

## PRESS RELEASE

### The 2009 Waseda University International e-Government Ranking released

- Five Year Anniversary Edition
- Singapore listed in the top of the ranking, the first time for an Asian country.

The Waseda University Institute of e-Government has released the **2009 Waseda University International e-Government Ranking**, marking its fifth consecutive year of monitoring the development of e-Government worldwide.

Prof.Dr. Toshio Obi, Director of the Institute and Head of the research team noted the increasing importance of e-government in a scenario characterized by the global financial crisis, as well as raising concerns about environmental issues. Professor Obi added that ICT can be used as tools to face these issues and the ones related to the consolidation of an inclusive Information Society. Governments are key actors in this process and the development of e-government in the past five years is a proof of the efforts carried out to build a citizen-oriented state.

The Ranking has 34 surveyed countries. The top ten countries are: **(1)Singapore, (2) United States of America, Sweden, (4)United Kingdom, 5) Japan, Korea, (7) Canada, 8 Taiwan,((9)Finland,(10) Italy and Germany**. Singapore achieved the first place of the ranking, while the United States, the former first place for the last four years has stepped back one position. This is also the first time for an Asian country to lead the e-Government Ranking.

For this fifth edition of the ranking the existing benchmarking indicators were reviewed and improved. These include: **network preparedness, required interface-functioning applications, management optimization, National portal, CIO in government, and the e-government promotion with 28 specific indicators..** This research analyzes the development of websites and ICT at governmental level, as well as the relationship between governments and their stakeholders. The Waseda University e-Government Ranking provides an Asian perspective to assess the development of e-government, enriching the existing literature of studies carried out by other organizations worldwide.

In order to obtain the latest and most accurate information, along with the assessment of relevant web pages, members of the Institute attended local and international e-Government conferences, had communication with government officials and research institutions in major countries. Preliminary outcomes of the ranking were discussed with experts in e-government from international organizations such as the International Telecommunications Union (ITU), the World Bank, the Organisation for Economic Cooperation and Development (OECD), the Asia Pacific Economic Cooperation (APEC). These outcomes were also discussed in international conferences and workshops organized by the Institute.

The Waseda University Institute of e-Government is also in charge of the Asia Pacific Economic Cooperation (APEC) e-Government Research Center as requested in the “e-APEC” initiative, has been researching the development of e-Government strategies of the APEC member economies since 2004.

## **Main Trends of e-Government development**

The following section will illustrate the most important and remarkable changes of the global e-Government which we found during the past five years in our e-Government ranking survey.

### **1. E-Government and Public Administration Reform:**

Many governments, especially in developing countries, started changing their awareness about the role of ICT in the public sector. Governments have become aware that it is not enough to introduce ICT to their existing internal processes, but to use ICT to assist the re-engineering process in government organization concurrently with some other e-government initiatives.

### **2. Agent-Centric to Citizen-Centric:**

Governments invested huge capital into infrastructure when they started e-government programs. Changing from supply based solutions to meeting the demand of citizens, governments are gradually shifting to provision of e-services which are the most convenient for citizens and other stakeholders in their society.

### **3. E-Government to E-Governance:**

There is a gradual change in the way governments interact with their citizens: from merely providing services, governments have established virtual-spaces for citizen to have their voice. In this way, citizens have been given the opportunity to participate in policy making by using ICT. Strengthening of democratic processes by the means of ICT brought to the forefront the importance of electronic municipal services. The efforts for decentralization in e-Government strategies can be clearly viewed to date in countries with strong democratic culture where municipalities enjoy considerable independence. The shift from administration to social and political services and as a consequence the shift from federal to local e-government might be considered as a transition from e-government to e-governance.

### **4. The new role of government CIO**

Concurrently with the development of e-government, CIO in the public sector has been given more and more duties. In the past their main responsibility was information technology and their position was information technology director. However, nowadays their concerns include not only technology but also social and administrative work. As the result, many governments in the world change the content and method of training and selecting CIO in the public sector to be more comprehensive.

