



eGovernment **Strategy** of the **Slovak Republic**



Ministry of Finance
of the Slovak Republic



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Strategic summary

The Government of the Slovak Republic undertook in its policy statement to modernize the public administration through greater efficiency and the roll out of e-Government capabilities. The intention is to build a modern public administration, which the citizens will be satisfied with, which will fulfil its tasks in the most effective way, which will be transparent and minimally burden citizens, businessmen and other public bodies.

The achievement of these objectives is the basis for this strategic document. The public administration defines its vision of e-Government¹⁾ by the year 2013 and defines its main objectives.

e-Government vision in the Slovak Republic by the year 2013:

Achieving continuous growth of citizens' satisfaction with the public administration through the provision of services in an attractive and simple manner while simultaneously increasing its effectiveness and competence and reducing the costs of public administration.

The achievement of this vision will enable the Slovak Government to state that the public administration manages a client-oriented system (for citizens, businesses and other public bodies), where it provides its services more quickly and with a higher level of effectiveness than at any other time previously; in which it will achieve the established objectives with less effort, through cooperation with the citizens, companies, state administration and citizen self-service capabilities; in which services will be more understandable and available by electronic means; in which each door will be the correct door for the public it serves. After building-up e-Government, the infrastructure for business activities will be greatly improved, enhancing the entrepreneurial environment and making the conditions for investors more attractive.

In order to achieve this vision, the Slovak Government will apply current technologies and take responsibility for the reform of these processes. The government will define four main objectives as follows:

- Increasing satisfaction of citizens, businessmen and other public bodies with the public administration
- E-enablement of public administration processes
- Reengineering and increasing the effectiveness of the public administration
- Increasing the competence of the public administration

1) e-Government – electronic public administration; electronization of public administration; electronic government. Application of information and communication technologies on-line in the public administration associated with organizational changes and new skills with the objective to improve services of the public administration and application of democratic procedures, as well as strengthening of support of public policies. e-Government includes a large number of activities and entities. It is possible to identify the sectors as follows: government-to-government (G2G), government-to-business (G2B) a government-to-citizen (G2C), sometimes government-to-employee (G2E).

In order to implement these objectives, we will take successive steps to ensure:

- Management of changes aimed at
 - Changes of processes
 - Modification of legislature
 - The use of common infrastructure
 - Introduction of shared services
 - Monitoring of change implementation and functioning

Uniform view on financing and assessment of benefits for the projects related to the uptake of e-Government in public administration

- Uniform project management (at the level of methodology)
- Conformity of newly introduced ICT²⁾ with general architecture of the public administration's information systems

After implementing these changes and processes, system prerequisites will be created for the effective use of information in the systems. This will ensure that the Slovak Republic becomes a country with a strong knowledge-based economy and, along with its European partners, an electronically developed member of the EU, with the objective of obtaining a leading position in e-Government among the V4 countries (Slovakia, Czech Republic, Hungary, Poland).

By 2013 the public administration will have reduced the handling of official matters for citizens by eliminating duplicated administrative effort. This will save taxpayers' money by optimizing processes and the subsequent reduction in the number of employees who directly carry out different administrative agendas³⁾.

According to the Constitution of the Slovak Republic, the state bodies can act only within the scope of their authority and in a manner established by law. Therefore the implementation and conduct of e-Government for public administration will comply with the legal framework.

Special attention will be paid to the e-enabling of citizen self service. Implementation of this strategy will support the devolution of state administration by creating conditions that will allow the e-Government vision and objectives to be realised. In order to facilitate citizen self-service a common platform will be developed in cooperation with villages and towns that will allow all citizens to use the applications supporting self service.

2) Information-communication technologies.

3) This potential of savings will be ensured at 100% use of Internet in attendance for 20 basic categories of services provided by the public administration. Source: Slovak Ministry of Transport, Telecommunications and Posts, 2005, Process, organizational and data model of informatization of services of the public administration.

A summary of the most important benefits of e-Government for the public administration is given in the table below:

The citizen will obtain more.	<p>By enabling electronic public administration, the government will give each citizen equal access to services regardless of regional and social differences.</p> <p>The public administration will draw closer to the citizens; the availability of public administration services will be increased; and citizens will be able to conduct official matters from a growing number of locations providing access to the public administration information system.</p> <p>The general availability of information will be increased for each citizen, and the potential for fraud will be reduced.</p>
This will cost less for the state.	<p>The system for operating the public administration will be made more effective, services will be optimized, and new services will be introduced.</p>
Slovakia will become a preferred business destination	<p>The entrepreneurial environment will be improved.</p> <p>The attractiveness of the Slovak Republic for foreign investors will be increased.</p> <p>The creation of a knowledge-based society will have a positive knock-on effect on business.</p>

By leveraging the European Union's structural funds and through the state budget, it will be possible to implement the most demanding procedures and the biggest IT change project in the history of the Slovak Republic.

This strategic document is the next stage in the Slovak Ministry of Finance's ongoing program of e-Government for public administration. The related document that will be prepared by the Slovak Ministry of Finance and submitted to the Government will be "National Concept of Informatization of the Public Administration".



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Introduction

e-Government: European dimension

The general development of economic, social and cultural life in European countries, combined with new demands from the European Union and the development of information technologies has an effect on the methods by which the public administration provides its services to citizens. Thanks to new technologies, the services are of better quality and more effective than ever before. All countries are experiencing similar moves towards e-Government and face the challenge of how to effectively convert policy into implemented initiatives. The Slovak Government will highlight its determination to put the citizen at the centre of its activities and technologies at the centre of the country's economic development. It will also highlight its determination to reform the public sector.

The objectives and intents of several European governments provided incentives and the initiative for establishing the reform process, whose integral part is e-Government for the public administration. There has been a visible progress towards the availability of high-quality digital content and electronic services in Europe (the latest survey indicates availability levels around 60%⁴). Efforts, however, are not necessarily purely focused on availability; relevance and use of services are also key. As such, the Slovak Government has developed its strategy for e-Government in order to demonstrate how it can be used and to highlight best practice processes and procedures.

The strategy of public administration e-Government has been created in accordance with the initiative (2010⁵), Action Plan of e-Government (hereinafter referred to as "AP" only). In this way, it will be possible to monitor and compare the progress towards achievement of the AP objectives at the level of EU member states. In addition, the Slovak Government will use the resources, proven procedures and experience that can be found in the framework for electronic public administration used by EU member states.

Macroeconomic impact

Slovakia is currently a leading member state of the EU in terms of the implementation of one of the most important parts of the Lisbon Strategy – structural reforms. The structural reforms that take place relate to the general economic environment, such as public finances, reform of taxes and the system of pensions, as well as public health, social affairs and employment. At present, the state of the economy is demonstrated by high economic growth, an increase in employment and high levels of inward foreign investment.

Slovakia currently has a fully functional market and an entrepreneurial environment. Together with Lithuania and Estonia, it is one of the fastest growing European economies and is achieving its full potential. Slovakia is highly competitive. This is based on relatively low average wage costs that are the result of the inherited structure of its industry and services with low added value, combined with a low level of knowledge application, innovation and the use of technology.

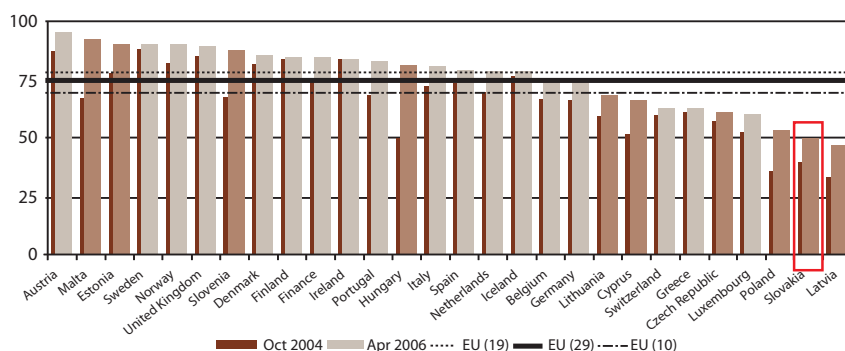
4) Online Availability of Public Services: How Is Europe Progressing? – Web Based Survey on Electronic Public Services, June 2006, Capgemini for EC
5) http://ec.europa.eu/information_society/eeurope/i2010/docs/communications/com_229_i2010_310505_fv_sk.pdf

This means that sustaining and translating the high economic growth into a higher quality of life is conditional on the development of a qualitatively different economic growth for which the development of an information society will be important. The realization of this potential will be based on free, educated and creative people, aimed at innovative economic activities using sustainable resources and production of goods that are competitive on both domestic and foreign markets.

Position of Slovakia in Europe

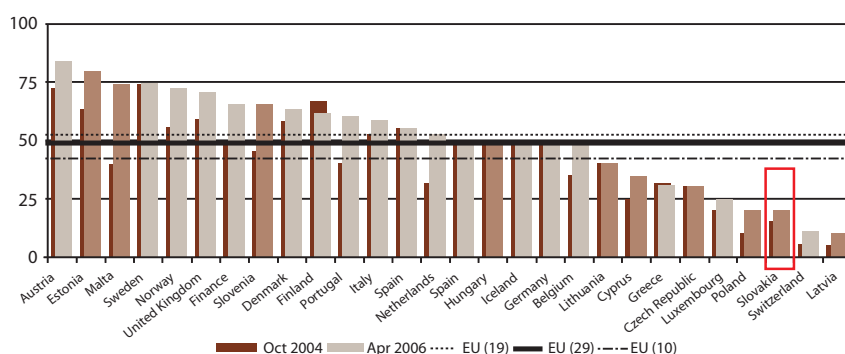
In terms of innovation and the development of a highly effective knowledge-based economy, Slovakia is currently one of the weakest members of the EU. One of the reasons for this is the lack of technological infrastructure and digitalized content and the lack of ICT skills, mainly at the level of public administration.

