

E-Government : Knowledge Management

The challenge for Leaders today is to define an economic, social, and political vision for a new kind of society: a knowledge-based society.

Situation

- The real problem is, that in many cases Strategic decision making Political leadership from **strategy** has degenerated into orchestrating operational improvements.
- **There is great need for critical mass of highfliers – vision builders, change masters, IT alliance managers, relationship builders, reformers and organizational re-architects**

eGovernment application layers



The development of successful eGovernment programmes require:

- There must be visible and committed *leadership* within both the political and administrative arms of government.
- There must be the *right infrastructure and implementation programme*, with clear accountability for results.
- There must be a *clear policy statement, set deliverables* and a *timetable*.
- There must be a *framework* for an authentic e-government strategy.

Definition

- eGovernment is often defined as “e-business of the state”. This is justifiable by the fact that both e-government and e-business use the same infrastructure, hardware and sometimes also software.
- eGovernment is the application of information and communications technology (ICT) to transform the efficiency, effectiveness, transparency and accountability of informational and transactional exchanges within government, between governments and government agencies at federal, municipal and local levels, citizens and businesses; and to empower citizens through access and use of information and knowledge.

E-government and the e-world in general has at least five dimensions:

- Technological
- Legal
- Organisational
- Socio-economic
- Democratic

eGovernment can be seen from four perspectives:

- The *addressee's (citizen's) perspective*: integrated access management and one-stop (single-window) service
- The *process perspective*: redesigning organizations
- The *co-operation perspective*: sustaining collaborative decision making
- The *knowledge perspective*: managing distributed domain knowledge

For governments, strategic transformation involves four critical factors that form the Cornerstones of “eGovernment”:

- Customer centricity
- Knowledge focus
- Government integration
- Private sector involvement.

World Bank assessment

- Public and private sector Knowledge management, supported by information and communications technology, is an important element of knowledge economy. For an institution or company to manage knowledge well, there needs to be a systematic alignment of overall management and information management policies and processes, mindsets and cultures, organizational structures, technologies, budgets, and worker skills.

Promoting KM, eGOV, eBusiness

- Public sector is facing several challenges in implementing its Knowledge management and eGovernment strategy. By far the most pressing concern is the need for credible, organized leadership to set priorities, develop action plans and monitor their implementation, and tackle cultural issues for knowledge sharing.

General eGovernment Barriers:

- Organisational cooperation
- Legal issues
- Technical infrastructure
- Integration on existing processes
- Funding
- Political support

More detailed barriers include skill and knowledge deficits, risk, suspicion, privacy concerns, social exclusion and digital divide as well as technical, data, structural, and cultural barriers.

Problems

- The absence of an adequate legal framework for electronic transactions hampers the provision of eGovernment and eBusiness services. At present, despite initial steps to harmonize domestic legislation with international standards for electronic transactions, many countries lag behind in passing relevant regulations.
- There is a shortage of skilled technical and managerial staff to undertake KM tasks. The education system does not produce the needed practical and theoretical skills.
- Links between the public administration and the education system should be created to provide formal and nonformal training on KM.

The Knowledge Performance Challenge

- The Government of Lithuania proposes the following goals to help more firms develop, adopt and market leading-edge innovations.

GOALS

- Vastly increase public and private investments in knowledge infrastructure to improve Lithuania's R&D performance.
- Ensure that a growing number of firms benefit from the commercial application of knowledge.

Priorities

- Assign to the state institutions clear responsibilities for knowledge management and eGovernment policy, strategy, and monitoring of eGovernment processes.
- Develop a knowledge management strategy and action plan to accelerate the integration of information systems within and among ministries.
- Implement knowledge management systems within public institutions, with top level political support.
- Encourage knowledge sharing in organizations and provide the incentives and environment for employees to do so. *This recommendation is relevant not only within the public administration, but also for many businesses.*

Primary tasks

- Provide good quality KE legislation;
- Ensure effective internal IT and KM use in the government structures;
- Creating favorable climate for business and IT synergy;
- KM education and training issues;
- Involvement in e-commerce processes
- E-knowledge creation fostering

