



# INFORMATION MANAGEMENT IN A NETWORKED ADMINISTRATION

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24-TIMMARS  
MYNDIGHETEN  
*Sammanhållen  
e-förvaltning*



STATSKONTORET

# STATSKONTORET

*the Swedish Agency for Public Management*

*----- established 1680 -----*

**an independently managed staff agency  
advising, assisting and supporting  
the Swedish Government  
in issues relating to public management**

[www.24-timmarsmyndigheten.se](http://www.24-timmarsmyndigheten.se)



***A THIRD INDUSTRIAL REVOLUTION***  
steam, electricity, digital information

***SHIFTING VALUES***

affluence and growing expectations  
independent judgment and self-expression

***MODERNISING GOVERNMENT***

from serving sovereign to serving citizens  
from statutes to performance



## *Government in the Information Age*

**Any service that can be provided electronically in a cost-efficient way shall be provided electronically.**

**There shall be a single contact point for each case being processed within the public administration.**

**A citizen should not have to know how responsibilities are allocated within the public administration in order to reach that contact point.**

**A citizen should not have to re-supply information that the public administration already possesses.**



# *Government in the Information Age*

**On site**

**On paper**

**On telephone**

**On-line**



## *Government in the Information Age*

**It's not about technical solutions**

**It's about your business system, your business concept and your customer relations**

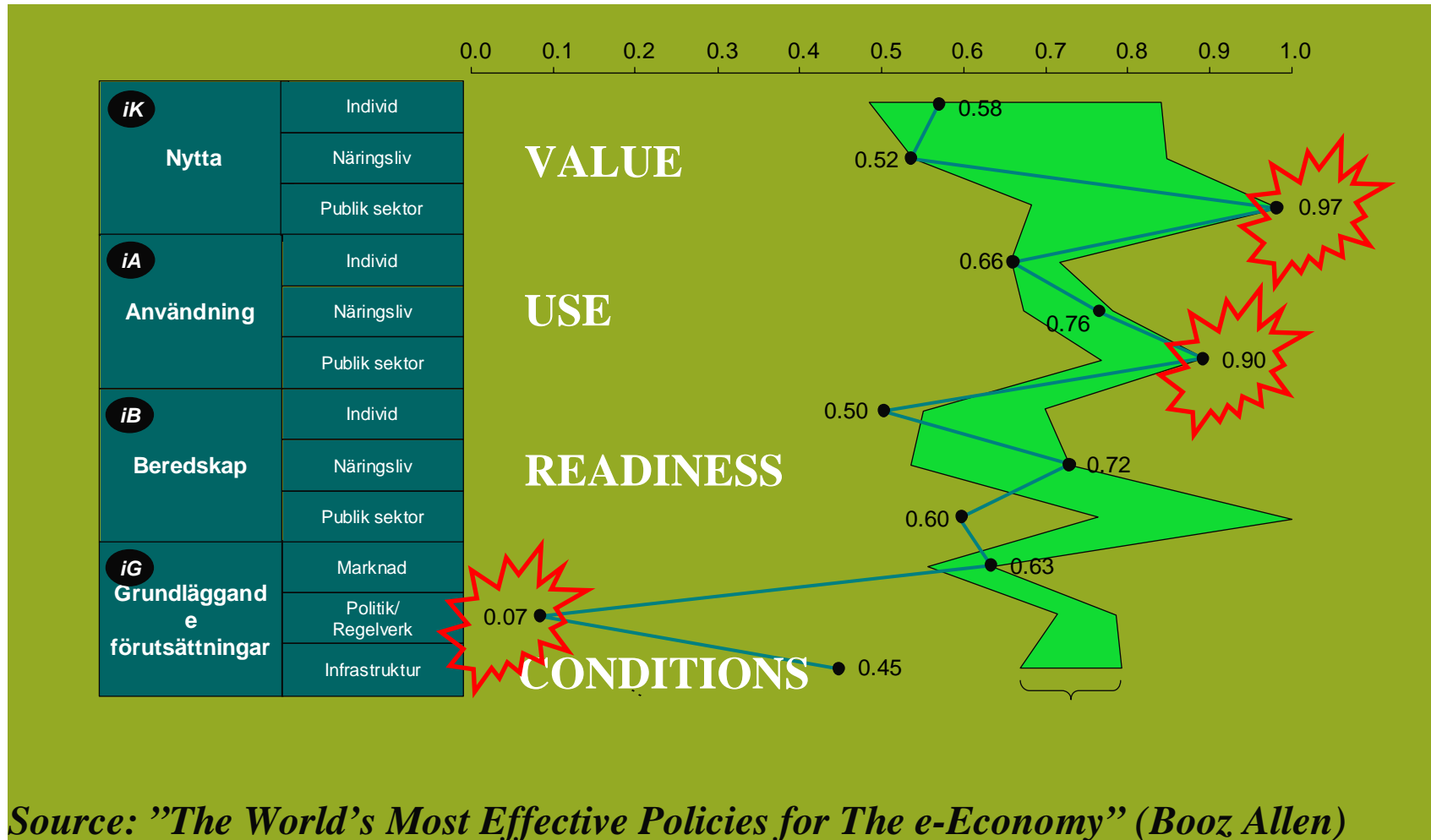
**Don't focus on the tech issues**

**Focus on the information flows**



## *And remember ...*

**If you have lousy business processes,  
then all that you will achieve  
by putting them on-line  
is showing the world  
how lousy business processes you have**



Source: "The World's Most Effective Policies for The e-Economy" (Booz Allen)



## *The Swedish Governance Model*

- **A small Government Office**
- **200+ independently managed central government agencies**