A large number of tasks will have to be performed to remedy this. A European Commission study of digital content and full availability of electronic services placed Slovakia towards the bottom of the league of EU member states (see Annex, Graph 1 – results of countries – availability of electronic services).



Graph 1 - Country Results - Online Sophistication⁶

The survey showed that the level of e-Government in Slovakia is very low in comparison with all technologically developed EU member countries. (see Annex, Graph No. 2 – results of countries – full availability of electronic services).



Graph 2 - Country Results - Full Availability Online⁷

6) The same as above

7) Online Availability of Public Services: How Is Europe Progressing? – Capgemini for European Commission, 2006

The services offered are basic when compared with those offered in the other EU states. Electronic educational services are used by fewer than 4% of employees, which is approximately three times less than the EU average. This situation is similar for other areas of electronic services.

Results of activities of Slovak Governments in the area of public administration e-Government

Several important measures have been taken in Slovakia that should shift development more quickly towards e-Government. The strategic objectives of e-Government for the public administration were formulated more concretely in the document **“Strategy of informatization of society in the Slovak republic”**, (whose integral part was also the action plan), approved by the Slovak Government in 2004 and in **“Strategy of competitiveness of the Slovak Republic by 2010”**, approved in 2005. The objective of another document **“Road map for introduction of electronic services of public administration”**, approved by the Slovak Government in October 2005, was to introduce the main implementation plan and concept for progress towards e-Government in Slovakia. Financial sources for coverage of e-Government development for the period of 2007-2013 were declared in the material **“Operational program Informatization of Society”**.

However, unclear accountability and insufficient control, monitoring and co-ordination of the implemented steps and tasks arising from this document meant that the implementation of e-Government in Slovakia was unsuccessful.

After entry to the European Union, the Slovak Republic adopted the main European legislation relating to an information society, and is trying to implement the main EU information society initiatives that were formulated in the e-Europe+ strategic initiative, which the later initiative i2010 is related to. At present there is no summary or detailed legislation for e-Government in Slovakia. Act No. 275/2006 Coll. on information systems of public administration and on change and amendment of certain other acts as amended by Act No. 678/2006 Coll. determines the basic framework of this legislation, while defining the rights and duties of the public administration in relation to the information systems and basic terminology and so-called Competence Act of the Slovak Parliament No. 575/2001 Coll. on organization of activities of the government and organization of the central state administration as amended and defines competences in the area of management and responsibility for e-enabling society.

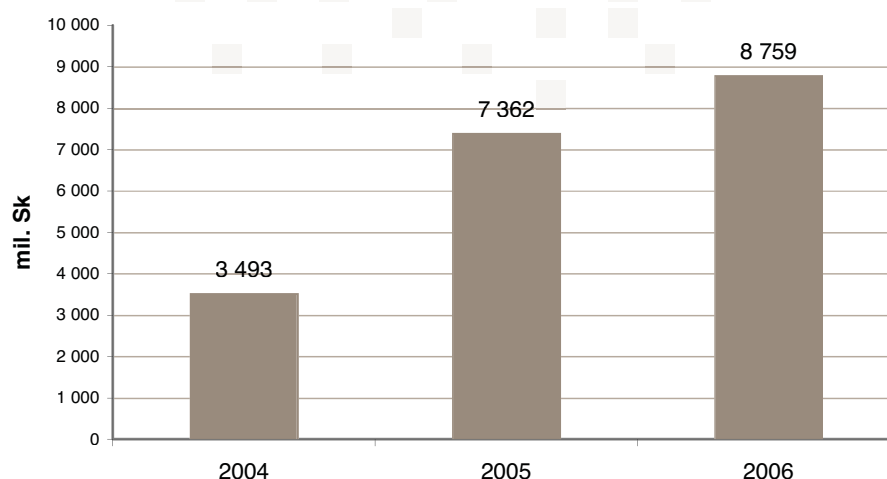
Policy statement of the Slovak Government

The Slovak Government highlighted its commitment to implementing all inevitable steps leading to the modernization of public administration in its document **“Policy statement of the Slovak Government”** of August 2006. This focused largely on the economy and e-Government in order to provide services to citizens and businesses in a more attractive and simple manner.

The objective is to build a modern public administration that will fulfill its tasks effectively and transparently without excessively burdening citizens and businesses. To achieve this it will be necessary to introduce appropriate conditions and procedures for the effective coordination of public administration bodies. This will ensure availability and accessibility to all and give electronic communications the same legal status as written (hard-copy) communications.

Slovak Government budget for e-enabling state administration

The previous funding allocated by the state administration to ICT in Slovakia was high (approx. SKK 20 billion in the period 2004 - 2006⁸⁾), but implementation of investment decisions and projects was associated with insufficient strategy and vision. This meant that only a small proportion of the allocated funding was used in such a way that the planned objectives would be achieved (see Annex, Graph No. 3 – expenses in Slovakia to ICT in the period of 2004 - 2006).



Graph 3 – e-Government expenditure in Slovakia between 2004-2006⁹

Citizen-centric public administration

The e-enablement of public administration means quite simply the use of ICT to execute public administration electronically (for example through internet, telephone, mobile devices or by other communication means).

According to our analysis¹⁰⁾, citizens would be able to save 60 833 784.3 hours annually using e-Government¹¹⁾ by avoiding personal visits to public administration offices, freeing up their time for rest or other gainful activity. In this way they could contribute in the region of SKK 3.9 billion annually to the national economy¹²⁾ and to the state budget.

Similarly, according to the analysis, e-Government could reduce the public administration headcount by at least 3 913 workers, saving at least SKK 112 million monthly taking into account the average wage of a public sector employee for the 1st quarter of 2007 (SKK 20 921). This is provided that the internet is used for 20 basic categories of services provided by the public administration¹³⁾.

It is anticipated that e-Government will make it possible to save at least 490 million sheets of paper annually by replacing the paper documents with electronic forms, taking into account 70 040 944 ¹⁴⁾ of selected decisions processed by the public administration annually in applications that must be submitted by the citizens to the public administration.

8) Source: Slovak Ministry of Finance

9) Source: Slovak Ministry of Finance

10) Source: Information audit, Road map for introduction of electronic services of public administration and information reports of the Slovak Statistic Office

11) Source: Slovak Ministry of Transport, Posts and Telecommunications, 2005, process, organization and data model of public administration services informatization

12) Source: Slovak Ministry of Transport, Posts and Telecommunications, 2005, process, organization and data model of public administration services informatization

13) This potential of savings will be ensured at 100% use of Internet in attendance for 20 basic categories of services provided by the public administration. Source: Slovak Ministry of Transport, Telecommunications and Posts, 2005, Process, organizational and data model of informatization of services of the public administration.

14) Source: Slovak Ministry of Finance

The Slovak Government wants to use e-Government to increase the level of citizen satisfaction with the public administration. The government's efforts will ensure a coherent approach (focused on effective cooperation) that will change the traditional view of public sector service delivery – shifting the perception to a citizen-centric viewpoint and away from a service provider first mentality. This change in thinking towards citizen centricity is now seen in Europe as essential for public administrations in order to maximize the benefits arising from e-Government initiatives. Ensuring relevance of services to the client base must be the objective as opposed to the simple implementation of public administration services.

The state administration and citizen self service will be trying to ensure the growth of electronic services that will contribute to the ability of citizens to meet their basic life requirements in this area. Figure 1 (see Annex, Fig. No. 1 – view on public services as “Life citizen’s events”) gives an example of life stages and situations that are not only public administration services, but also services provided in the public interest.

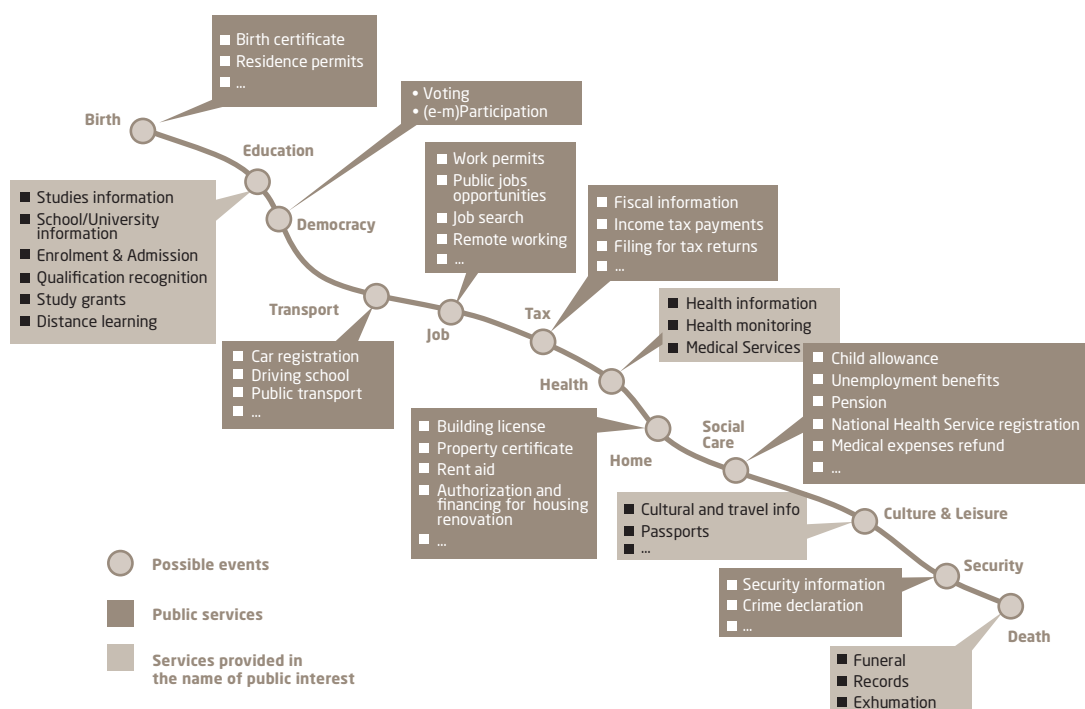


Figure 1 – Thinking about Public Services as “Citizen Life-Events”

Future orientation of public administration e-Government in the Slovak Republic

Cooperation between the public administration and private sector will form the basis for the creation of standards – best practices – in the area of technologies and process solutions.

