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MINISTRY OF FINANCE
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Singapore-Government

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Foreword

In 2000, the Singapore Government launched the first e-Government Action Plan to enhance the efficiency and accessibility of public services. Over the last three years, we redesigned our processes and put about 1,600 public services online.

We will adopt a customer-centric approach to redesign and integrate our processes to provide more cross agency, one-stop services like the Online Application System for Integrated Services (OASIS) and the Online Consultation Portal.

Being a city-state, it is possible for us to wire up the entire country and give every Singaporean access to a computer. This is our unique strength, which we will leverage upon to provide the best possible Public Service to our citizens and customers.

LEE HSIEN LOONG
Deputy Prime Minister and Minister for Finance

e-Government Action Plan II (2003 - 2006)

Delighting Customers, Connecting Citizens

Serving our people better has always been at the heart of e-Government.

By 2006, an e-lifestyle will be prevalent in Singapore. Both individuals and businesses prefer to transact online with the Government. Citizens readily provide feedback and actively contribute to the policy review process through electronic consultations and virtual communities. A vibrant infocomm industry works closely with the Government to transform work processes and service delivery through infocomm technology (ICT).

This is the Singapore e-Government Vision - To be a leading e-Government to better serve the nation in the digital economy. The focus of the second Plan is to transform the Public Service into a Networked Government that delivers accessible, integrated and value-added e-services to our customers, and helps bring citizens closer together.

The second e-Government Action Plan will achieve three distinct outcomes:

1. Delighted Customers
2. Connected Citizens
3. A Networked Government

Key Outcome 1: Delighted Customers

Whether individual or business users of e-Government, we seek to delight them as our customers with convenient and easy-to-use e-services.

Today, more than 1,600 e-services have been implemented. This represents all key government services suitable for electronic delivery. Moving forward, we intend to further improve the e-service experience, and to encourage greater usage of government e-services. Our goals for 2006 are to:

- implement 12 more cross-agency integrated e-services;
- have 90% of the Government's customers use e-services at least once a year; and
- have 90% of these users satisfied with the overall quality of e-services.

For users, this means less forms to fill and less queues to join. The contact between customers and government agencies is redesigned and simplified.

Increasing Awareness of & Convenient Access to e-Services

Convenient access must be provided to anyone who wants to transact online with the Singapore Government. Those without access to a computer can go to public libraries, supermarkets and community centres to get online there. We are also collaborating with grassroots organisations and private companies to facilitate access to government e-services bundled with their normal services. For people with disabilities, an essential tier of e-services will be identified and enhanced in accordance with the World Wide Web Consortium (W3C) Accessibility Guidelines.

Where possible, e-services will be deployed using mobile technologies, enabling users to enjoy a new suite of personalised, location-based and time-sensitive services.

"With the addition of more and more (personalised) services, the eCitizen usage numbers are likely to swell even more."

*Accenture 2003 e-Government Leadership:
Engaging the Customer
(April 2003)*

Improving the e-Service Experience

A new standard for customer-centric e-services will be set. The Singapore Public Service is committed to providing and transforming e-services that meet the needs of our customers. To understand the different and evolving needs of individuals and businesses, we will consult widely and continually through focus group discussions, public surveys and advisory panels.

Personalisation... Just for you

More personalisation – that is the promise of eCitizen, Singapore's one-stop portal for government services as it re-invents itself. Rather than search through hundreds of services, the user will be able to pre-assign his preferred e-services and customise for immediate access. There are five categories to choose from- student, homemaker, working adult, business person and senior citizen. There is also a personalised alert system. For instance, My.eCitizen can send email alerts to remind a user that his library books are due. Other alerts include those for renewal of road tax and passport, season parking and six-monthly medical check-ups for domestic workers.

Apply for a passport at your neighbourhood photo shop ... another eCitizen Helper 3P Partnership initiative

The Singapore Immigration and Checkpoints Authority (ICA) has joined forces with a group of photo outlets to help customers with their passport applications and renewals. After having his photo taken at the outlet, a customer can get help to apply for a passport online. Offered at 50 photo outlets across Singapore, this service helps customers save both time and money. As an incentive, the registration fee for online passport applications is lower than applications made over the counter at ICA.*

Under the eCitizen Helper 3P (People-Private-Public) Partnership initiative, more companies and partner organisations will help users to access government services online. Whether applying for a passport, checking Central Provident Fund statements, filing income tax or registering a new business, eCitizen Helpers will be on hand to guide the public in transacting with the government online. More information can be found at www.ecitizen.gov.sg.