A Knowledge-Based Development Strategy

Access

Access to the rich diversity of human social and cultural experience in order to build not only an informed or knowledgeable society, but a wise one

Empowerment

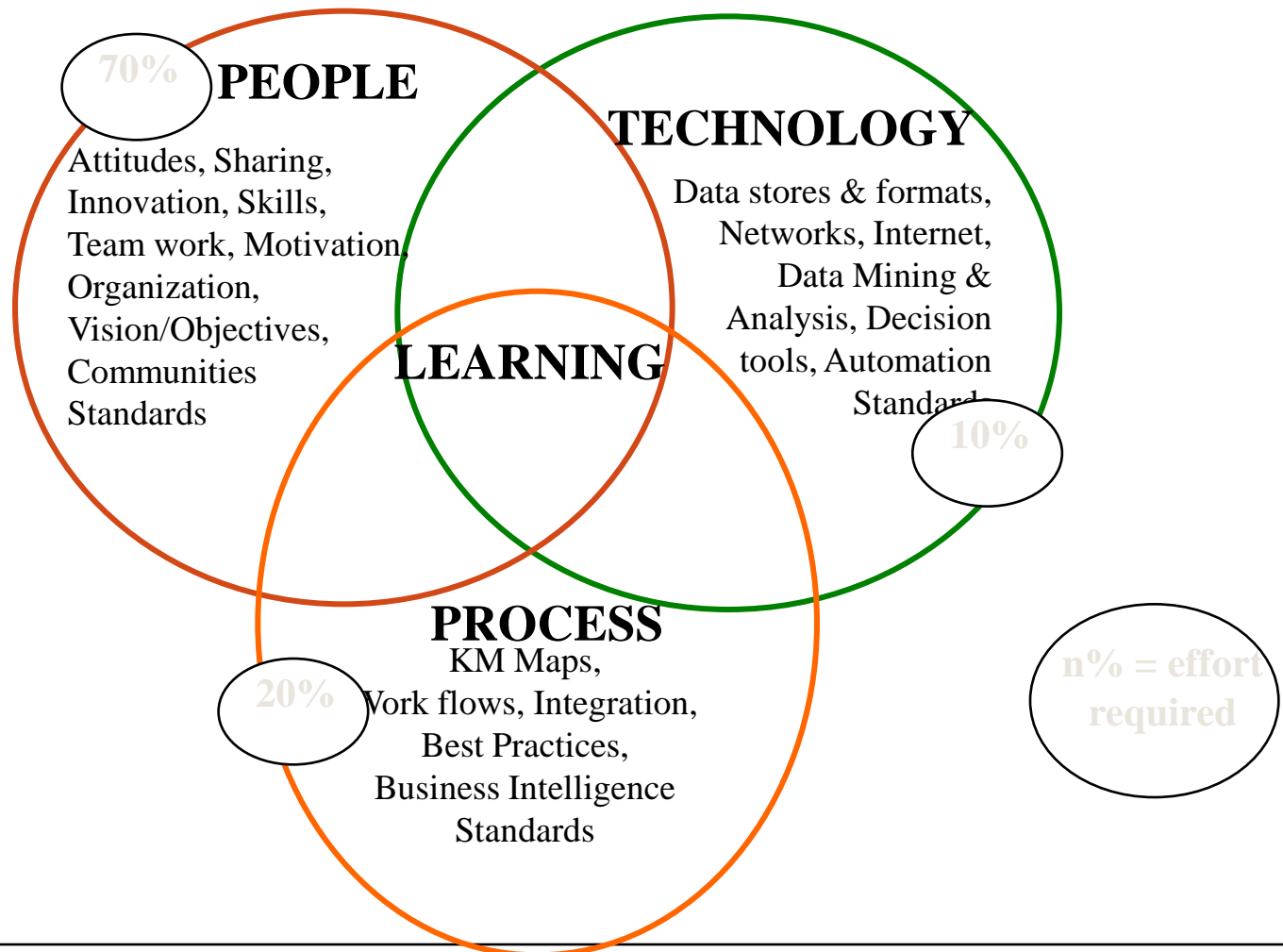
The capacity and opportunity to participate actively in local, national and global decision-making processes