A change in the current relationships between the private sector, public administration and citizen represents a significant challenge. Entry of the private sector into interactions between the public administration and the citizens it serves will speed up, improve, and make the provision of services more effective and transparent. This shift will enable the public administration to apply practices that are common in the private sector to standard citizen relationships – effectiveness, client centricity, use of external service providers. This will result in significantly improved quality, speed of service provision and satisfaction, as well as significant savings in public resources.

The creation of a functioning e-Government will be both a technological paradigm and a strategic initiative. It will require complex and important strategic change and deliver crucial benefits. At the heart of the whole process is a simple concept – satisfaction of the public with public administration and effective management of changes creating the central tenet of e-Government success.

Basic framework for financing public administration e-Government

The strategy creates a framework for establishing clear criteria and procedures for financing e-Government. The current financing situation is exceptional due to the fact that in addition to state budget sources, the creation of e-Government will draw on the finances of the EU structural funds.

The reference document creating the framework for drawing on EU funds is **“National strategic reference framework of the Slovak Republic for years 2007 - 2013”** (hereinafter referred to as “NSRR”) approved by the EU on August 17, 2007. This provides the basis for preparation of operation programs. NSRR determines national priorities that will be financed from structural funds and from the cohesion fund during the programming period of 2007 – 2013, in relation to the strategic guidelines of the European Community.

“Operation program Informatization of society” (hereinafter referred to as “OPIS” only) approved by the European Commission on September 17, 2007 is a reference document, on which the main project finances for public administration e-Government in the Slovak Republic will be based.

Next steps

On the basis of this strategy, the Slovak Ministry of Finance will submit the National Concept of Public Administration Informatization. This will create a system framework for the architecture of public administration information systems, and will serve as a guide for the preparation of individual business cases where a local information system is demanded in accordance with the law ¹⁵⁾ and their submission for approval by the Slovak Ministry of Finance, by which the framework for implementation of e-Government projects will be created.

In parallel, the Slovak Ministry of Finance will ensure preparation of **Feasibility studies** of this strategy of public administration e-Government in the Slovak Republic.

15) Act No. 275/2006 Coll. on information systems of public administration and on change and amendment of certain other acts as amended by Act No. 678/2006 Coll.

3

Strategic objectives

By 2013 the public administration of the Slovak Republic will be working on realizing its vision and achieving the four main objectives defined into partial objectives as follows:

1. Increasing satisfaction of citizens, businessmen and other public bodies with public administration

- a. The public administration will allow all citizens including handicapped people and socially disadvantaged groups of residents to make use of e-Government.
- b. The public administration will considerably reduce the administrative burden on citizens and companies by removing the need to personally visit civic offices. Transparency of official processes will be increased and time spent on dealing with officialdom will be shortened.
- c. The public administration will improve and e-enable the participation of citizens in public matters.

2. E-enabling public administration processes

- a. The public administration will link the existing registers, create new necessary registers and provide for their usability in legal matters.
- b. The public administration will implement key tools for the provision of electronic services.
- c. The public administration will ensure the expansion and improvement of the portfolio of their e-services, including the change of processes.
- d. The public administration will initiate and support the legislative process allowing the implementation of public administration electronic services.

3. More effective and efficient public administration

- a. The public administration will create the common secured infrastructure for e-Government and supporting activities.
- b. The public administration will use central applications and services for implementation of selected activities (accounting, human resources, electronic payments ...). It will prevent IT system duplication with a common platform that avoids multiple systems use for the same task.
- c. The public administration will implement 100% electronic public procurement in all areas and will remove all relevant legislative barriers.

4. Increasing competence of public administration

- a. The majority of public administration employees in Slovakia will be computer literate.
- b. The public administrations will increase the amount of training for their employees to improve specific IT, project and managerial abilities.

The public administration will identify the current state of the above objectives, adjust the target values, regularly monitor and assess their fulfillment and determine further steps for introduction of e-Government in Slovakia.

Table 1 gives in general the current state, continuous progress and target state of the public administration and e-Government at the end of the year 2013.

	Current situation 2007	Initial stage 2008-2010	Final stage 2011-2013
Increasing satisfaction of citizens, businessmen and other public bodies with public administration	<p>The public administration does not know whether and to what degree the citizens are satisfied with its services. Information on the public administration is insufficient.</p> <p>The public administration's central portal does not provide sufficient structure of information sources. Transaction services on the portal are rare in general, therefore the competent bodies provide transaction services only very rarely.</p> <p>The citizens often need to understand by what manner the public administration is organized and where they can find the required information.</p> <p>Citizens spend an average five days every year at public administration offices ¹⁾.</p>	<p>Public administration services will be made available equally to common, handicapped and socially disadvantaged citizens.</p> <p>Citizens will only need to address the public administration once. They will be able to update their data in a single action and this information will be shared with other offices securely. Each door will be the true one for contacting the public administration.</p> <p>Further communication channels will be built.</p> <p>The name of the central portal will be changed to www.slovensko.sk, functionality will be expanded and the infrastructure of the portal will be completed.</p>	<p>Satisfaction with public administration services will be at the same level as the EU's most developed countries.</p> <p>Electronic services of public administration will be available to a large degree through intermediaries from the private sector.</p> <p>People will be able to select a mediator of the public administration services.</p> <p>Fully functional personalized electronic accounts will be available. Considerably simplified logging in to the system of public administration will be used. This will be enabled by a single password for all public administration services with the exception of cases when the circumstances require otherwise.</p> <p>Citizens will now only spend a maximum two days at offices in unavoidable instances.</p>

1) Source: Slovak Ministry of transport, Posts and Telecommunications 2005 process, organizational and data model of public administration services informatization

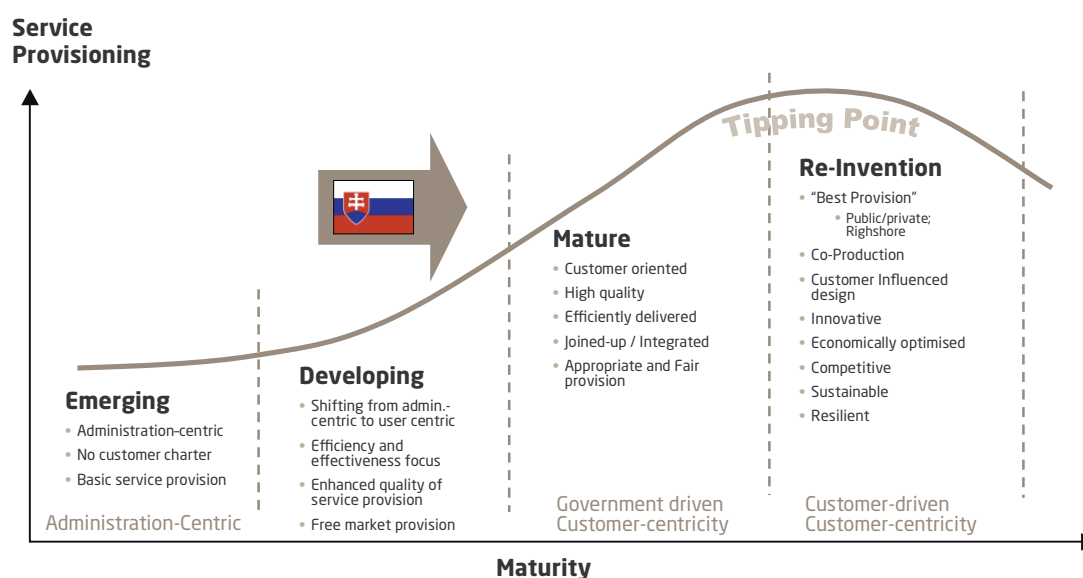
	Current situation 2007	Initial stage 2008-2010	Final stage 2011-2013
E-enablement of public administration processes	<p>Not all basic components of e-Government have been built.</p> <p>Registers are not mutually interconnected; some of them are even duplicates.</p> <p>The identity card is not electronic.</p> <p>Only a few services are available in electronically. The legislation framework supports electronic services of public administration only in a very limited way.</p>	<p>Basic registers will be built-up and interconnected.</p> <p>The number of public administration electronic services will be significantly increased.</p> <p>Electronic identity cards will be introduced and will be partially available.</p> <p>Electronic signature will be expanded.</p> <p>Front end systems will be opened up so that services provided by different offices and by selected intermediaries and providers from the private sector will be easy available via multiple channels.</p> <p>The processes will meet the defined quality parameters (availability, response etc.) and will be open for integration with the private sector.</p> <p>The legal framework will not be any barrier for development of e-Government.</p>	<p>The basic registers will also be used by commercial entities.</p> <p>The electronic identity cards and electronic signature will be fully available for identification of the citizens.</p> <p>The citizens will be able to obtain different services from different offices and institutions in one step.</p> <p>Mediators and providers of services from the private sector will be able to combine their own packages of services with the services of the public administration.</p>
More effective and efficient public administration	<p>The public administration functions according to obsolete principles and uses ICT only to a limited extent.</p> <p>The offices make independent investment decisions with minimum repeated use of the systems developed by other offices.</p> <p>More information on the effectiveness of government investments in technologies must be made available.</p> <p>The e-Procurement portal is almost unused for the public procurement.</p>	<p>The offices will start to use ICT to make their operations more productive.</p> <p>A procedure for the central planning of ICT funding will be developed.</p> <p>Functional project management for management of project will be established.</p> <p>The common infrastructure will be identified and planned.</p> <p>The first central applications will be created and jointly used by different offices.</p> <p>A selected set of commodities will be procured electronically.</p>	<p>Investments in ICT will be planned and controlled ensuring higher levels of effectiveness and responsibility by the public administration.</p> <p>Public investments in ICT will demonstrate clear benefits and return on investment.</p> <p>The principle of common use of central applications will be widely spread.</p> <p>Public procurement will take place electronically.</p>

