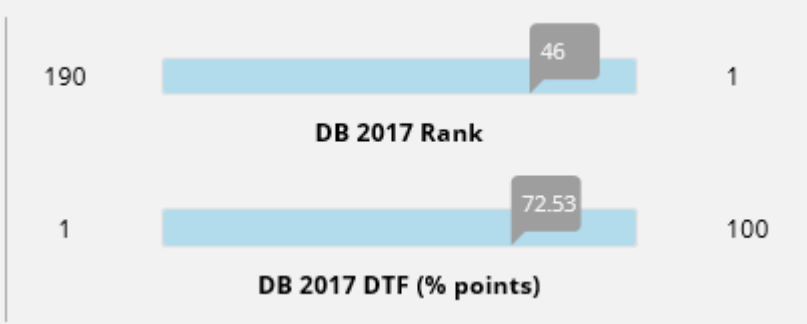
OBJECTIVES

- Intent is to provide **practical insights** into the reforms that need to be implemented in creating integrated government functions/services.
- These will address both integration of service delivery for new and expanding businesses (e.g., full online and physical service centers), as well as institutional solutions which make regulatory oversight more efficient.
- Specific factors for consideration include:
  - Political, legal, institutional, and governance
  - Services and channels
  - ICT and eGovernment
  - Investments and time required to implement the reform
  - Benefits
- Considered a number of international examples: Albania, Canada (Nova Scotia, Austria, Georgia.

SOME FACTS

- Thailand has improved investment Climate



- Thailand has improved business registration
- DB 2017 Rank: 78 DB 2016 Rank: 93 Change in Rank: up15 .

Thailand

✔ **DB 2017:** Thailand made starting a business easier by creating a single window for registration payment and reducing the time to obtain a company seal.

✔ **DB 2013:** Thailand made starting a business easier by allowing the registrar at the Department of Business Development to receive the company's work regulations.

✔ **DB 2012:** Thailand made starting a business easier by introducing a one-stop shop.

✔ **DB 2010:** Thailand made starting a business easier by merging 2 registration procedures in a single application form.

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SECOND TIER REFORMS WITH MORE INTEGRATION

A typical scenario have regulatory agencies working independently

- Agencies have their own locations and systems – and are not cooperative
- The number of regulatory requirements is not clear
- The number of agencies and subnational entities is significant
- The amount of knowledge about each regulatory requirement is considerable

A TYPICAL SCENARIO…

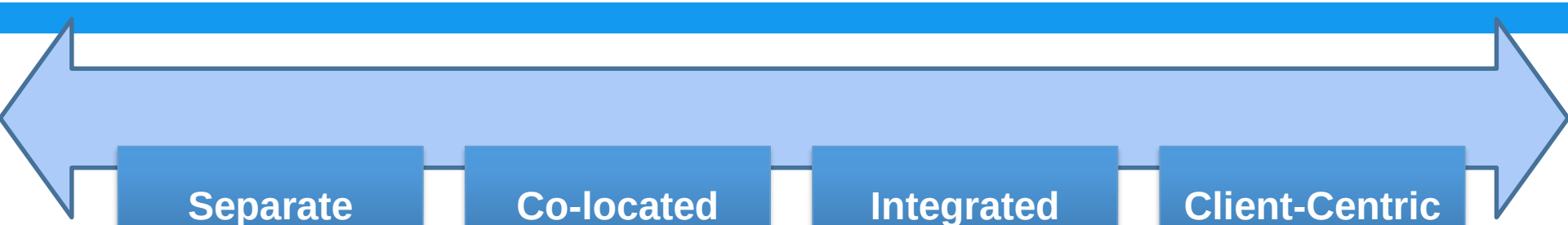
- Based on a recent WBG project
- Client was required to automate or integrate all national and subnational licenses in one system for in-person and digital service
- Based on a number of assumptions and realistic effort estimates for ICT work:

	Volume Estimates	
	Low	High
Number of Licenses/Entity	60	200
No. of Ministries and Subnational entities	350	550
Integrations per Entity	2	5

Estimated Effort (person-months)		
	Low	High
Implement a license	2	8
Integrate with another system	2	12

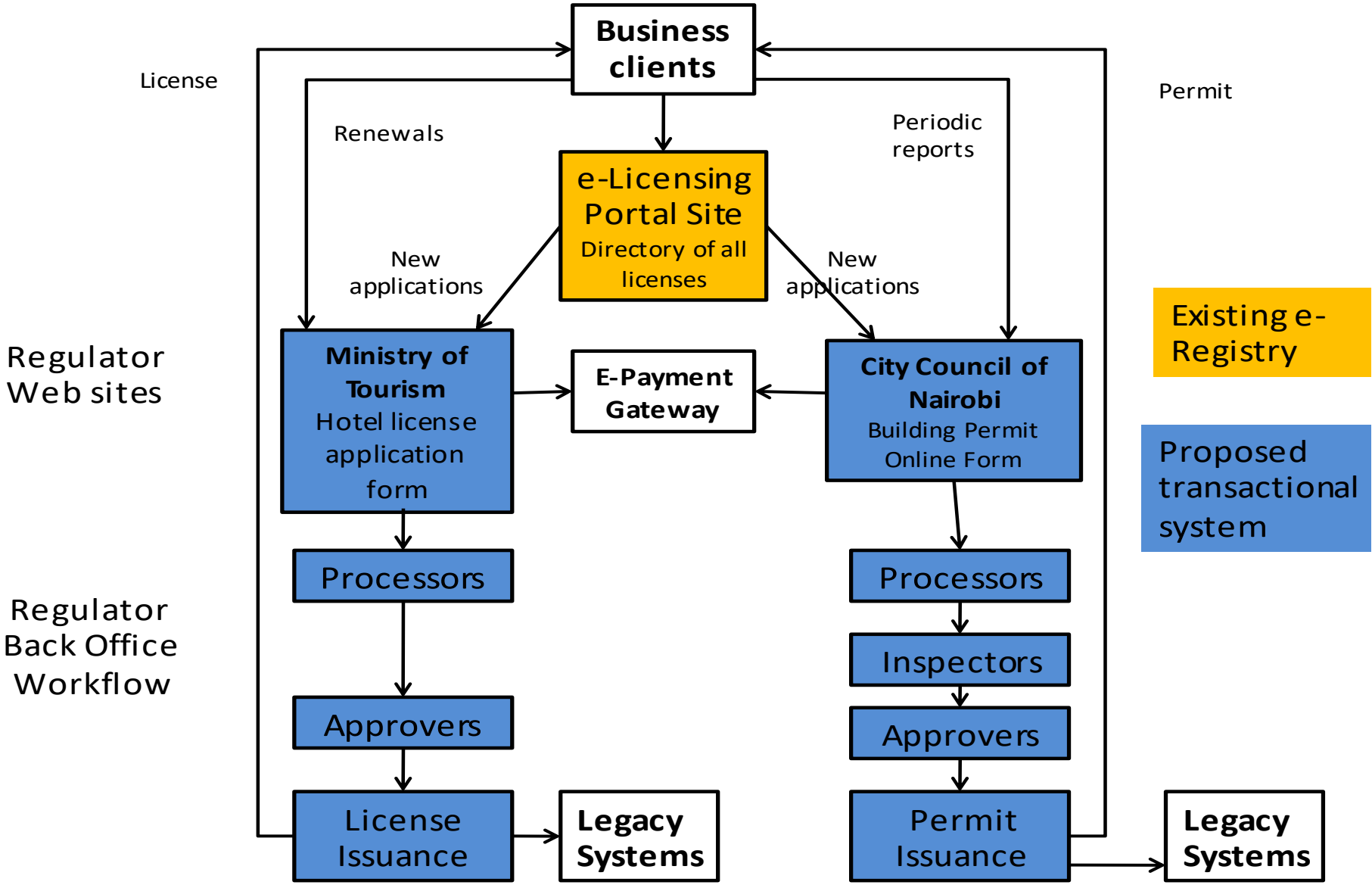
Based on conservative effort estimates, it is expected that it would require a team of 10 people between **30 and 90** years to complete this implementation