## **Main Trends of e-Government by Indicators**

### **1. Network Preparedness**

Regarding network preparedness, the major and basic foundation for implementing e-government such as Internet users, Broadband users, Cellular phone users, and PC users have been well established, while an increasing number of countries have already reached the top level of the world.

### **2. Required Interface-Functioning Applications**

The availability of user-friendly and secure electronic services is the ultimate goal of e-Government initiatives. The first strategies of electronic services delivery were guided by the knowledge of the functions and areas of responsibility of government agencies and were focused on online presence with gradual enhancement of the services. With the shift to user-oriented strategies to service delivery in the last years, many countries are catching up with the leaders and have visible results in offering much more diverse, advanced and comprehensive electronic services through one-stop-shop portals. To ensure usability of offered services and trust to e-Governance, the countries are putting their efforts to ensure secured transactions by adopting necessary legislation and introducing various security features. The only service that is lagging behind in its implementation is e-Voting, hampered by unavailability of proper legislation and security challenges.

### **3. Management Optimization**

All governments realize that ICT is able to help them streamline their processes and optimize the productivity of their ministries and departments. However, not all governments emphasize an integrated and uniformed effort. In this category, we measure the government's computerization and ICT integration attainment, quantifying the government's efforts in these areas.

### **4. Homepage**

The national portal is the foundation of e-government and a basic interface for stakeholders to access government in an electronic way. Most of the countries in our sample have established their portal very early and achieved a certain level already. For this year, a new pattern and set of indicators were employed in order to test the new generation of national portal.

Since 2003, a new wave of web-based services has been launched with a creative idea and obtained a fruitful success undoubtedly, for example Wikipedia, Blog and so on. These e-services based on the concept of the user as a producer of content, contacts, feedback and even applications, is generally known as the stream of Web 2.0. Currently, the concept of Web 2.0 has been adopted in public sector more and more. For year 2008, Singapore, U.S.A. and Korea made a big progress on their national portal undoubtedly. Rapid improvement of HP without substantial operations is the concerned issue.

## **5. Chief Information Officer (CIO) in Government**

CIO (Chief Information Officer) in government is seen to be one of the key factors to the success of e-government. Therefore, Waseda Institute of e-government had included a set of CIO indicators since the first e-government ranking in 2005. As awareness of the important roles of CIO is increasing, most of our sample countries designated CIOs (or equivalent titles) responsible for e-government implementation. They also have programs for CIO development, bodies for supporting CIO and framework for CIO functions in certain levels. As a result, the differentiation regarding CIO between the countries is smaller and smaller.

In fact, the indicators of CIO in government are not as suitable as they were five years ago. These indicators can not sufficiently cover and evaluate the new roles and activities in national level and sub-national level of CIO. Therefore, the improvement of these indicators is required, based on the principle of following, concretize and extending the previous indicator. Compared to the last rankings, all the names of indicator and sub-indicators have been changed and the checklist for each sub-indicator, based on definitions from the last period are made that provides a higher degree of differentiation among surveyed countries(economies).

In coming 5 years or so, the majority is expected to appoint legally-defined CIOs at all levels and establish training, consulting, and studying organizations as some leading countries already do. And the leaders will continue benchmarking, learning best practices, and then developing their CIO roles, leading to realization of a new type of organizational structure where CIO substantially plays key roles in both leading and sustaining all kinds of public services.

## **6. e-Government Promotion**

More nations are increasing their efforts in e-government promotional activities.

The United States is still in first place for its e-Government Promotion Activities, sharing this position with Canada, Singapore and Japan, which have improved their scores for this field, compared to last year. Korea has dropped from second place to fifth. In a similar way, Finland and Australia have descended from second place to eighth and tenth respectively. Four countries (Sweden, Norway, Hong Kong and Taiwan) have improved from last year to be part of the top ten for Promotion Activities.