- **284 semi-autonomous local governments**
- **21 semi-autonomous regional councils**
- **21 semi-autonomous insurance boards**



## *Agency Governance*

- **Goals and directives in annual instructions**
- **A single administrative allowance**
- **Borrowing limits for investments**
- **Operative independence**
- **Performance oriented evaluations**
- **Limited terms for Director-Generals**



## *A networked administration*

- **Decentralized operative decisions**
- **Decentralized investment funding**
- **Decentralized design of ICT systems**
- **Co-operation essentially voluntary and value-driven**
- **National population register**



## *Making it work ...*

- **Open method of co-ordination - so far**
- **Large agencies trail blazers**
- **Demand-driven standardization**
- **Developing soft infra-structure**
- **But no Government CIO**



## *Assuring coherence*

- **Agency Act**
- **Statskontoret acts as catalytic agent**
- **State eForum** (*selected government agencies*)
- **Local Government eForum** (*selected local governments*)
- **eGovernment Commission** (*soon appointed*)
- **eGovernment Interoperability Board** (*soon*)



## *Information management*

- **Improve services**
- **Promote efficiency**
- **Protect privacy**
- **Preserve trust**

*“A citizen should not have to re-supply information that the public administration already possesses”*



## *Organizing information*

- **Each government agency or local government is responsible for its own registers,**
- **A separate law or ordinance for each public register,**
- **Systematic regulation of access to information and permitted use of information (*initiated*),**
- **Catalogue of registers and information assets (*initiated*)**



## *Sharing information*

- **Internet as communication channel,**
- **Information retrieval through secure pre-agreed standardized messages between information systems,**
- **Swedish Government *eLink* System,**
- **No on-line access to registers held by other government agencies ( *with some exceptions*),**