	Current situation 2007	Initial stage 2008-2010	Final stage 2011-2013
Increasing public administration competence	<p>The current abilities of the public administration represent a barrier for the provision of electronic services.</p> <p>Computer literacy of public administration employees is not at the required level.</p> <p>Citizen self service is lagging behind the state administration both technologically and in human capabilities; huge differences also exist with self service between individual villages and towns.</p>	<p>The employees of the public administration are computer literate.</p> <p>Requirements for selection and growth of employees of the public administration providing e-Government services will be specified in detail.</p> <p>The platform for implementation of electronic training will be improved.</p>	<p>The public administration will be a crucial entity for development of Slovakia's information society.</p> <p>The public administration will be widely respected as a model of development abilities.</p>

Table 1 - Progress towards vision - indicative preliminary and final results

After achieving its stated objectives and demonstrating the effective use of technological progress, Slovakia will become one of the leading European “players” in e-Government. In this way it will create the conditions for the development of an economy oriented to the citizen and business.

Thanks to the use of technologies, the public administration will improve its structure and will make the processes more effective. Public administration services will be integrated and provided through electronic and voice distribution channels.



Graph 4 - e-Government maturity S-curve

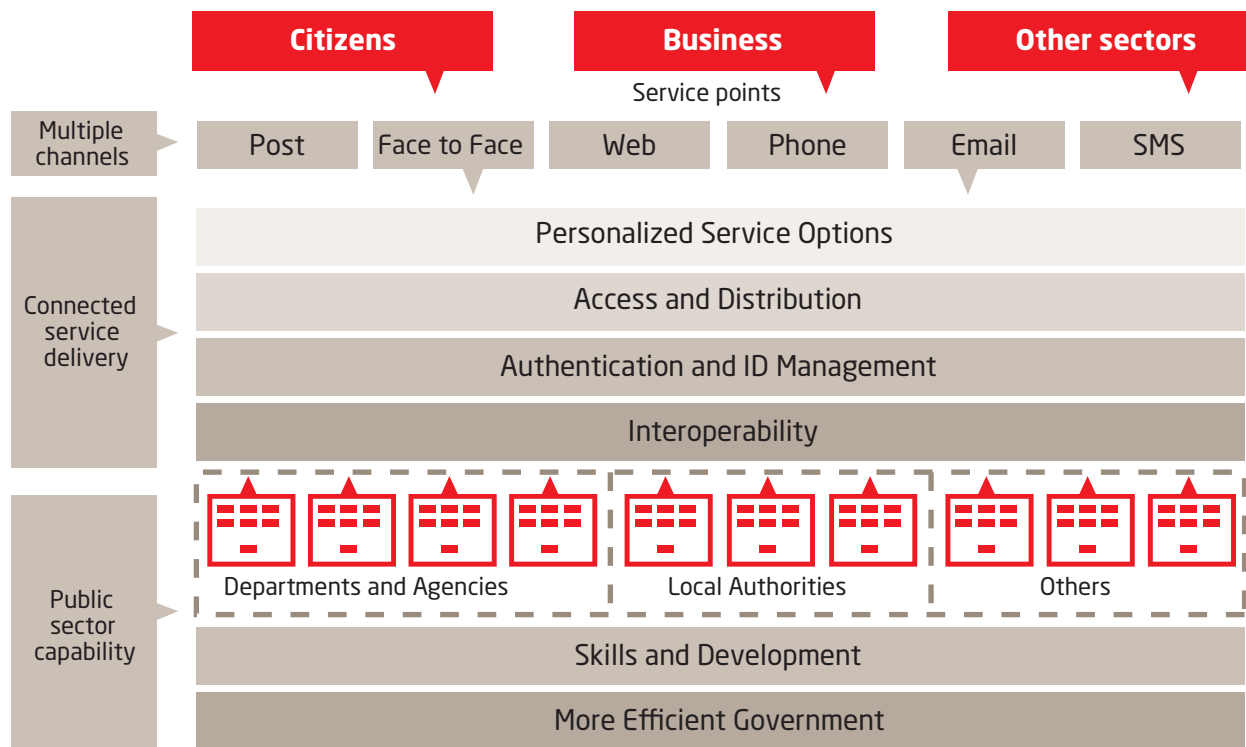
Achieving these objectives, Slovakia will see a shift on the “maturity” curve of e-Government (see annex, Graph No. 4 – curve of the S type of e-Government “maturity”), by providing high-quality and integrated services oriented to the citizen using suitable means and for regular fees.

From a political perspective, in accordance with the objectives of the Lisbon strategy and taking into account the competitiveness of the EU, e-Government will help Slovakia to achieve significant social and economic objectives – it will increase international competitiveness, improve job creation, reduce earning differences between regions and accelerate the process of integration in the EU.

4

Assessment of strategic objectives

The four strategic objectives form a complex framework for accomplishment of the e-Government vision. Breaking down these objectives will allow us to identify the main direction and to create a homogenous process, which will allow the provision of electronic services and increase the satisfaction of citizens, businesses and the other public bodies through different channels (see Scheme No.1 – interconnected public administration a client's view).



Scheme 1 - Connected Public Administration - Client's View

4.1 Increasing the satisfaction of citizens and business

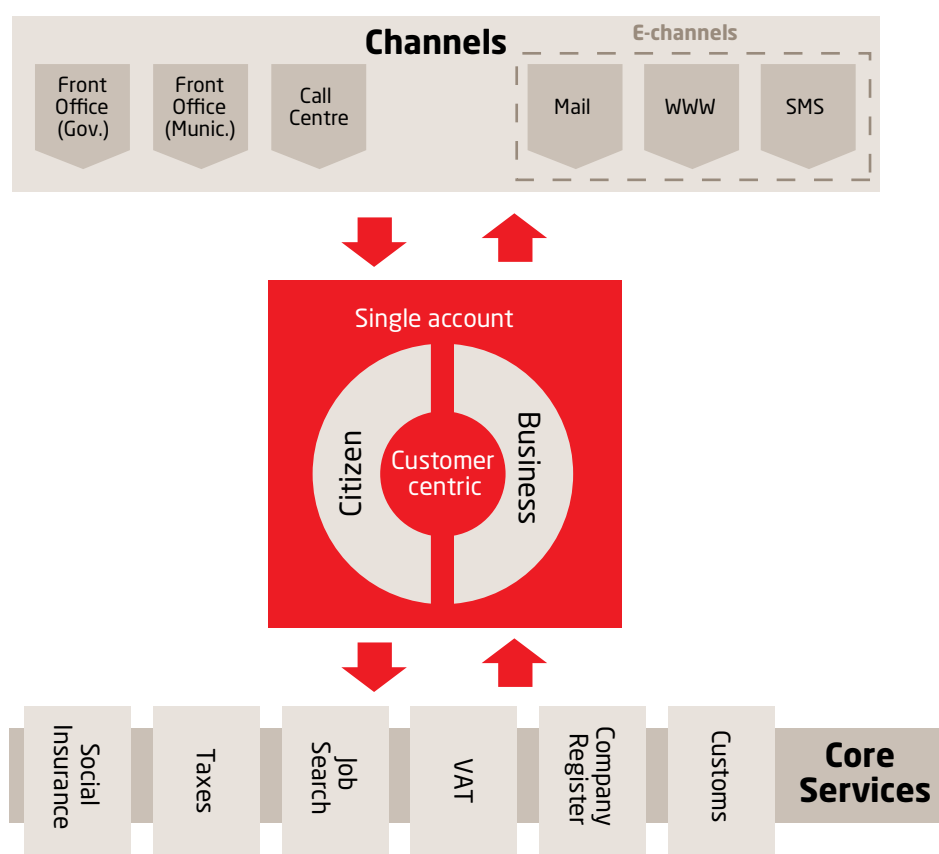
The public administration applies a consistent and coordinated approach with the objective to measure the use and satisfaction of citizens and businesses with the services it provides. In this way it will obtain a clear picture of the facts; which communication channels and services are the most frequently used, and what level of satisfaction citizens have with individual elements in the entire chain of service provision – from provision of the basic information on place, time and methods of handling the relevant service, through provision of the information on preliminary state of handling, up to completion of handling or delivery of the relevant document. This approach will also allow comparisons of quality and level of individual offices, by which it will be possible to apply the procedures for continuous improvement.

e-Government even for socially disadvantaged persons

Access for all people will be the basic motto of the public administration. The information concerning public administration services will be understandable, in simple formats, and easy to localize. Interaction with the public administration will be quick and direct – it will be focused on demands and problems of the citizens and companies – not on demands or problems of the public administration. E-Government will be trying to minimize differences between common citizens and socially disadvantaged groups, such as the elderly, handicapped people, immigrants and minorities.

Citizen-centric personalized services

The public administration will create and administer individual personalized electronic accounts on citizens, businessmen and companies, where the client can monitor all his/her electronic transactions and personalized data (through the central portal). The public administration will update the individual data just once in the integrated information system, provided that the updating takes place automatically in all information systems. The accounts will respect the variability of people entering into relations with the public administration. Each person will be able to create a personalized view that will inform him/her about the most important services and information related to his/her needs.