Governance

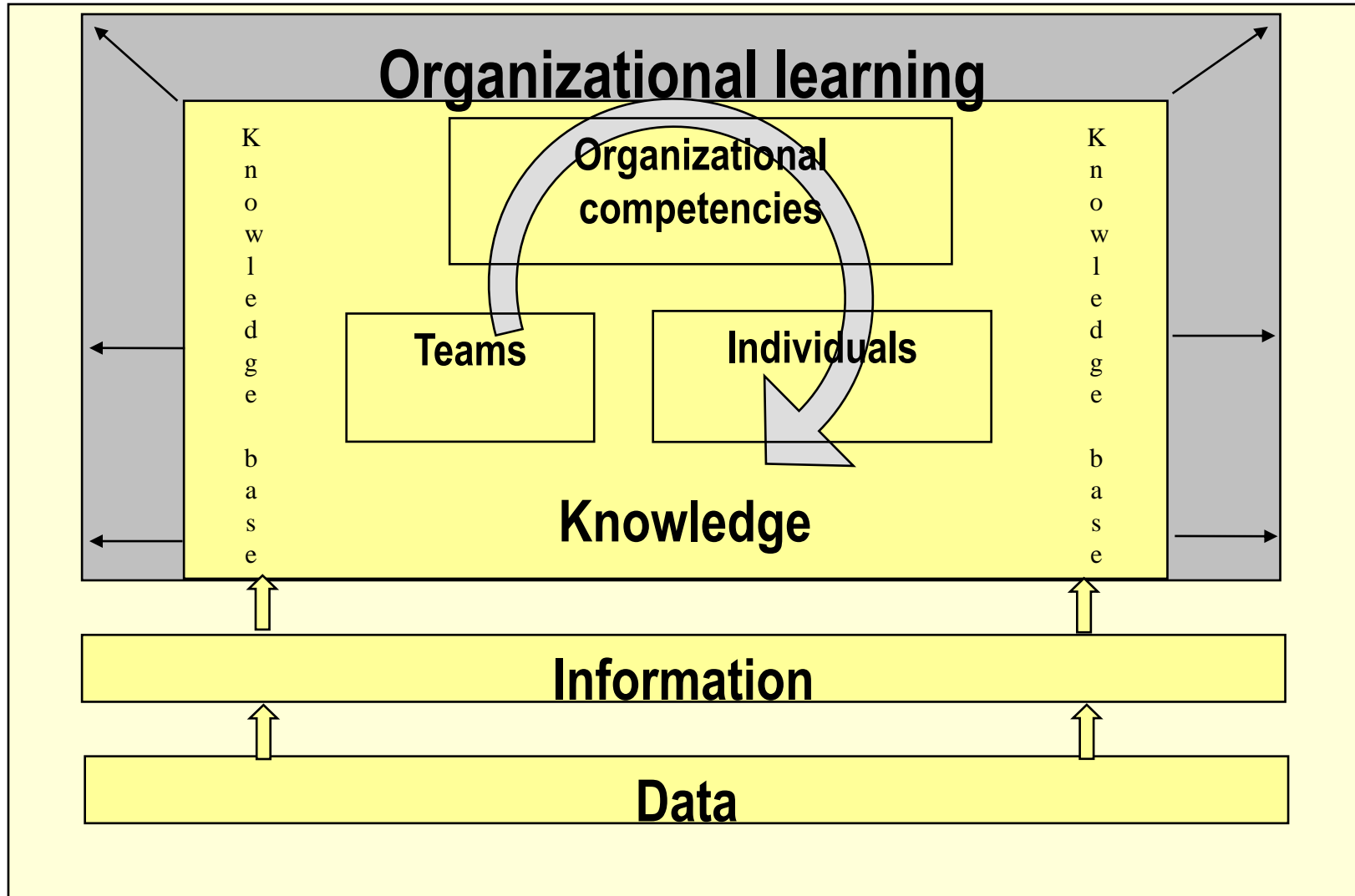
Institutional framework to promote and encourage smart-partnership

New Value orientation of eGovernment:

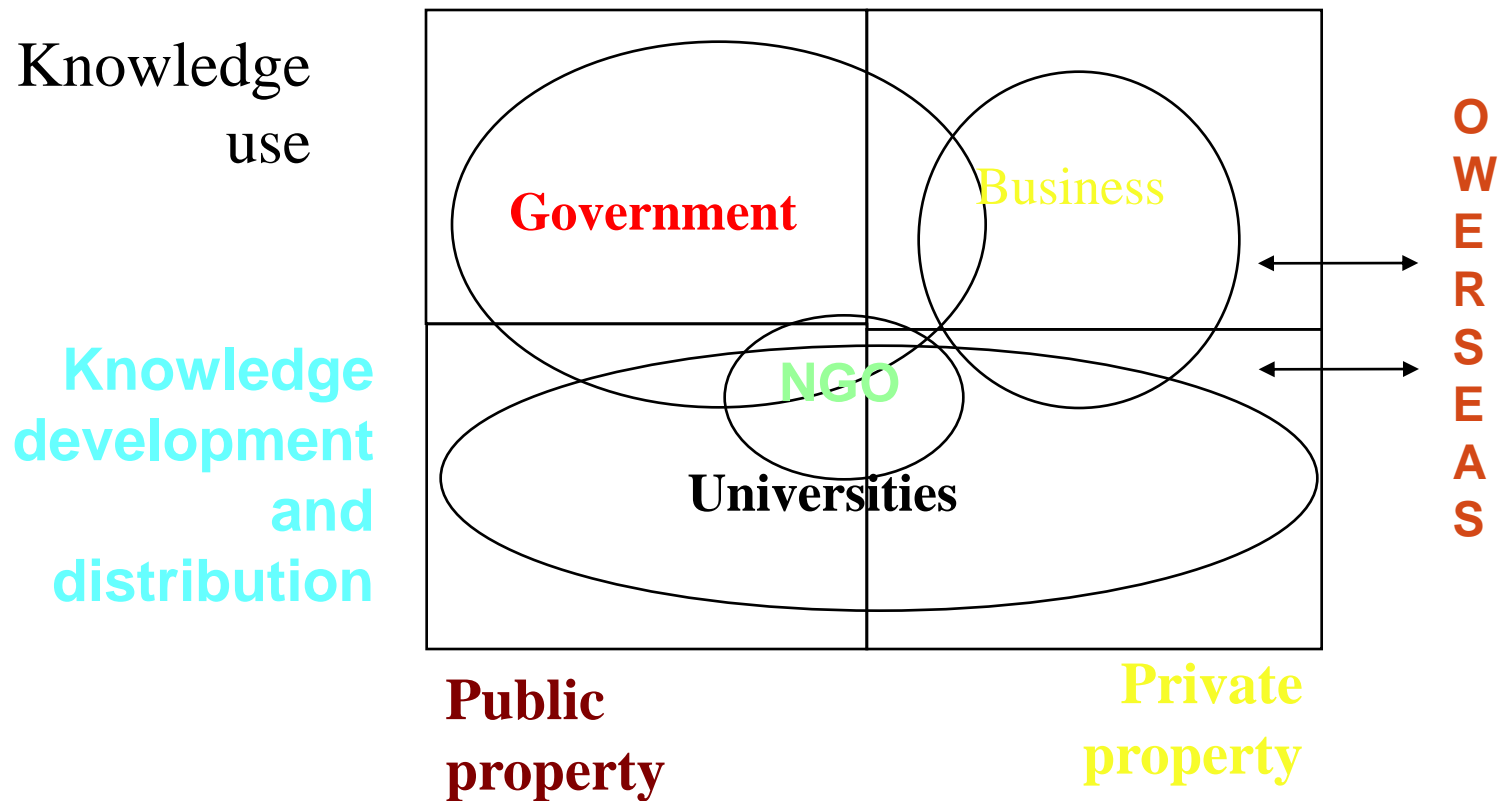
Knowledge Management components and sub-elements