## **Recommendations**

Although recently the world has seen the significant development in delivering the public services via Internet since the beginning of e-Government era, there exist some challenges that governments would have to address in earnest for the next few years.

Most of the surveyed countries have by and large made progress through building basic ICT infrastructures, establishing integrated government portals, extending the on-line availability of governmental services, and training and assigning CIOs with the aim of realizing IT-enabled public administration reform. While enhanced citizen participation should be the core objective of e-Government initiatives. Therefore, a number of countries are facing a major turning point in its further implementation in the real sense.

One of the most required efforts is to let e-Government go into citizens' hands. After making the national e-Government ready, it must spread toward lower levels such as e-Municipality, in which we would face several inherent problems in implementation such as limitation of budget, necessity of horizontal and vertical collaboration and standardization, and human resource development to initiate and maintain the local e-Governments.

In another respect, only a few countries have recorded satisfying use of their online services which implies that "marketing" of online services is further required. Hence, the policy-makers should pay attention not only to mention citizen needs assessment but market-centric products (online services) development, promotion and even enrichment of user experience through continuous improvement based on the user participation. Additionally, cyber laws, authentication systems' comprehensiveness, and adoption of Web 2.0 paradigm which is the technology promoting citizens to use online services, will assist to shape the next stage of e-Government.

To make the above-mentioned change happen in effect, however, management optimization, if not organizational transformation, has been and still is a core issue. Even the development and assignment of CIOs is far from enough. They are required to obtain the prominent competencies such as transformational leadership or sensitivity

and responsiveness to external environment. Moreover, structures and cultures of governmental organizations should follow the requirement for better governance with openness, transparency, and accountability to citizens. Governments must put themselves and ICT last, while putting their citizens first, to make the most of ICT and governments for good governance. In the near future Both WEB2.0 and Mobile government will be the hottest issues in e-government.

**Annex**

Research Name	5th Waseda University International e-Government Ranking 2009
Research Organization	Waseda University Institute of e-Government
Objective	To conduct a research on the status and development of e-government in the world, and to rank the surveyed countries based on the various criteria for an ideal e-Government.
Research Method	<p>This research was conducted by the staff of Waseda University Institute of e-Government and researchers of Waseda University Graduate School of Global Information and Telecommunications Studies, under the guidance of Professor Toshio Obi, Director, Institute of e-Government. Along with the assessment of relevant web pages, the Waseda University Institute of E-Government carried out several activities during the year: organized e-government experts' conferences and invited them as researchers. Members of the Institute attended international e-Government conferences, and visited governments and think-tanks in major countries. In addition, references of international organizations such as APEC, OECD, the International Telecommunications Union (ITU), the World Bank and World Economic Forum, were used.</p> <p>A total of 34 countries or economies served as the sampling units for this research, which includes: Australia, Belgium, Brazil, Brunei, Canada, China, Chile, Fiji, Finland, France, Germany, Hong Kong, India, Indonesia, Italy, Japan, Korea, Malaysia, Mexico, Netherlands, New Zealand, Norway, Peru, Philippines, Russia, Singapore, South Africa, Spain, Sweden, Taiwan, Thailand, United Kingdom, the United States, Vietnam</p> <p>The research was conducted throughout year 2008, in three periods, from April to July for preparation, from August to November for research proceedings, and whole December and January for review and finalization.</p>
Evaluation	A total of 28 indicators including more than 100 parameters were used to evaluate six fields that constitute an ideal e-Government. Some parameters were measured by using 5-points scale, while rest of them were measured by check list methodology. Each sector has been tested whether its reliability is significant or not, in both quantitative and qualitative measurement.
Research items	6 sectors, 28 indicators (including 115 parameters)