SERVICE EXPERIENCE



Separate	Co-located	Integrated	Client-Centric
Services are delivered through individual ministry and agency “locations”	Common services can be found in one “location” for convenience but they are delivered by different people, systems, ministries, etc. with no support outside of the individual services	• Services are combined to achieve efficiency or service improvements, accomplished through cross-training staff, sharing data amongst systems, using single-sign on and unique IDs for portals, etc.	• Services are redesigned with the client in mind to provide the most comfortable and client-focused approaches (e.g. organizing a service in business terms, not government requirements)

INTEGRATION: TYPICAL DESIGN E-REGISTRY PORTAL

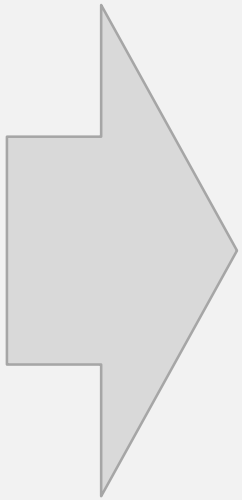


INTEGRATED SERVICE DELIVERY DEFINED

- Combination of multiple services in one “location” to improve delivery of services to a client
- The scope being considered is more than OSS for business registration – it includes business startup, operation, expansion, etc. and the regulatory requirements associated with all stages of the business life cycle

Results

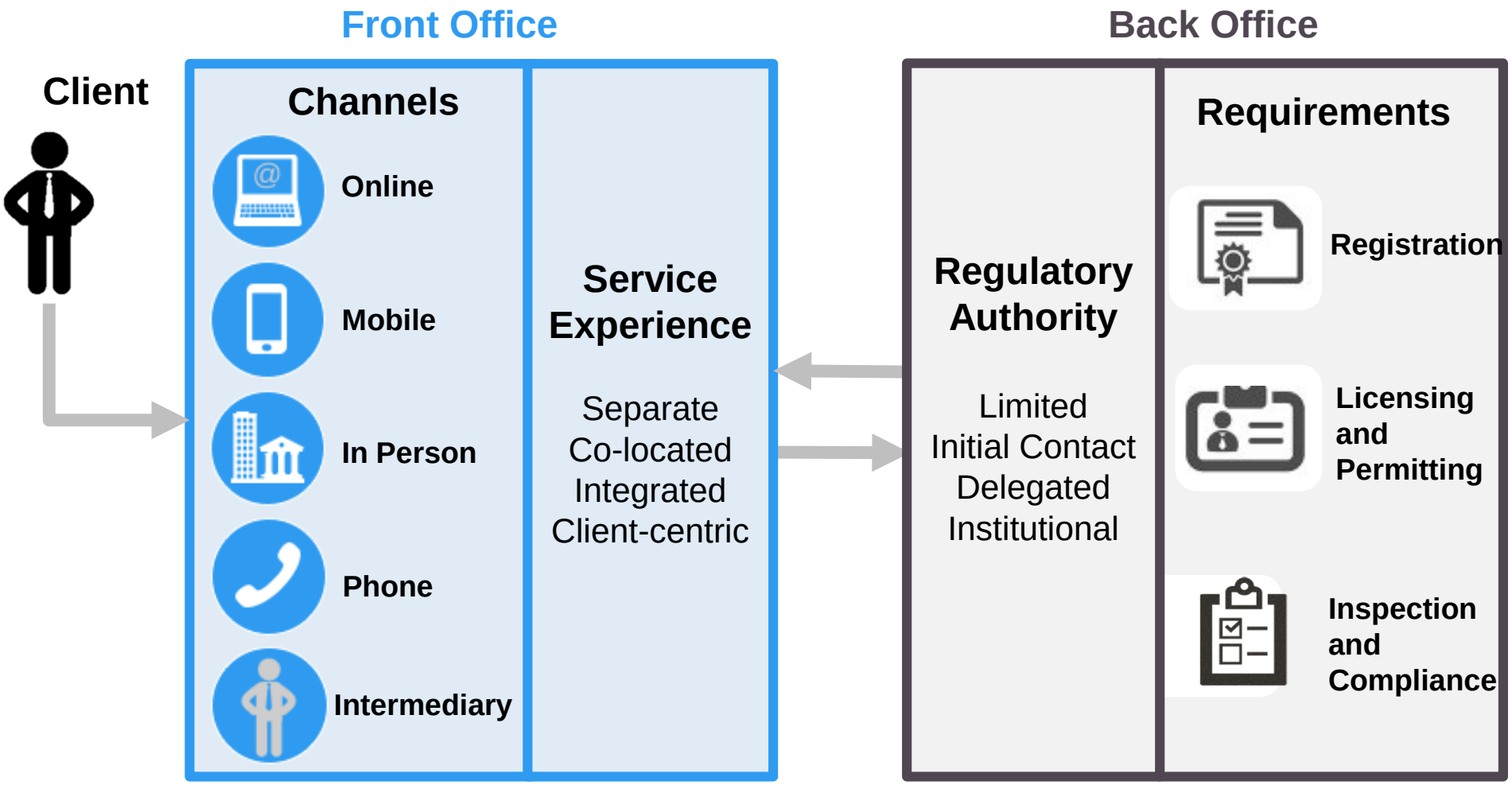
- Improved **data sharing** across agencies
- Leveraging of shared **assets and infrastructure**
- Sharing of **best practices** and processes across agencies
- **Easier for entrepreneurs** to understand regulatory requirements
- **Single point of access** to government services
- **Reduced administrative burden**
- Enhanced **consistency and standardization**
- **Reduced corruption**