Structure of eGovernment Organizational Knowledge Base

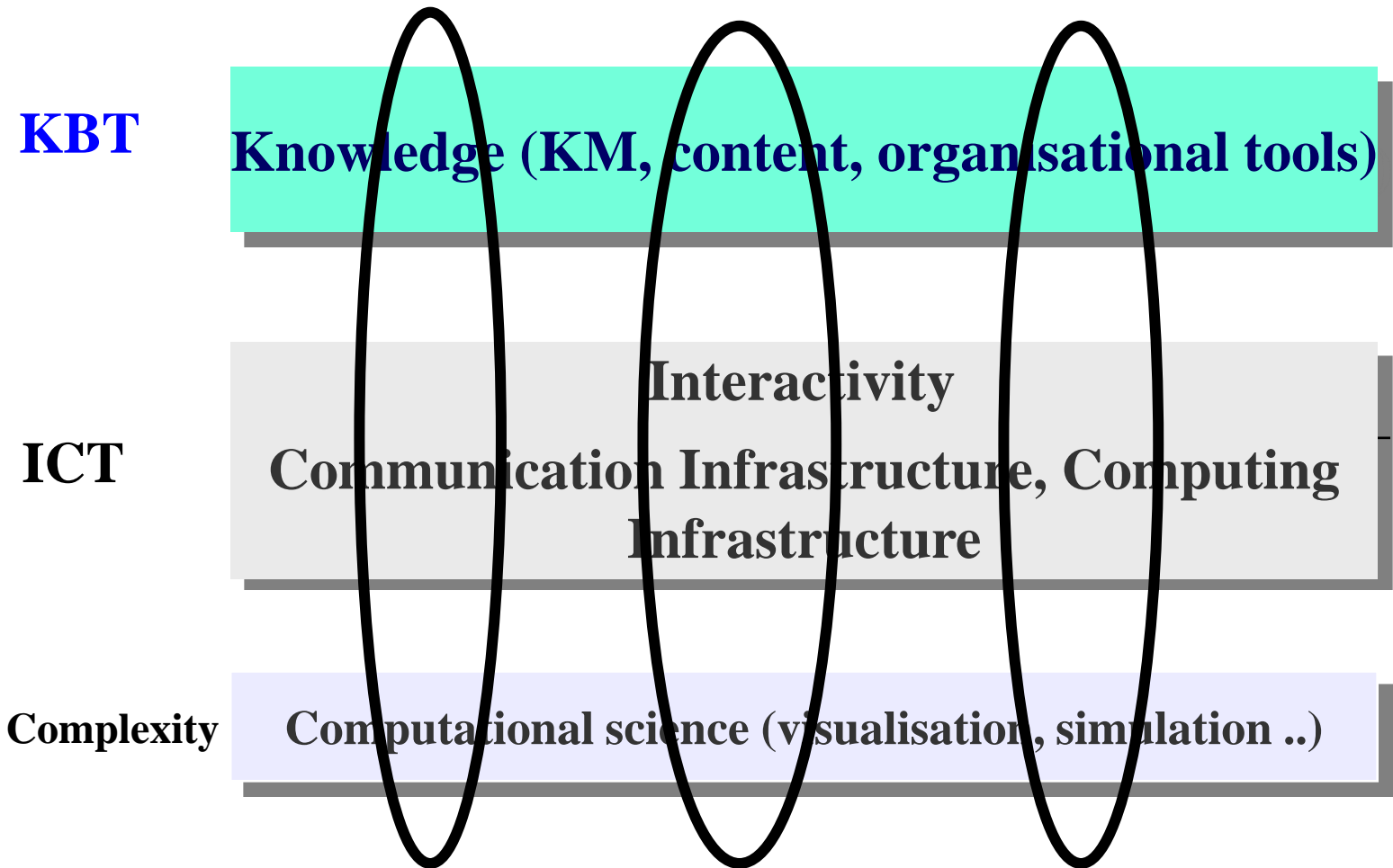


Knowledge Clusters: Government, Business, Universities





Binding three layers



Conclusions

- The development of Information Society and Knowledge Economy are main priorities of Lithuanian Government;
- eGovernment is part of Public administration reforms strategy;
- eGovernment policy is closely related with other Governmental policies;
- eGovernment projects are not only a ICT (information and telecommunication) projects;
- KM oriented eGovernment projects can be implemented only with close collaboration with private sector.
- In the long run Lithuania has to develop new competencies and it should be new generation of Knowledge managers