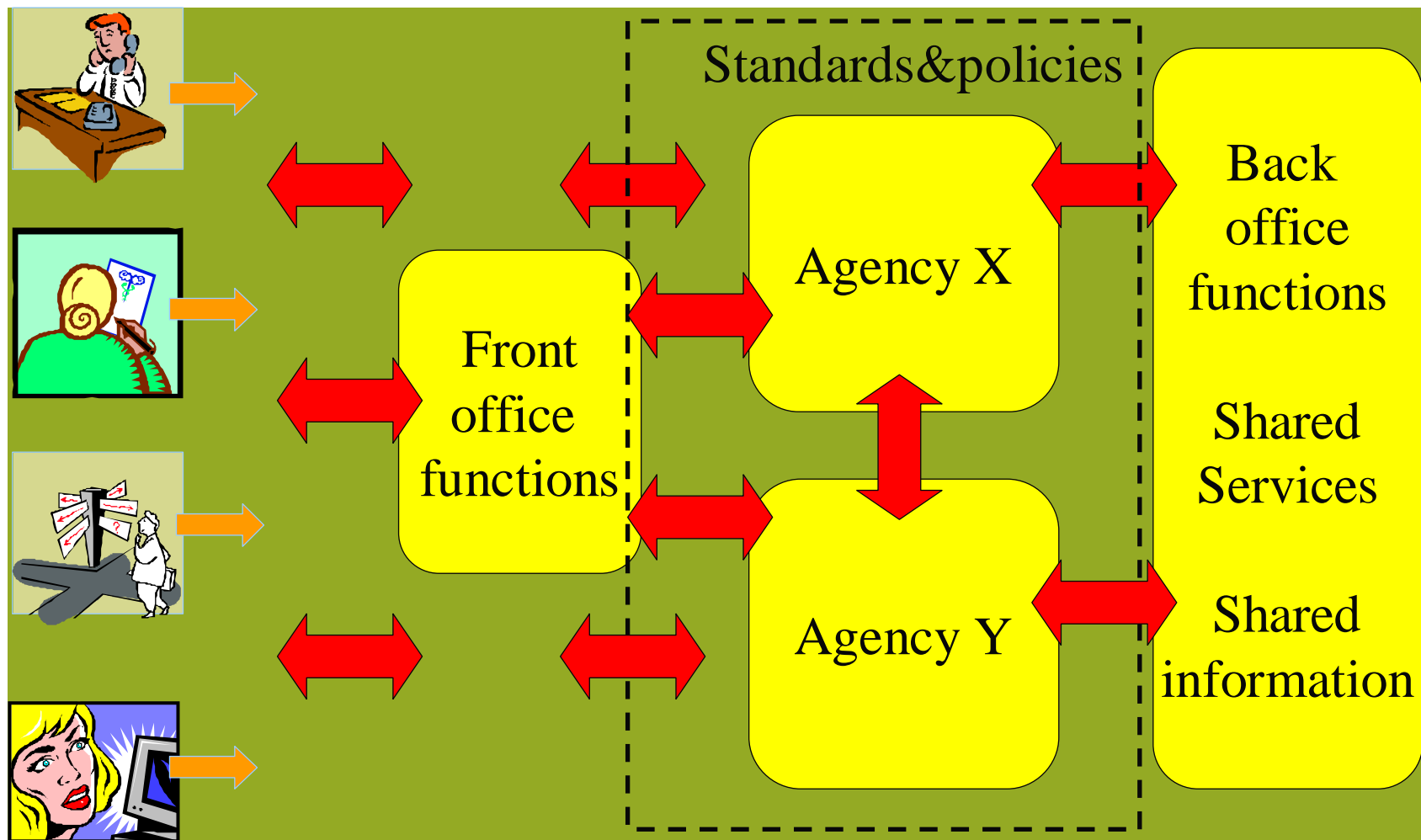
## *eIdentification*

- **No single sign-on**
- **Decentralized choice of security** (*none, pin codes, soft, hard or qualified certificates, or anything else that works*)
- **No Government CA**
- **Common certificate standard**
- **Will accept all reliable certificates** (*initiated*)



## *Shared services*

- **Certificate standard & process**
- **Secure messaging (*SHS/eLink*)**
- **Secure intranet for EU-documents (*initiated*)**
- **Interoperability framework (*initiated*)**
- **Standardized back-office functions (*initiated*)**
- **Procurement co-ordination**
- **National metaportal (*www.sverigedirekt.se*)**





## *Meeting the citizen*

- **Automated services require simplified rules and rule-based decisions**
- **Automated services will erode the basis for manual services**
- **Increased need for shared front offices**
  - **between government agencies**
  - **between central and local government**
- **“Citizen’s representatives”**



## *Issues*

- **Cross-agency financing**
- **Metaportals for public internet sites**
- **Shared local government solutions**
- **Re-thinking public services**
- **Re-engineering administration processes**
- **Re-engineering administration structures**

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