Scheme 2 - Customer centric approach for e-Government

As illustrated in scheme No. 2 (see Annex, Scheme No.2 – citizen oriented e-Government), the unique account for access to public administration services through the preferred channel will be established for each person (for the citizen, businessmen or others).

In addition to typical services provided by the state administration (for example registrations, taxes, customs, elections etc.), self service will offer citizens various other services in tune with the diverse nature of their everyday life situations. Provision of specific services by the public administration will be transferred to the local rather than central

level. This might include tasks that are carried out directly by the citizen with the registrar's office (birth, marriage, death), residents registration, building proceedings, protection of the environment or services arising from the original functions of citizen self service such as: local taxes and fees, social care (partially). The increase in e-enabled public administration services and their transfer to the territorial self-service will lead both to an increased readiness for an information society and to Slovakia's greater competitiveness at the global level.

For businessmen, it will allow the automation of communication with the public administration (where it is meaningful).

Each door will be the correct door

It will be easy for the citizen to obtain information or to submit applications and obtain the necessary documents regardless of the place of their original contact point: each door of the public administration will be the correct door. It will only be necessary to enter the data once.

Uniform entry point of public administration - www.slovensko.sk

The basic entry point to public administration will be the internet portal www.slovensko.sk. This uniform and more direct access to the public administration will be available 24/7. It will facilitate Slovakia's promotion and use of its electronic services by increasing the awareness of their availability. Additional main entry points to public administration – the call center and offices – will be integrated with the portal www.slovensko.sk in such a way that they will provide the same information and gradually the same extent of services.

Integrated service points

It cannot be expected that all citizens will use the electronic channels for dealing with official matters. In order that they are not forced to personally visit the specialized public administration offices, a network of integrated service points will be established, at which they will be able to handle their official matters using the portal www.slovensko.sk with the assistance of qualified employees.

Visible and traceable electronic services

It will be possible to monitor the way in which a service is delivered in real time. The client will be provided with the information on the state of his/her affairs via email, telephone, SMS or at a public administration office. Some transactions will still require the citizen to involve a public administration officer in the process and in these cases the relevant information will be provided to the client who will be able to monitor all his/her electronic transactions through the personalized account on the central portal.

Public administration accessible at the user's convenience

The public administration will increase the transparency of decision-making on public matters by ensuring that details of the current legislation as well as proposals of the new legislation or changes in the existing legislation are digitized and located on the internet and available through the public administration central portal. In this way citizens will be better able to make their opinions known within the framework of the legislation and decision-making processes. In turn, this will increase the level of democracy in the country.

e-Elections - greater participation by citizens in democratic decision-making

The public administration will create an online election capability. This will make participation in elections much easier, especially for young electors and handicapped voters. A platform allowing voters to raise questions and to receive answers from electoral candidates can also be established. This could be used, for example, for elections to the European Parliament, but it could also set a precedent for spreading elements of electronic democracy via citizen self service.

4.2 E-enablement of public administration processes

The interconnected central registers and electronic identifier will be the basic driving element of electronic services. A unique identifier will be created for each citizen. It will be used for communication between public administration information systems and for the provision of public administration electronic services. It will ensure the conclusive identification of a person requiring a certificate for guaranteed electronic signature that will be needed for legal purposes in accordance with the binding legal regulations. The public administration will then provide electronic services by e-enablement of processes that will be in accordance with the legislation.

Mutually interconnected registers usable for legal purposes

The majority of registers already exist, but there is no method of communication between them. They are not mutually interconnected and, moreover, some of them are duplicates or contain duplicated data. The public administration intends to change this situation – the registers will be unified, mutually interconnected and communication between them will be ensured. The registers will also serve as a source of basic information for commercial entities. In this way the public administration will ensure automatic exchange of the existing data that is necessary for administrative purposes without requiring the direct participation of a citizen.

European identity card

The public administration will replace all existing identity cards with new cards in the EU format with a chip that will include the holder's electronic identifiers. This will enable the secure and efficient handling of citizen data and support individual identification both in the electronic (virtual) and real world. The electronic chip stores personal data that is necessary for identification and authentication of the holder in public and private online transactions, for example name, date and place of birth, unique identifiers of a natural person, photography, biometric data, guaranteed electronic signature and others.

Making public administration processes more effective

The public administration will reform processes that have either been unsuccessfully proposed or are unnecessary. It will reduce duplication caused by the processes being repeated between offices, even when a citizen or business is dealing across departments – many systems and processes are common between offices (identity management, registration, applications, reporting and degree of responsibility, information management and management of contents, payments etc.). E-enabling processes is not simply a matter of copying existing processes, but involves the optimization of those processes to minimize the necessary steps. The technology is just the start for these reforms. The state administration and citizen self service will cooperate using standardized modules across the public administration.

Legal framework supporting e-Government

The public administration e-Government program and processes will comply with the entire legal framework. The basis of this legal framework of e-Government is formed mainly by Act No. 275/2006 Coll. on information systems of public administration and on change and amendment of certain other acts as amended by Act No. 678/2006 Coll. The problems of e-Government will have to be regulated by the act on electronic public administration and by the act on registers of public administration. Legislative barriers, which decelerate e-Government in all sections of public administration will also be gradually removed. Equalization of electronic documents with paper ones is among the most important challenges. Taking into account very demanding legislation processes, whose crucial factor is cooperation between the Slovak Government, Slovak Parliament and the President of the Slovak Republic, it will be necessary to find new methods of communication and cooperation.

Information safety

A national strategy of information safety will define the extent and methods of management of this area. The method of communication between citizen and public administration and within the framework of public administration will be identified. The procedure in case of violation of information systems safety will also be identified.

4.3 More effective and efficient public administration

e-Government means more effective public administration. The use of electronic and voice services reduces the costs, which will create the conditions for reducing official fees for the citizen and companies handling their official matters electronically. The fewer number of identical acts and fewer mistakes in entering transactions will mean less work with monitoring and identification of mistakes and rectifying them. A larger number of informed users will need less user support and can be served more quickly. The systems in which citizens administer their personal data will reduce the direct costs of tax payers, and will reduce the costs related to the use of non-topical information. In order to achieve the permanently sustainable increasing efficiency of public administration, the Slovak Government will develop a robust investment framework for ICT. By changing its way of functioning and using information technologies the public administration will be more effective (more efficient, cheaper and quicker).

Strategic planning of ICT financing

The public administration will minimize the failure to effectively use state funding of ICT by centrally managing ICT financing in accordance with the actual process of the state budget creation. The public administration will determine priorities for development of ICT centrally, in accordance with the relevant strategy and national concept of public administration e-Government.

More efficient project management

Chapter 5. 1 defines the scheme of process management for building and developing e-Government. The key tool for implementation of this scheme will be uniform and standardized program and project management that will be introduced across all projects in the state administration, including the projects of citizen self service that are related to the transferred execution of state administration.

Interdepartmental and internal use and sharing of systems

Mastering of common, standardized modular business processes by public administration offices will help to cancel or to change duplication and unnecessary or insufficient processes. The supporting processes implemented in each institution will be unified and uniformed with duplication eliminated by the introduction of central applications for information systems that support specific functions such as human resources, wages, accounting, public procurement, registration and others.

The public administration information system will be in accordance with the defined standards that are issued according to Act No. 275/2006 Coll. on the information systems of public administration and on change and amendment of certain other Acts as amended by Act No. 678/2006 Coll.

The state administration will use sufficiently robust integrated communication and data infrastructure for the provision of electronic services and for its internal communication.

Citizen self service will be via the secured communication and data infrastructure of state administration for transferred execution of state administration and for selected original competences. For the other competences, the citizens can administer to themselves using the secured communication and data infrastructure built-up exclusively for self service needs. The common data center of villages and towns will provide a platform for this infrastructure capable of offering commercial companies and their applications of internal administration - i.e. for increased effectiveness and reduction of costs of the self-government, or for applications of municipalities original competences administration.

More effective public procurement

The public administration will ensure creation of a system of electronic public procurement that will solve all stages of procurement before selection (eNotice, eTendering, eSubmission, eSignature) and after selection (eOrdering, eInvoicing, ePayments). It will also ensure that all procurements are implemented through this system.

The public administration will develop plans of central interdepartmental procurement in order to improve strategic and target-oriented decision-making on procurement. The offices will be better prepared for cooperation in procurement, which will help to obtain the best prices and supplies and will improve effectiveness and transparency.

The central procurement system (eProcurement) should minimize the costs of procurement and harmonize the ICT demand in relation to implementation of e-Government projects.

4.4 Increasing public administration competence

Successful implementation of this strategy depends on the quality and ability of the 'people' working towards its implementation. Since 2007, a set of required knowledge and skills will be identified according to the work roles that will be assessed and monitored; all gaps or deficiencies will be eliminated in the following areas: computer literacy, project management, know-how in the e-Government area and others.

Computer literacy

People working with ICT will not be employed in the state organizations without achieving the basic level of computer literacy. Only in this way will it be possible to progress towards achieving the objectives of an information society. Provision of public administration services will not be possible without employees obtaining computer literacy, because this process will be gradually e-enabled and previous procedures will be gradually replaced. The public administration will put pressure on the service providers to complete the courses of computer literacy, for example ECDL.

Employees of public administration will meet demands of a knowledge-based society

New, selectively defined requirements will be established for the qualification and ability of public administration employees. People interested in working in public administration will have to master new skills that are necessary for contact with the citizen-client, in work at the call center and for the operation of the information system. Naturally, the requirements for the worker providing internal office services will differ from the employee in contact with the customers.