Benefits

- Lower cost to deliver services
- Improved G2B client service
- Higher regulatory compliance

A FRAMEWORK FOR INTEGRATED SERVICE DELIVERY



Client-facing services – how businesses interact with government

Regulatory decision-making – what the service provider can do for the client

REGULATORY REQUIREMENTS AND TYPES OF SERVICES

Regulatory Requirements

Company Registration

Licensing and Permitting

Inspection and Compliance

- Government tends to focus on one of these areas when integrating services
- Business clients rarely make a distinction about the differences between them

Type of Services

Informational

Transactional

Consultancy

- Many initiatives begin with an attempt at transactional service, which is the most difficult type of integration
- Informational and consultancy types of services should not be undervalued

DELIVERY CHANNELS

Various channels can be used to deliver integrated services to business

Online

Mobile

Phone

In-person

Intermediary

- Multiple delivery channels should be considered
  - Different clients have different preferences
  - Most clients want multi-channel access
- Different channel strategies can be used
  - Channel of choice – allow the client access to choose and provide a consistent experience (high client service, high cost and complexity)
  - Primary and tertiary channels – focus on a preferred channel but still allow the use of other channels (moderate service, moderate cost and complexity)
  - Single channel – select one channel only for the services (lower service, lower cost and complexity)

DELIVERY CHANNELS

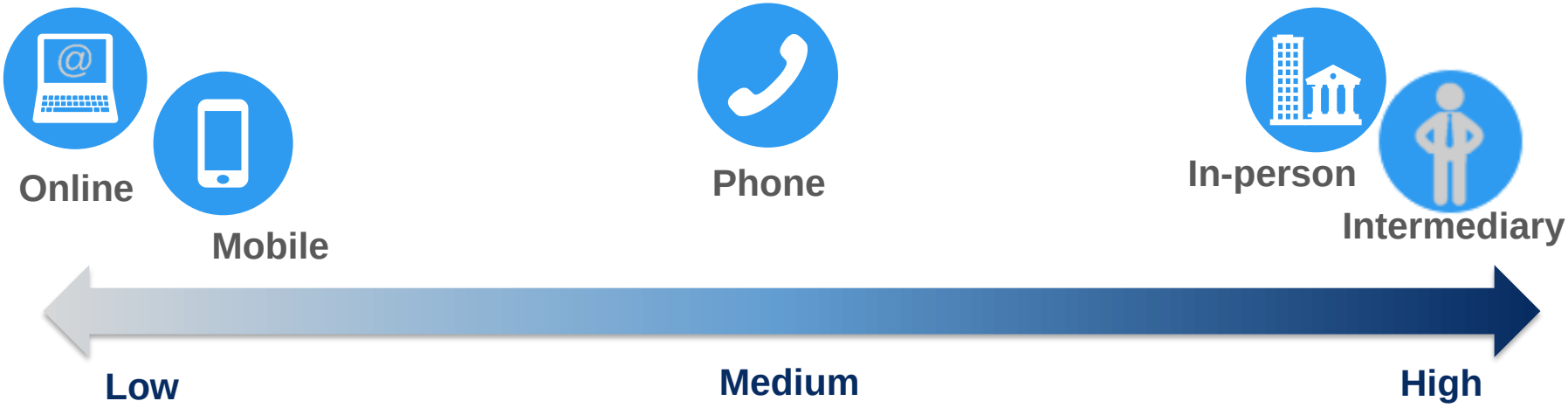
Selection of the appropriate channel needs to be based on the following type of criteria:

- **Authentication** – does the service require a certain burden of proof around validating somebody's identity or authenticity of documentation?
- **Complexity** – is there a decision-making process involved in fulfilling the service? If so, what is the level of information required to make the decision?
- **Sensitivity** – is there a feeling or requirement for a personalized touch? Is the service or activity delicate in nature?

Other factors impacting a channel strategy include:

- **Existing Infrastructure** – do online portals or service centers already exist to be leveraged?
- **Cost** – what are the one-time and ongoing cost implications?
- **Approach to Accessibility** – is there a desire to provide clients with a choice of channel or maintain a more efficient approach to delivery?

DELIVERY CHANNELS - EXAMPLE



Example

Service	Authentication	Complexity	Sensitivity	Overall Rating
Scheduling of a business inspection	Medium	Medium	Low	Medium (Phone)

Legend: High; Medium; Low

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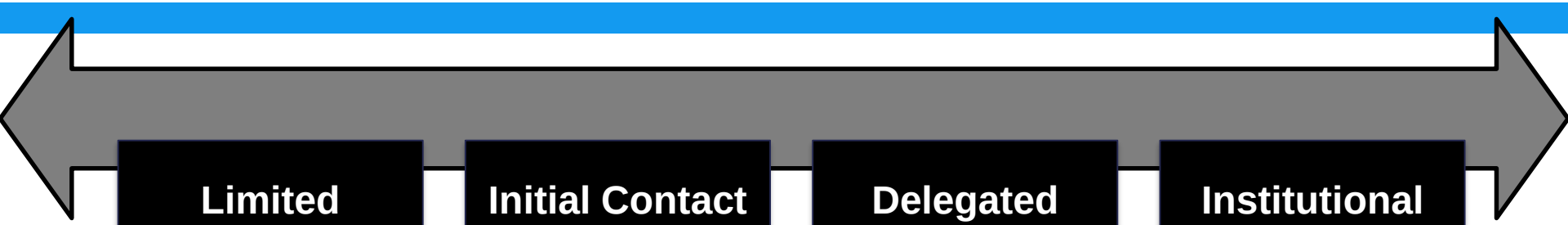
REGULATORY AUTHORITY



Limited	Initial Contact	Delegated	Institutional
None of the service is delivered by a service agency other than the regulating ministry	A service provider has the ability to receive applications, perform data entry, and/or address simple questions on behalf of the regulating ministry with little-to-no decision making authority	• A service provider has been delegated the authority to make key regulatory decisions about the provision of integrated services (e.g. issuance of licenses and permits)	• A service organization has been formed by combining similar or higher volume regulatory areas from other ministries or agencies