*As of September 2003

Key Outcome 2: Connected Citizens

"We have also to strengthen our social compact – the bond between Government and the people, and between the people themselves."

This call, made by Prime Minister Goh Chok Tong in November 2001, has inspired us to seek new ways to encourage active involvement of Singaporeans in the re-making of our nation and the bonding of our communities. To meet this challenge, we will exploit ICT to:

- explain public policies and their rationale online; and
- provide another channel for public feedback on policy formulation and review.

Engaging Citizens Through Active Consultation & Virtual Communities

Whether they live here or overseas, Singaporeans can participate in the policy making and review process through innovative technology means. For those who wish to volunteer in community services, a centralised portal providing information on community services will be available. Internet enabling technologies will be used to form new virtual communities and support existing ones.

Have your say on national issues...your opinion counts

In April 2003, the Public Service's Consultation Portal (www.feedback.gov.sg) was launched. Yet another channel for Singaporeans to air their views on national issues and policy proposals, the portal supports a more consultative approach in policy making.

Online public consultation is not new. Many of our government agencies have been putting up discussion papers on national policies online. With the Portal, citizens only need to visit this one-stop destination to give views on policy proposals by the Government. This Portal will be enhanced to support e-polling; and provide references to related policies so as to enable citizens to better understand public issues. The public can comment on ministry-specific policy consultation papers via the e-Consultation Paper channel or debate with fellow citizens on a wide range of current issues in the Discussion Forum.



Key Outcome 3: Networked Government

A 'Networked Government' is one that collaborates, shares information and leverages on its collective knowledge to serve the public seamlessly and effectively. ICT will be used as a key enabler in transcending agency boundaries to deliver value-added, integrated and responsive services to individuals and businesses.



Transcending Organisational Boundaries

To meet this challenge, the Singapore Public Service will evolve into a knowledge enterprise where collective knowledge is harnessed effectively to add greater value to customers and enhance service quality. A government-wide policy on data protection ensures the privacy rights of users.

The Public Service will continue to work collectively to ensure investment in ICT generates the best possible benefits. It is important to enhance ICT management and governance capabilities service-wide, and leverage on common architectures and infrastructures to promote cross-agency collaboration and optimise resource allocation. It is also important to build agility to effectively manage rapid changes in the ICT environment.

In a world of increasing security risks, we will ensure a co-ordinated, proactive and preventive approach to enhance the government's overall ICT security preparedness for any contingency.

Facilitation Through Service-Wide Standards

The **Service-Wide Technical Architecture (SWTA)** is the key to a "Networked Government". It is a technical framework comprising standards, policies and guidelines to help agencies in the design, acquisition and management of ICT systems. This in turn helps to facilitate inter-operability and information sharing across agencies. The domain architectures within the SWTA framework seek to reduce integration complexity, promote greater economies of scale and increase re-use of components among agencies' ICT systems. Government agencies are expected to comply with SWTA domain architectures over time.

"Governments can lead by example. Putting public services online can help demonstrate the benefits of e-business while saving taxpayers time and money. The UK and Singapore are standouts in shifting paperwork-intensive processes to more streamlined web-based procedures... This frees local entrepreneurs from red tape and makes the country a more attractive investment destination for foreign capital."

Economist Intelligence Unit 2002 e-Readiness Rankings (July 2002)

Leveraging e-Government to Strengthen Infocomm Capabilities

The Singapore Government is itself a sophisticated user of ICT, and plays an instrumental role in realising the potential of many emerging technologies. In implementing the new Plan, there will be good opportunities to further grow the infocomm sector in Singapore. Through participation in e-Government projects, infocomm companies can develop capabilities and expertise that can be exported to other markets. This involves the testing and pilot-deployment of innovative solutions, which are in line with *Connected Singapore*, the Infocomm Development Authority's (IDA) infocomm blueprint for Singapore.