In addition to specific knowledge of ICT, including technical interoperability and expertise in the information structure, the employees who will electronize public administration services will have to have knowledge in other areas, such as business processes, project management and information safety. Training of employees in the use of ICT, which were included in the agenda, where their work requires it, will serve as a career tool for mobility in public administration. It should play an important role in lifelong and electronic education.

Electronic training

The public administration will also use ICT for making the process of education more effective. The public administration will prepare the system of electronic training that will be available to employees on both the intranet and the internet. This will provide employees with continuous additional training, increasing their qualifications and improving the assessment abilities of their superiors. The employee will be continuously informed about new training that will have to be completed in this way. The loss of time, travel expenses, demands for training rooms or trainers will be minimized.

5

Organizational and financial support of strategic objectives

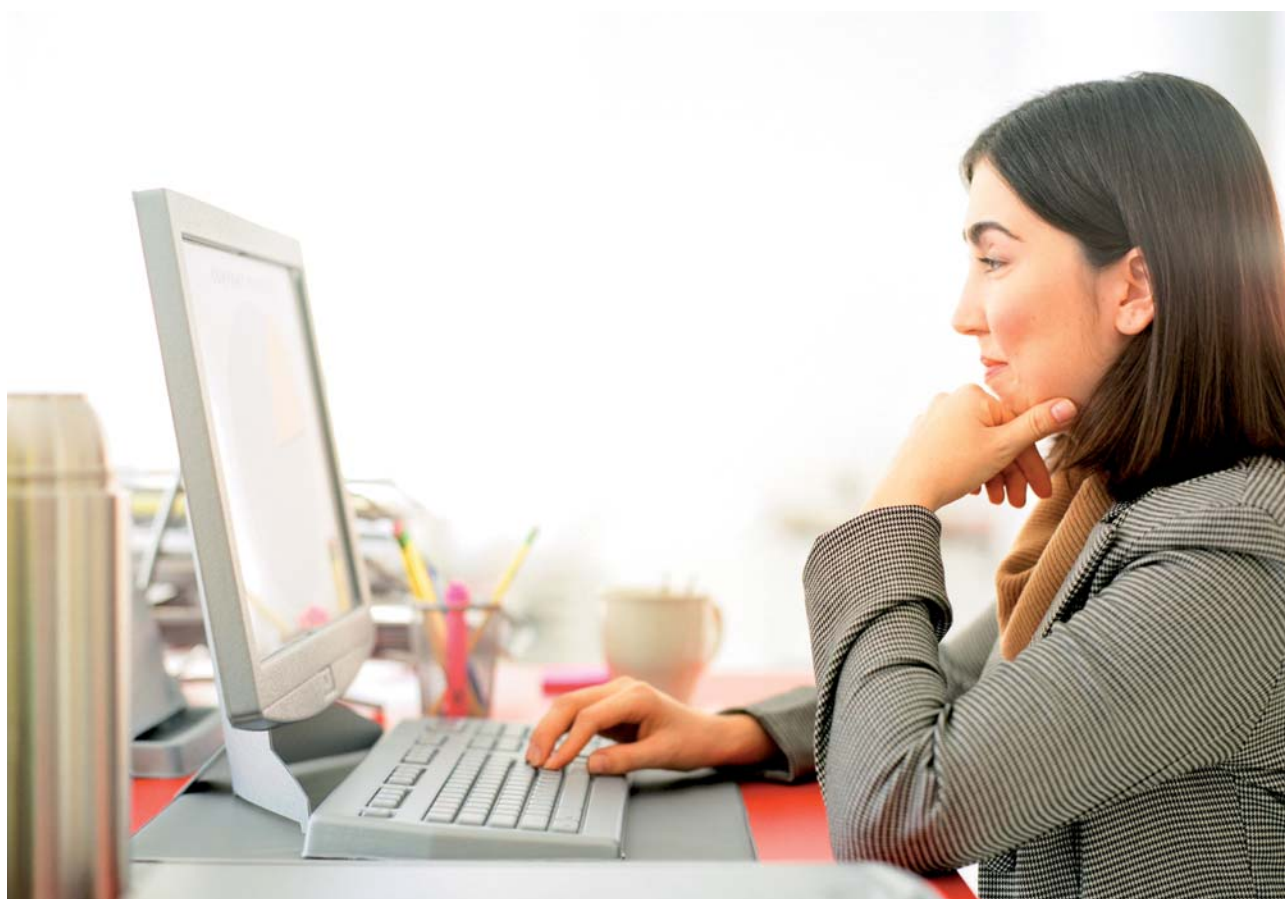
The public administration will achieve the objectives defined in the strategy only through the creation of a strong managerial structure and a clear implementation plan, and by ensuring sufficient financial means for its implementation.

5.1 Program management

The public administration will expand the present process of e-Government implementation management in the public administration to include timescales and the scope of individual projects covered by the Programme.

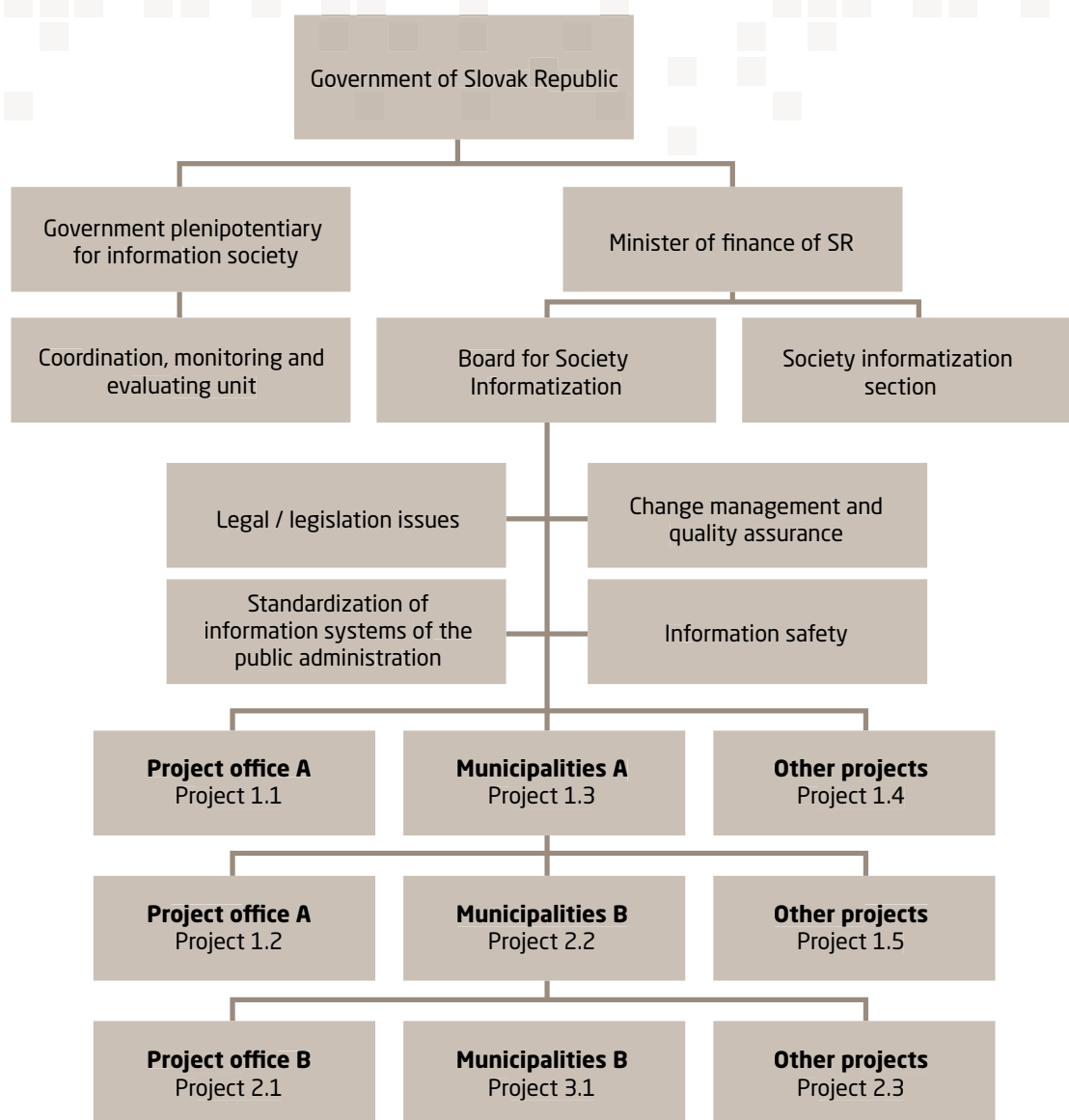
All information systems projects will be implemented at individual offices levels based on their service delivery responsibilities but overall management of e-Government implementation will be executed by the section of Society informatization of the Slovak Ministry of Finance in cooperation with the Board for Society Informatization as an advisory body of the Slovak Minister of Finance. This will ensure that all activities are in line with the general strategy and vision of the government.

All systems and applications will remain the responsibility of the relevant IT Departments of the competent public agency, the Slovak Ministry of Finance will, however, coordinate them and cooperate with them.



Organization model

The new organizational model (see Scheme No. 3) will be developed in such a way to express the intent to provide a general view of all e-Government activities undertaken by the public administration, including self service and possible partners.



Scheme 3 - Customer centric approach for eGovernment

This model is in accordance with Act No. 575/2001 Coll. on organization of activities of the government and organizations of the central state administration as amended. Since February 1, 2007 The Slovak Ministry of Finance has become the central state administration body responsible for the e-enablement of society, and the Office of the Government of the Slovak Republic coordinates fulfillment of tasks in the area of e-Government.