CRITICAL SUCCESS FACTORS

Having these components in place ensures a strong foundation for the development of integrated services

Strong Government Mandate

Unique Business Identifier (UBI) and Authoritative Registries

Understanding the Needs of the Client

Understanding the Regulatory Environment

Clear Roles, Responsibilities, and Procedures

Prioritization of Services to Maximize Benefits

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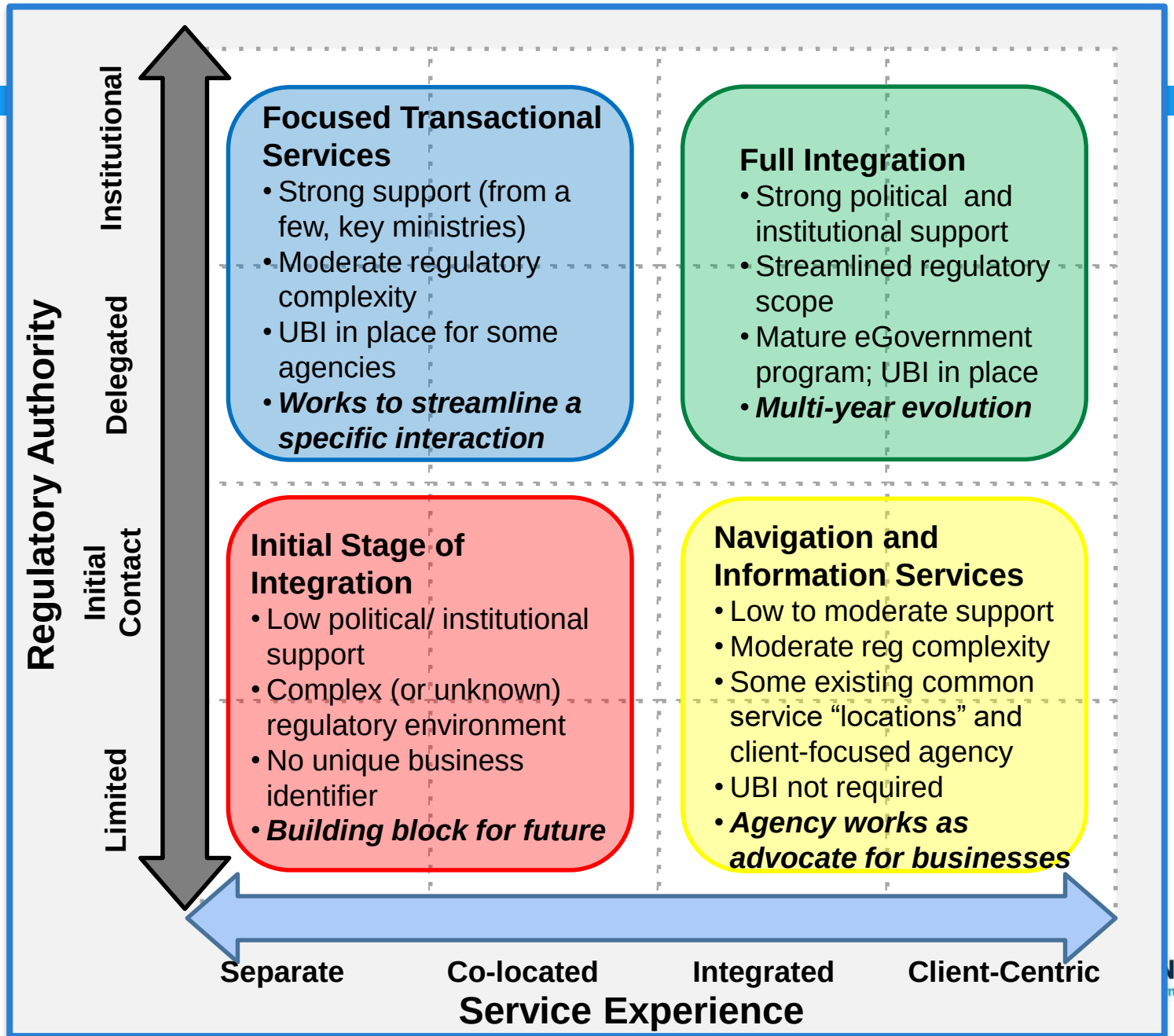
CLASSIFICATION MODEL FOR INTEGRATED SERVICES



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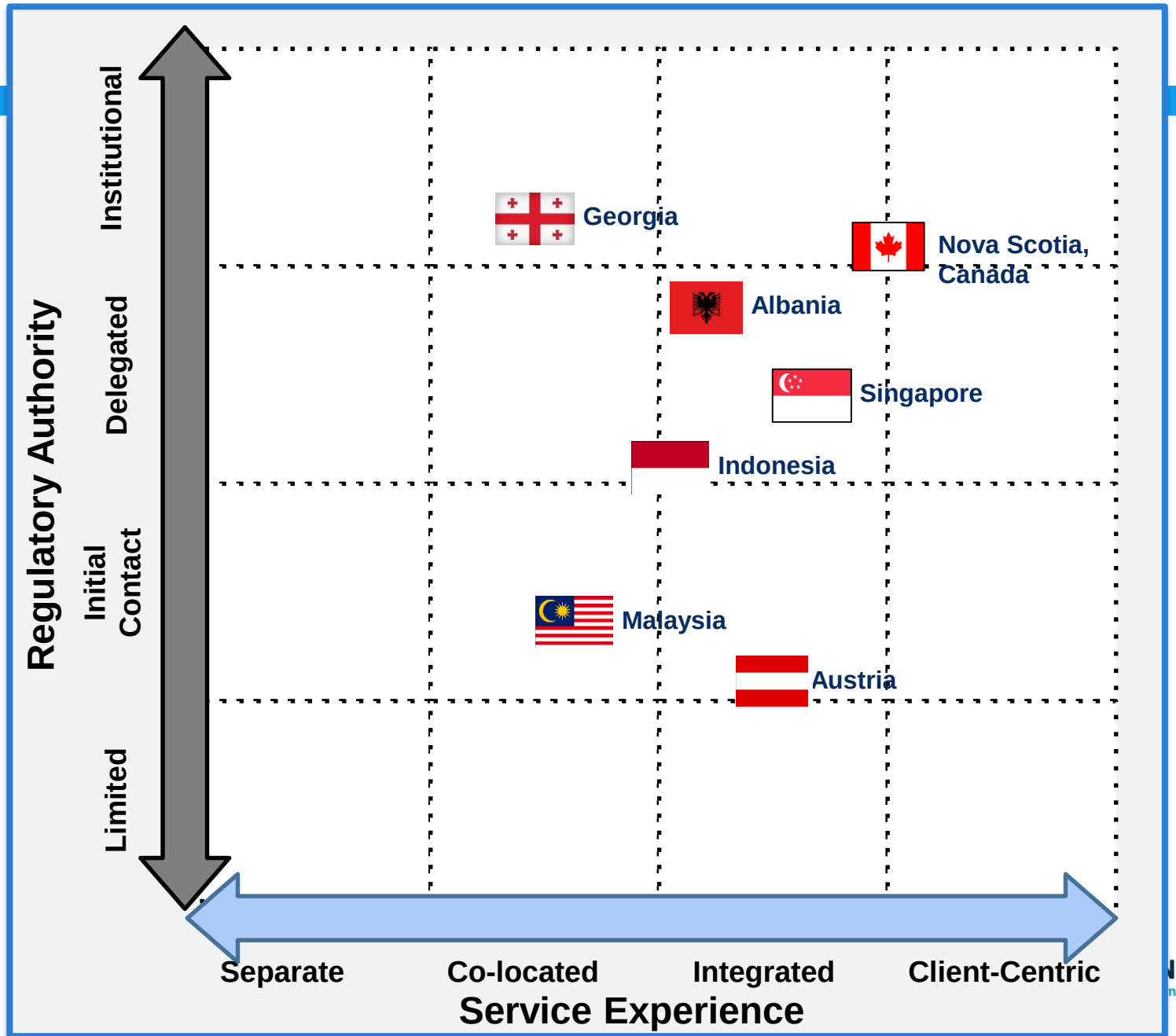