**5th Waseda University International ranking on e-Government 2009**

Rank	Country	Weighted Score			
			18	Netherlands	68.88
1	Singapore	92.89	19	New Zealand	68.58
2	U.S.A.	89.31	20	Mexico	64.68
3	Sweden	86.94	21	Thailand	64.51
4	U.K.	85.45	22	Malaysia	63.38
5	Japan	82.30	23	Indonesia	62.02
5	Korea	82.30	24	India	60.89
7	Canada	80	25	South Africa	55.45
8	Taiwan	78.69	26	China	53.25
9	Finland	76.02	27	Philippines	50.81
10	Germany	75.30	28	Chile	47.11
10	Italy	75.30	29	Russia	41.66
12	Norway	73.84	30	Brazil	41.28
13	Australia	73.6	31	Vietnam	40.77
14	HongKong	71.86	32	Peru	38.26
15	Belgium	71.26	33	Brunei	33.59
16	Spain	70.77	34	Fiji	26.02
17	France	70.61			

**Table 2: Dimensions and Indicators**

Sectors	Items
1. Network Preparedness	1-1 Internet users 1-2 Broadband users 1-3 Digital mobile users 1-4 PC users
2. Required Interface-Functioning Applications	2-1 Cyber Laws 2-2 e-tender system 2-3 e-tax system 2-4 e-payment system 2-5 e-voting system 2-6 Social Security Services 2-7 Civil Registration Services 2-8 Consular Services 2-9 Labor Related Services
3. Management Optimization	3-1 Optimization Awareness 3-2 Integrated Enterprise Architecture 3-3 Administrative and budgetary systems
4. National Portal	4-1 Navigation 4-2 Interactivity 4-3 Interface 4-4 Technical
5. CIO in Government	5-1 CIO Presence 5-2 CIO Development Programs 5-3 CIO Organizations 5-4 CIO Mandate
6. e-Government Promotion	6-1 Legal Mechanism 6-2 Enabling Mechanism 6-3 Support Mechanism 6-4 Assessment Mechanism

**Table 3: Top 10 Ranking for Each Sector**

Interface Function and Applications	
1	U.S.A.
2	Singapore
3	Canada
4	France
5	Australia
6	U.K.
7	Japan
8	New Zealand
9	Belgium
10	Spain

Mgt. Optimization	
1	Singapore
2	Germany
3	Taiwan
4	Italy
5	France
6	Spain
7	Japan
8	Sweden
9	Finland
10	Thailand

National Portal	
1	Singapore
2	U.S.A.
3	Korea
4	Malaysia
5	Sweden
6	Canada
7	Finland
8	Hong Kong
9	U.K.
10	Taiwan

CIO in Government	
1	U.S.A.
2	Korea
3	Singapore
4	Japan
5	UK
6	Thailand
7	Canada
8	Germany
9	Malaysia
10	Taiwan

e-Gov Promotion	
1	Sweden
2	Japan
3	Korea
4	U.K.
5	U.S.A.
6	Canada
7	Singapore
8	Australia
9	Mexico
10	Norway

**Table 4: Comparison on the 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup> and 5<sup>th</sup> ranking results**

2009		2008		2007		2006		2005	
1	Singapore	1	USA	1	USA	1	USA	1	USA
2	U.S.A.	2	Singapore	2	Singapore	2	Canada	2	Canada
3	Sweden.	3	Canada	3	Canada	3	Singapore	3	Singapore
4	U.K	4	Korea	4	Japan	4	Japan	4	Finland
5	Japan	5	Japan	4	Korea	5	Korea	5	Sweden
5	Korea	6	Hong Kong	6	Australia	6	Germany	6	Australia
7	Canada	7	Australia	7	Finland	7	Taiwan	7	Japan
8	Taiwan	8	Finland	8	Taiwan	8	Australia	8	Hong Kong
9	Finland	9	Sweden	9	UK	9	UK	9	Malaysia
10	Germany Italy	9	Taiwan	10	Sweden	10	Finland	10	UK