The new parts of the new organizational structure are as follows:

Government plenipotentiary for information society

The plenipotentiary plays an advisory role to the Slovak Government. He coordinates the fulfillment of tasks in the area of information society, the cooperation of individual central bodies of state administration in achieving the information society objectives, and the fulfillment of tasks in the area of building an information society at the level of self-governing regions. He cooperates in determining and implementing the strategic objectives and priorities of e-Government with the private sector and the non-governmental sector, and cooperates in monitoring indicators of e-Government process assessment under the conditions of the Slovak Republic.

Coordination, monitoring and evaluating unit

The monitoring and evaluating unit will be managed by the office of government plenipotentiary for informatization. It should rely on the data and information provided by the quality assurance unit, but it must preserve its status as an independent unit.

One of the biggest difficulties for governments and organizations when embarking on such ambitious, but nonetheless understandable, programs is the mapping, monitoring and evaluation of objectives and how they are being achieved in separate – but often interconnected – areas.

Ministry of Finance of the Slovak Republic

The Ministry of Finance as a central body of state administration creates and implements uniform state policy in the area of e-Government. It takes measures for the solution of topical issues and processes and prepares development concepts in the area of e-Government. The Ministry of Finance is responsible for the proper legal layout of affairs in the area of e-Government. It prepares the proposal of acts and other generally binding legal regulations, publishes them and, after negotiation in proceedings, submits them to the government. It ensures that all legal requirements are observed in this area. The Ministry of Finance also guarantees Act No. 275/2006 Coll. and is responsible for preparation of the National concept of public administration e-Government and approval of information systems development concepts from all relevant parties.

Board for Society Informatization

The Board will be an advisory body for the Minister of Finance for e-Government. Its members are the Minister of Finance, State Secretary of Slovak Ministry of Finance, General Director of Society Informatization Section of the Slovak Ministry of Finance, representatives of the other Central State administrative bodies at the level of state secretaries, plenipotentiary of the Slovak parliament, representative of government for information society, representatives of territorial municipalities and the 3rd sector. The Board will be led by the Minister of Finance of the Slovak Republic. The role of the Board will be to define the main strategy of an information society and the public administration and to present and communicate e-Government visions in the country. The meetings of the Board should be held quarterly.

Society informatization section

The main executive unit was established at the Slovak Ministry of Finance by delimitation from the Slovak Ministry of Transport, Posts and Telecommunications and will be responsible for implementing the public administration e-Government strategy. It will monitor the progress of all e-Government projects, and will solve potential conflicts between the involved parties. It will also plan and manage the allocated financial resources, and will closely cooperate with a wide range of parties including: the quality assurance unit, commissions for information safety and standardization of public administration information systems, the legal and legislative unit, the Change Management unit and .communication teams. This liaison will ensure that the impacts and affairs of interdepartmental projects are monitored. The section will closely cooperate with project managers of the state administration projects and municipalities projects.

The section will also manage four commissions – working groups for:

- Legal / legislation issues of public administration e-Government

The group is responsible for monitoring, overview and proposals of necessary legal and legislative measures related to e-Government implementation.

- Change management and quality assurance

The group is responsible for the identification and elimination of all possible obstacles in advance. It will also be responsible for effective communication both towards the mass media and the public and inside the public administration.

The change management should be perceived by the government as one of the key success factors in this strategy implementation. Using suitable incentive mechanisms, career management and motivation measures the resistance to change will be minimized, ensuring overall acceptance by the citizens, businesses, and public administration employees.

Communication and the explanation of campaigns will have to be implemented for politicians, citizens, private sector as well as for public administration employees. The group will also be responsible for the quality of implementation of individual projects and for monitoring and fulfillment of plans in time respecting the standards and conditions of the projects.

- Standardization of information systems of the public administration

The group is responsible for uniform expression, communication, management and implementation of the public administration e-Government. It issues standards through decrees on standards in the public administration.

- Information safety

The group is responsible for preparation of the National Strategy of information safety and its application into the e-Government projects of public administration, as well as preparation of proposals and opinion on the subject of information safety.

Project offices at the level of Office/Institution/Self-government

They will be responsible for execution, management, reporting and monitoring of individual projects of information systems at the level of offices, institutions or self-government.

Project offices will be established for each project and will be responsible and competent for implementation of the project, its monitoring, and for procurement and evaluation in accordance with the relevant legislation. The methods, tools and rules for establishment of project offices will be specified in the methodology of the Slovak Ministry of Finance.

Other projects (or partner projects)

Specific projects (for example common internal services such as accounting – see Chapter 4.3 or partner's project (for example PPP – public-private partnerships) will be managed in the same manner.

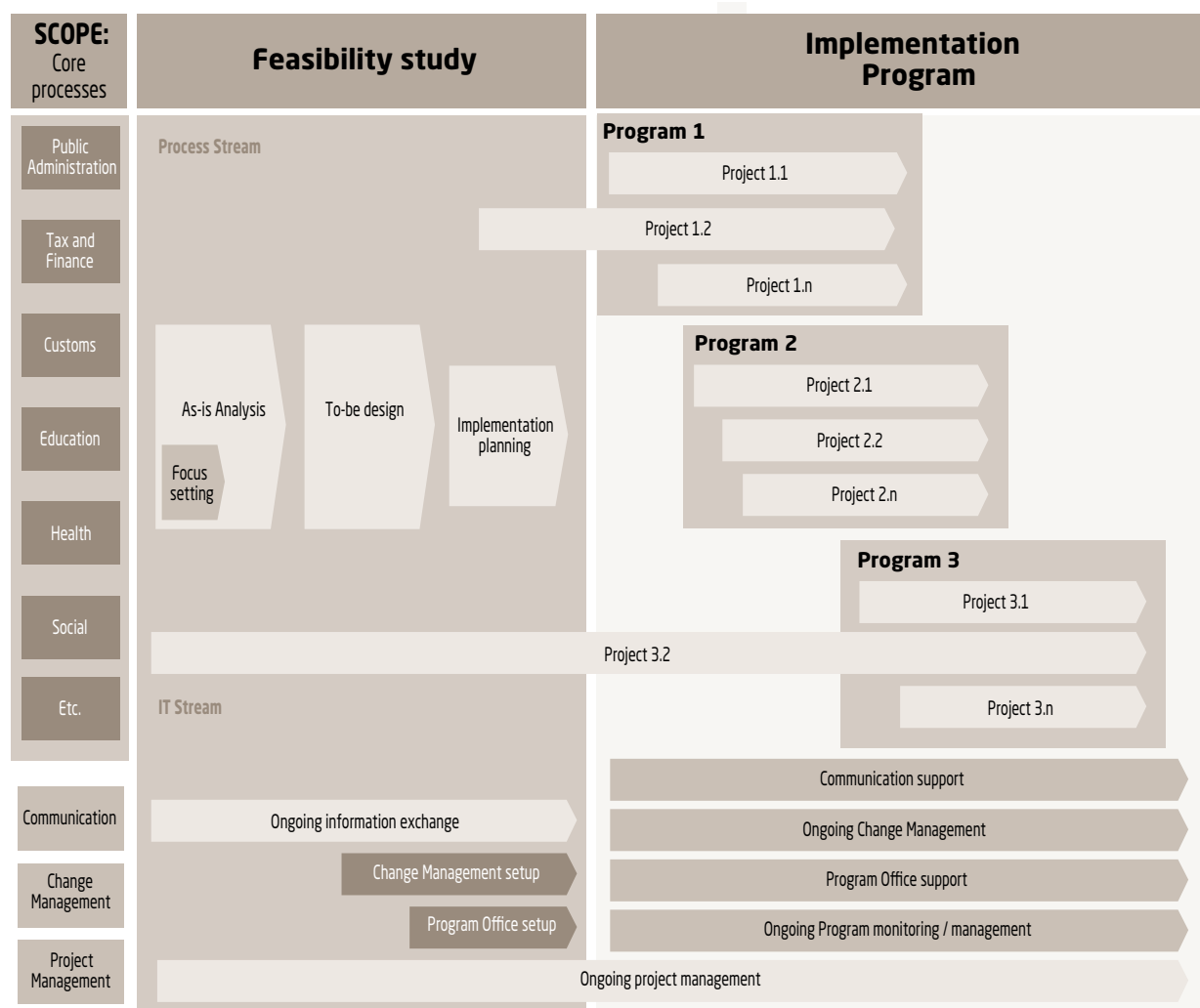
The project management will use proven best practice methodologies and standards.