CASE 1 – CANADA NOVA SCOTIA

- Nova Scotia's e-government services (for both citizens and businesses) are provided through Service Nova Scotia (SNS) – the service-delivery arm of the province.

- **SNS provides in-person (through offices throughout the province) and online G2B services for business registration and licensing**

- implementing redesigned client services to offer bundled applications for such businesses as restaurants and convenience stores. As well, SNS operates a centralized call center that provides informational services for G2B and government-to-citizen (G2C) services.

- SNS has developed data exchange services with provincial and federal partners.

CASE 2 – GEORGIA

- Georgia's Data Exchange Agency operates a full range of eGovernment services: a government gateway, citizen's portal, business portal, open data portal, registry of registries, service catalogue, document management systems, government data exchange platform, integration platform and trade facilitation system.

- **Citizens and businesses can use e-services provided by public and business organizations within the citizen's portal (my.gov.ge)**.

- The service catalogue provides citizens and businesses with information (description, metadata, etc.) about the e-services (G2B and G2C) that are integrated with the government gateway.

CASE 3 – ALBANIA

- Albania has implemented one-stop business registration through the National Registration Center (NRC) as well as a common licensing service and platform through the National Licensing Center (NLC).

- **Both of these centres include in-person and online one-stop shops for delivering government-to-business (G2B) services**.

- National Agency for Information Society (NAIS) operates the Government Interoperability Platform (GIP) to facilitate data exchange between government ministries, agencies and inspectorates.

CASE 4 – AUSTRIA

- ·**Austria's Business Service Portal (BSP) is an online one-stop-shop for businesses that provides information and transactional services**, allowing for efficient and effective administrative procedures with federal government.

- The portal leverages the Citizen Card to provide single sign-on capabilities and a data exchange framework that provides businesses with access to 15 transactional services ranging from social security to tax to electronic invoicing.

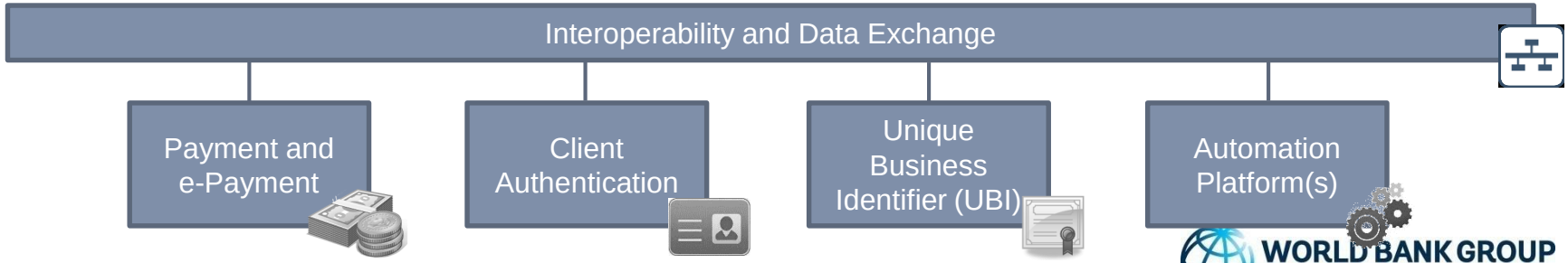
- The BSP itself does not provide any in-person services; however, some municipalities do offer in-person services.

FINAL THOUGHTS

- There is no single approach to delivery that suits all scenarios
- Understand the drivers behind the reform to determine the best approach
- Development of fully integrated service delivery takes time, but improvements can be achieved throughout the journey
- SUSTAINABILITY

TECHNOLOGY: FOUNDATIONAL COMPONENTS

- .Potential foundational technologies for an integrated service include:
  - **Payment and e-Payment** frameworks, with supporting legislation to support online payments
  - **Client Authentication**, potentially through simple credentials or more advanced technologies (e.g., smart card), when combined with identity proofing, provide higher levels of identity assurance
  - A **Unique Business Identifier (UBI)**, much like a citizen's national ID, provides the ability to integrate service delivery to businesses across multiple government agencies and ministries/departments
  - **Automation Platforms** enable tracking of applications and renewals from submission through back office approval processes
  - An **Interoperability and Data Exchange** framework provides a standards-based integration platform (e.g., service bus) to enable sharing of data amongst government agencies



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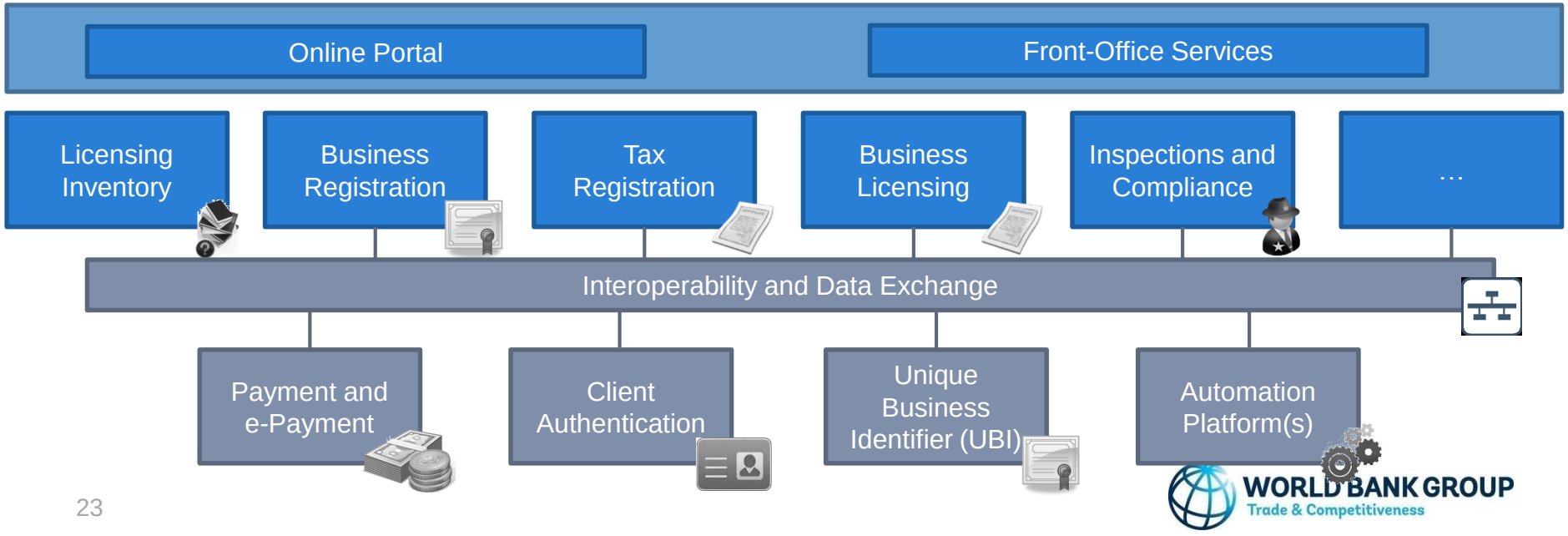
TECHNOLOGY: SOLUTIONS

Integrated service delivery solutions typically leverage the foundational components, client and service portals, and back-office regulatory systems to build cohesive solutions for clients and regulators

ICT-related legislation

- E-Commerce legislation to support online payments and transactions
- Electronic filing legislation to recognize electronic transactions/filings with the same authority as paper filings
- Digital identity to allow for higher value services online



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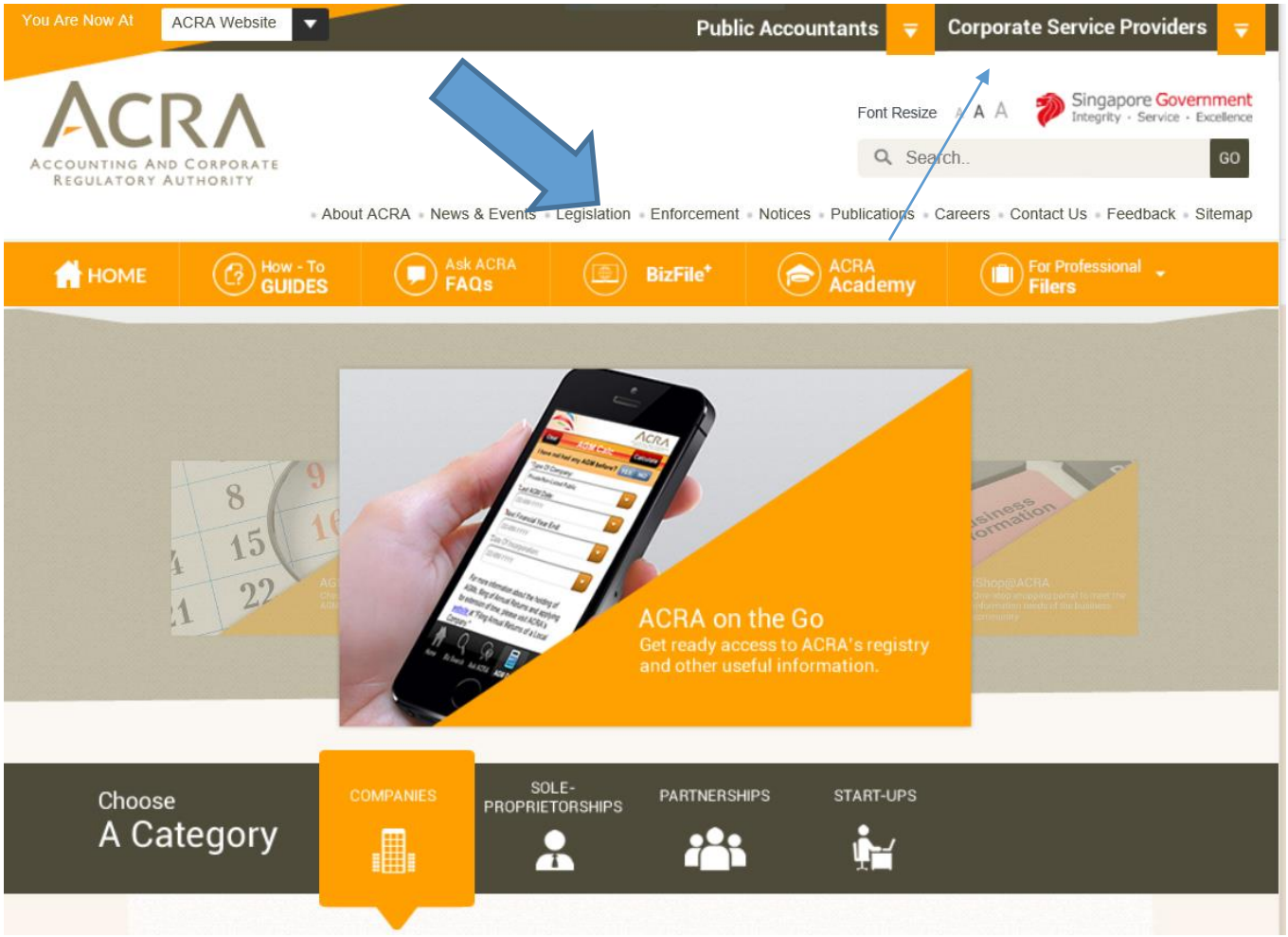
SINGAPORE