5.2 Program implementation

The public administration will achieve the objectives defined in this strategy only with a clear implementation plan (See Annex, scheme No. 4 – proposal of main implementation plan for e-Government). This will be defined in the next months and in a two-stage process:

Stage 1: Feasibility study

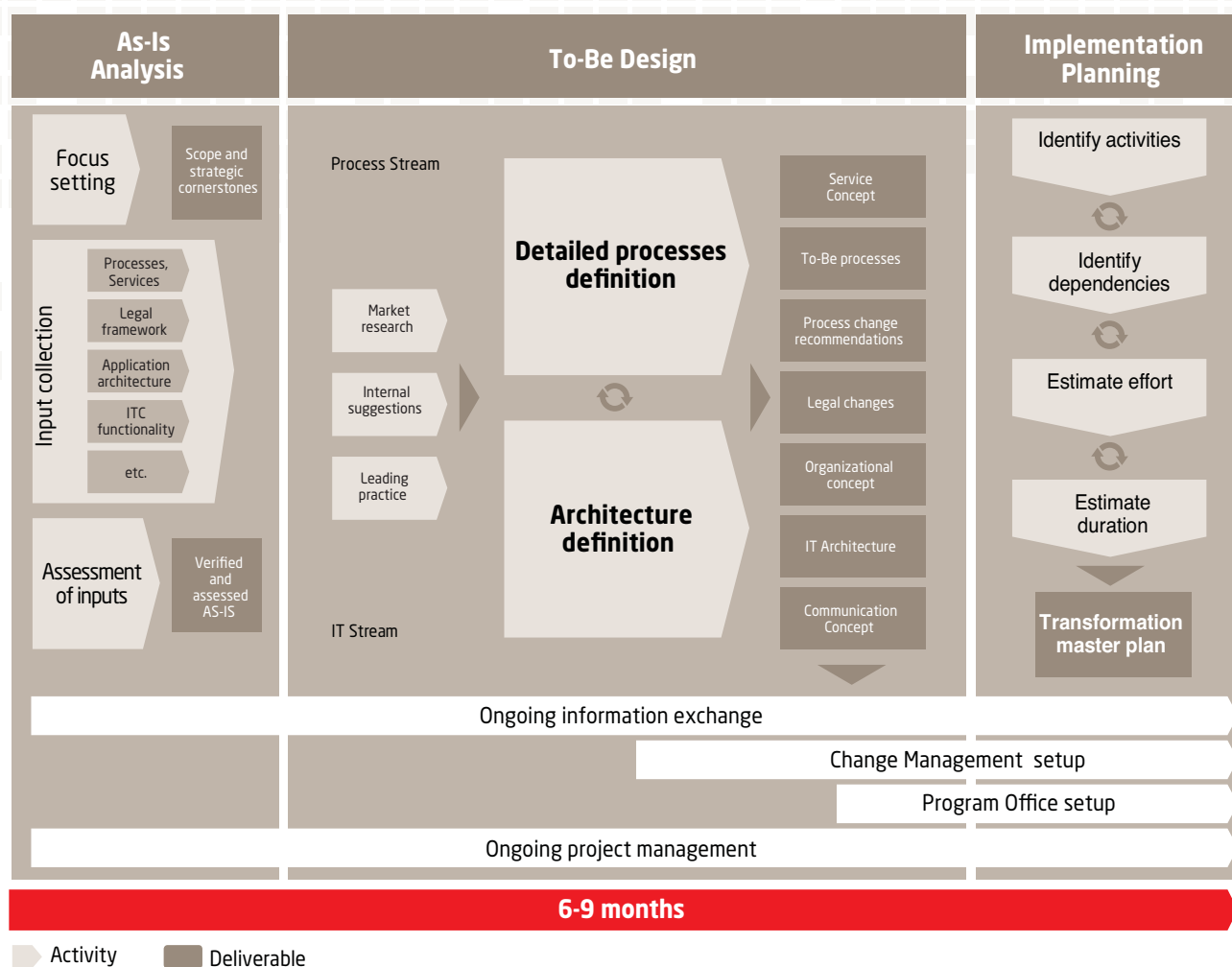
Stage 2: Implementation



Scheme 4 - The Proposal of e-Government Implementation Master Plan

Feasibility studies

The Slovak Ministry of Finance will ensure the preparation of Feasibility Studies of this strategy of public administration e-Government in the Slovak Republic. The feasibility studies will analyze, evaluate and propose the detailed framework for implementation of this strategy. They will start with defining the extent of strategic areas of public administration e-Government project implementation. At this stage the complete program of identification of solution of changes will begin, and the marketing research will be carried out (see Annex, Scheme No. 5 – Example of inputs and first steps for development of implementation program). When preparing the feasibility study, results of analyses carried out in the previous period will be taken into account.



Scheme 5 - Example of inputs and preliminary steps to create a Transformation Master Plan

The bulk of this stage will be an analysis of the current situation and extent of public administration services and processes. This will create the basis for development of the future model design. Further inputs at this stage will be the National concept of public administration informatization along with Concepts of information system development of obliged persons. Finally, the implementation plan for the change of the current situation into its planned state in 2013 will be prepared.

Basic results of Feasibility studies will be as follows:

- A. **Legal framework** for public administration e-Government and extent of necessary changes
- B. The list of projects of information systems and general plan of their implementation
- C. The group of **electronic services of public administration with the highest priority** for the citizens and businessmen that will be implemented preferentially.

The feasibility studies will also provide:

- Identification of main legal prerequisites and conditions of feasibility
- Scheme of conceptual technological structure of e-Government
- Definition of key projects of central infrastructure for creation of jointly used systems, in accordance with conceptual architecture
- Identification of the existing information systems and projects in Slovakia that are in accordance with the model of conceptual structure

- Identification of possible e-enabled public administration services and of projects arising from it.
- Selection of electronic services of the public administration with the highest priority.
- Definition of main tools of management model
- Definition of main standards of interoperability
- Framework definition of educational activities for users of these new e-Government services– citizens, businesses and public administration officers
- Framework definition of main communication activities.

The main results of the feasibility studies (A, B and C) in relation to the successful achievement of objectives defined in the Strategy of public administration informatization will have to be binding for the entire public administration. Open and sustainable interfaces and supporting services for citizen self service must be provided and if necessary the existing legislation will be amended to ensure this.

The studies will also contain definitions of standards in the area of public administration e-Government, the list of infrastructure projects and financial model for allocation of budgets and resources (on the basis of office and others).

The Slovak public administration will increase its effort in seeking out and using the best international proven practices in the area of e-Government.

The feasibility studies will indicate, in addition to others, possibilities of e-enablement of particular public administration services and projects arising from this, and will create the platform for implementation of key e-Government projects.

According to Act No. 275/2006 Coll. the Slovak Ministry of Finance has a decisive vote in approval of IS development concepts of obliged persons, and in this way any expenses of the state institutions into ITC.

Implementation

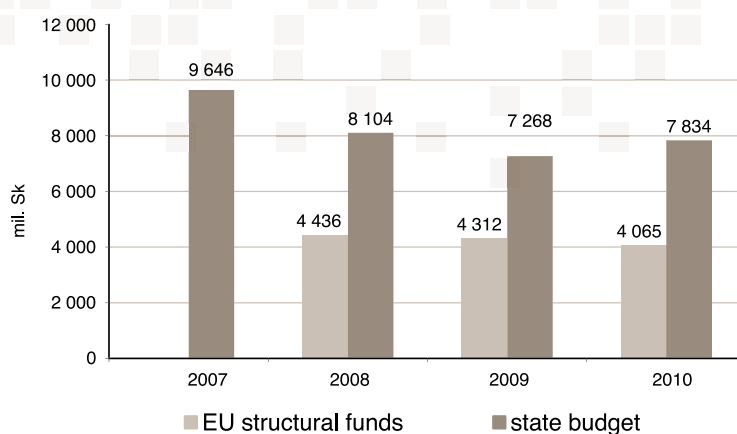
Simultaneously with the start of all proposed processes and supporting feasibility studies, the project management will take place for existing and selected new projects (as it is shown in Scheme No. 3). All existing projects will be covered and migrated in order to align with this strategy.

Within a short period of time, these projects will form a package of so-called “quick wins” begun as early as the Feasibility studies stage. The proposed selection criteria include “visibility” towards the citizens and companies, effectiveness and cost saving for the public administration. The applications that will be the results of these processes can become breaking ones, therefore it will be necessary to pay them the increased attention.

Reporting in three-month intervals will be integral to the governmental agenda that will monitor and report on the development of implementation of the program Informatization of public administration in the Slovak Republic.

5.3 Financial model

Implementation of Strategy of public administration informatization in the Slovak Republic will require huge investment support.



Graph 5 - Planned public expenses for eGovernment in Slovakia in period 2007 - 2010

Three different types of financial resources will be available, which will be available for activities identified in feasibility studies.

State budget

Development of ICT in the state administration is financed mainly from the state budget. Allocation of these financial means is initially planned to be in the region of SKK 8 billion annually, which represents the financial input of all contributors, including co-financing from structural funds of the EU. The co-financing of the priority No. 1 of Operation program Informatization of Society (OPIS) for the entire period of 2007 – 2013 represents the amount of approximately SKK 860 mil.

Structural funds of the EU

The role of the EU's structural funds is exclusively transformational. NSRR approved by the European Commission on August, 17 2007 determines the objectives and allocates the necessary financial means from European structural funds for the period of 2007 – 2013. The main objective of Operation program Informatization of Society (OPIS) that was approved by the European Commission on August 17, 2007 is to considerably improve the position of Slovakia in the European Union by e-Government, to equalize regional disparities, and to increase the levels and standards of services provided by the public administration (state administration and citizen self service). In OPIS, SKK 23 billion are reserved for e-Government public administration as the number one priority for finances from ERDF. The funding is allocated to three basic blocks as follows:

- National project Integrated service points, whose objective is to build-up e-Government at the level of state administration and in this way to create the platform for the provision of electronic services of the state administration.
- National project Data centers of villages and towns, whose objective is to build up the platform for commercial companies on which centralized and sophisticated solutions for internal administration and selected applications of original competences of self-governments will be provided to villages and towns.
- The other projects that will form central applications, services and infrastructure for internal agenda of the state administration.

The cross-cutting elements of the Informatization of society in NSRR is intended to provide coordination and optimization of specific processes, for example: e-Content, e-Culture, e-Learning, e-Health, e-Transport, e-Inclusion, e-Business, e-Tourism, e-Skills etc. .

Structural funds of the EU cannot be used for routine operation of the information systems.

Other resources

They will consists of self-service budgets, funding from different grants, financial mechanisms and branches of international institutions, private investments (e.g. through public-private partnerships – PPP), as well as financial means from EU community programs related to the e-enabling of society. It is not possible to specify their amount.

The funding for ICT represented in 2007 2.77% of the total state budget, equating to SKK 9,646 million. Thanks to the increase of funding by the EU structural funds, the total share of funding for ICT will be increased in the period of 2008 – 2010 to a 3.11% annual average of the total state budget expenses. The structural funds will form part of the total allocation to ICT financed from the state budget averaging 36% in the period from 2008 – 2010.