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NORWAY

The Brønnøysund Register Centre

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Announcements/notice to creditors

Business name or organization number

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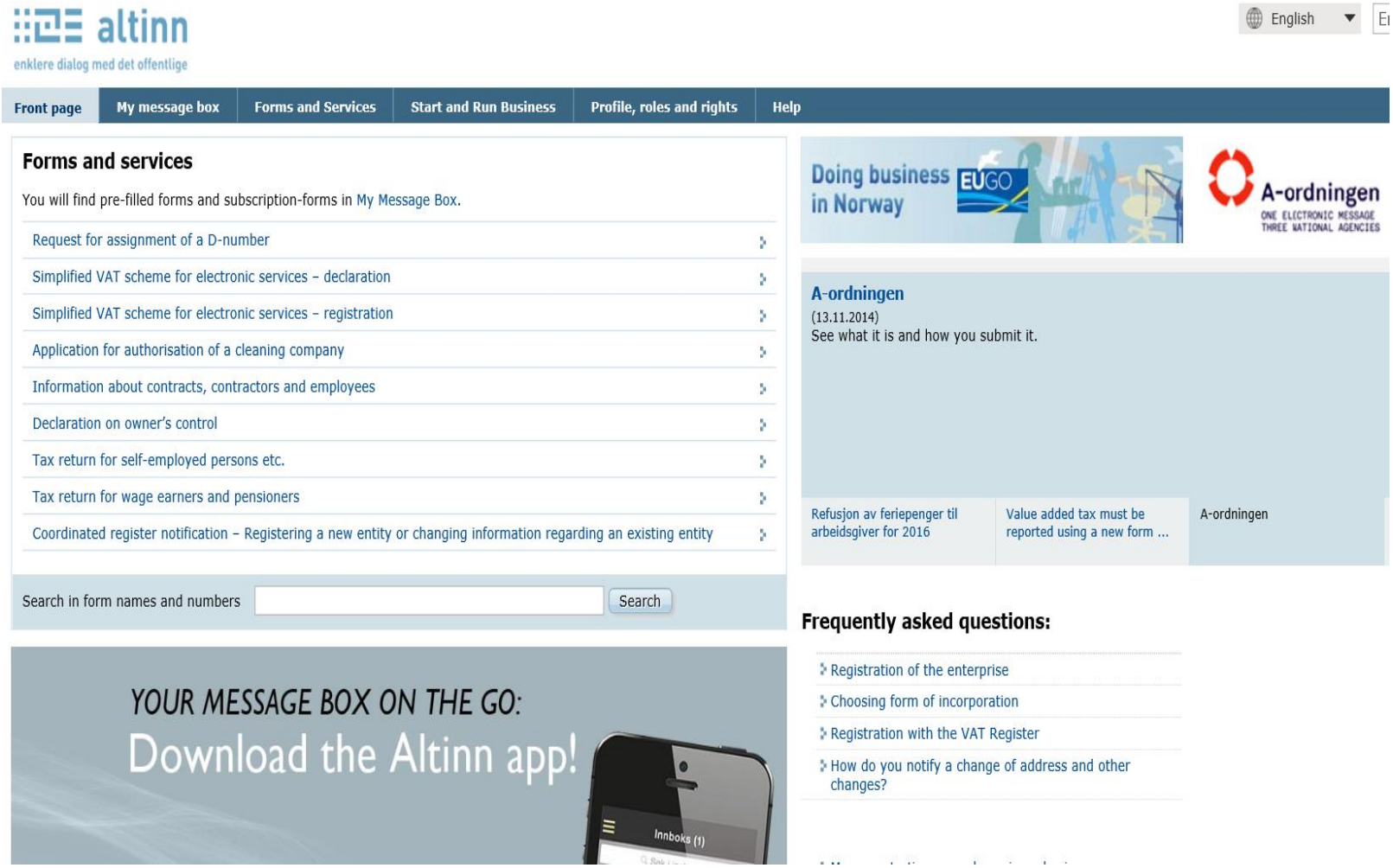
NORWAY



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IN THE REGION

- Starting a business (78)

Indonesia – 151
Malaysia – 112
Myanmar – 146
Vietnam – 121

India (South Asia) -155

- Construction Permits (42)

Indonesia – 116
Malaysia – 13
Myanmar – 66
Vietnam – 14

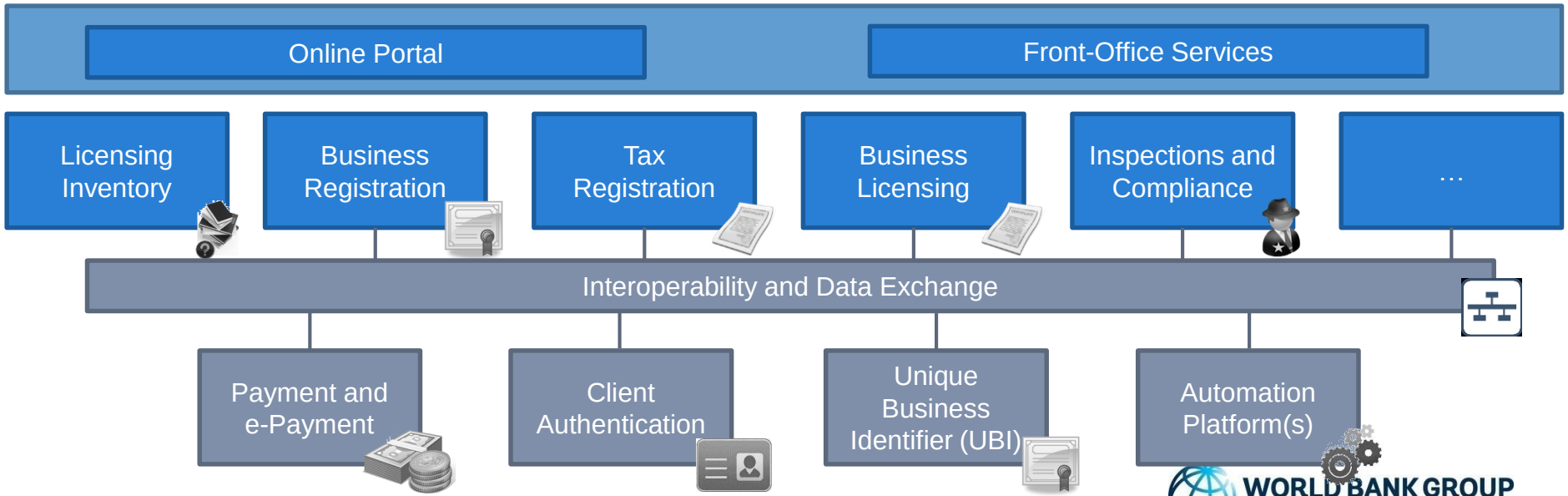
India - 185

LICENSE DIGITALIZATION & ANALYTICS QUESTIONS:

1. **What are the challenges you see in maintaining an informational portal?**

2. **Paperless? What are the challenges for automation of your licenses?**

3. **What are the Risks of automation?**



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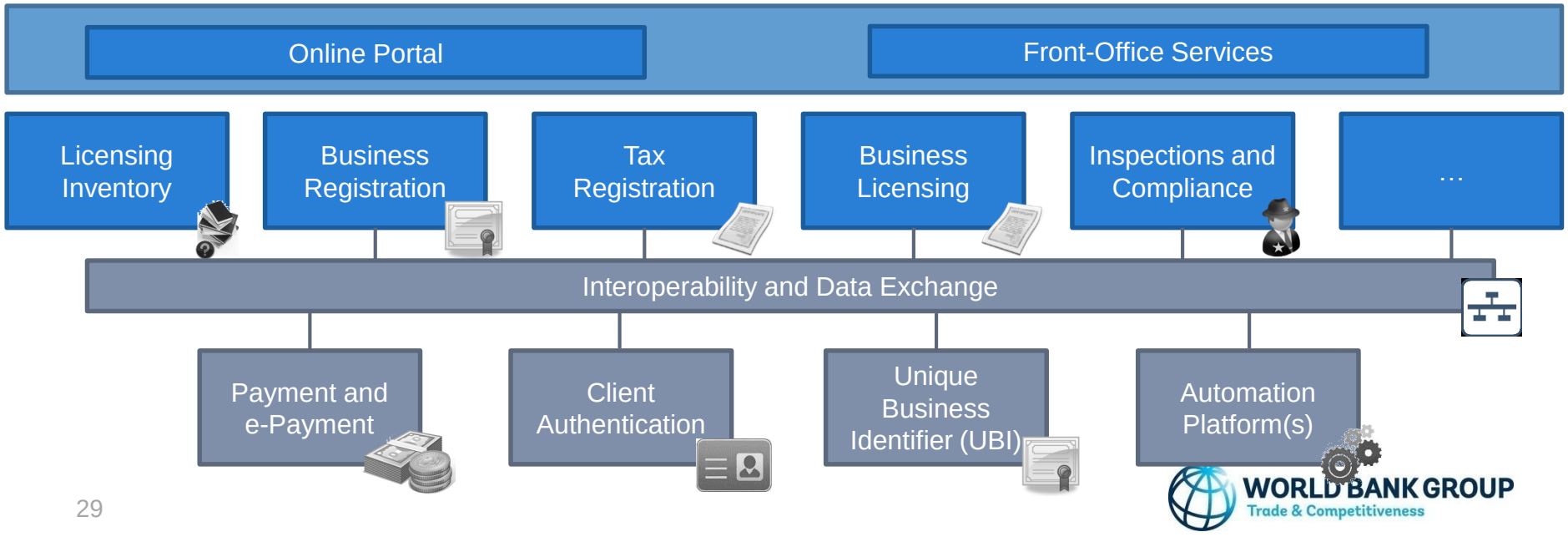
AUTHENTICATION AND DATA-EXCHANGE QUESTIONS:

1. **How license information is kept today? Security?**
2. **What is digital signatures for you? Do you think a digitally signed document safe?**
3. **What type of data do you need for your licenses? Tax Data is enough?**



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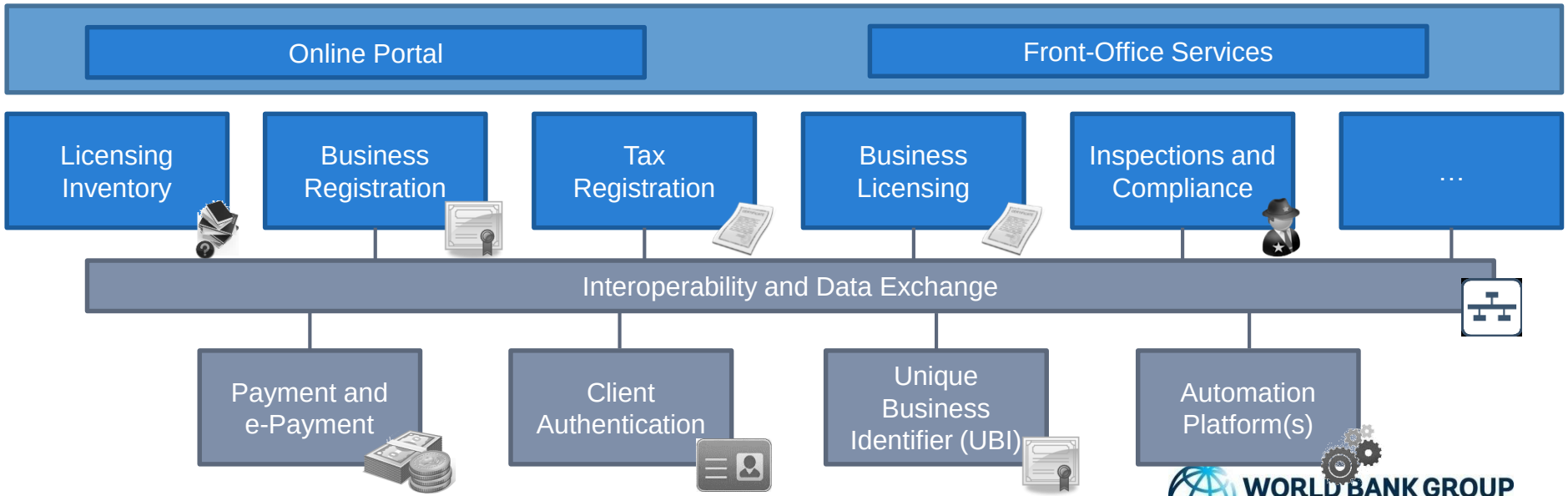
PAYMENTS AND LEGISLATION QUESTIONS:

1. **Is it legal to upload documents to government? Signed?**

2. **What would be the ideal ways of paying for licensing? What are we paying for?**

3. **Would your agency be ready to invoice for a license?**



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THANK YOU!