Singapore as a Digital Living Hub

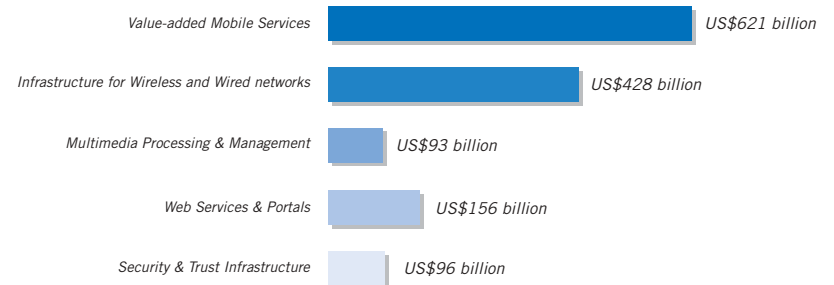
Singapore offers a unique combination of ingredients to be the digital living lab for the region and beyond. It is a base for 6,500 multinational companies, a home to tech-savvy citizens, and a hub for high-speed international and regional connectivity. It is also located in the world's fastest-growing region. Its compact size and well-organised society provide the responsiveness, agility and flexibility to be an ideal test bed.

In working towards the target set by the ICT Working Group of the Economic Review Committee to increase the GDP contribution of the infocomm industry from 7% to 10% of GDP by 2012, IDA will look into seeding new activities, developing innovation capabilities and encouraging technology development. Five specific clusters in the infocomm space that offer high growth potential have been identified. These are:

- Value-added Mobile Services that support ubiquitous access;
- Infrastructure for Wireless and Wired networks;
- Multimedia Processing & Management integrating text, graphics, video, animation & sound;
- Web Services & Portals; and
- Security & Trust Infrastructure focusing on aspects such as authentication and encryption.

Connected Singapore – A new blueprint for infocomm development, IDA (March 2003)

Estimated global spending in 2005 for the five specific clusters:



Gartner Consulting (2003)



Capitalising on our Strong Foundation

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"Singapore was the first to arrange portal information by life events - those events that require contact with government. Very few government portals have integrated portal content this well, it is a difficult thing to do. Singapore, however, did not wait for the rest of the world to catch up; it upgraded, added new content and made it even easier to use."

Singapore's eCitizen Portal Wins Prestigious Stockholm Challenge Award (October 2002)

The new Plan, valued at S\$1.3 billion, will capitalise on the strong foundation established during the first Plan and our long history of government computerisation. New strategies to adapt to the needs of the changing environment have been incorporated to herald a new era in e-Government.

Singapore – A leading e-Government in the world

The goal of the first e-Government Action Plan (2000-2003) is to be a leading e-Government to better serve the nation in the digital economy. Since the launch of the S\$1.5 billion Plan in June 2000, Singapore has become one of the most advanced e-Governments in the world, having e-enabled more than 1,600 government services.

Singapore has been recognised internationally as a leader in e-Government. We have consistently ranked 2nd in Accenture's annual global e-Government report (2000-2003). We also topped the e-Government segment in World Economic Forum's Networked Readiness Index two years in a row (2002-2003). Singapore won the prestigious Stockholm Challenge Award (2002), and the Explorer Awards (2002) that was part of the premier E-Gov 2002 Conference and Exposition in America.

Key Achievements of the e-Government Action Plan (2000-2003)

The first e-Government Action Plan envisioned all key public services suitable for electronic delivery would be placed online by 2002. This target has been met and users have responded favourably to e-services.



75% of all those who transacted with the Government in the past year did so at least once electronically, out of which 4 in 5 expressed satisfaction with the quality of service.

2003 e-Government Customer Perception Survey, AC Nielson

Government To Citizens (G2C)

Individuals can now interact online with the Government on a vast range of matters. Available 24 hours a day, seven days a week, the eCitizen Portal (www.ecitizen.gov.sg) provides a single access point to government information and services. These are organised and integrated in intuitive categories. The portal has been popular with individuals and businesses. The hit rates of the portal have increased from 240,000 per month in October 2001 to 14.4 million hits per month in June 2003. Behind the success of eCitizen is the Public Service Infrastructure (PSI), a central facility that allows quick and efficient deployment of e-services.



Launched on 1 March 2003, SingPass, or Singapore Personal Access, establishes a nation-wide personal authentication framework for e-services. With just a single identification and password to remember, SingPass makes it more convenient and easier for users to transact online with the Government. All Singapore residents above the age of 15, employment pass holders and their dependents are eligible for SingPass.

To enhance the e-service experience for our customers, we will build on the success of the eCitizen Portal, PSI and SingPass to develop more customer-centric services.

Government to Businesses (G2B)

For the business community, transacting online with the Government is now becoming the norm. Having easy and convenient online access to government agencies at all times translates to savings in time and money for businesses. This is in line with our national drive to promote a pro-enterprise environment, to facilitate business growth in Singapore.

Rolling out of e-Services quickly and efficiently

Most government agencies develop services that perform fairly similar functions – collecting payment, authenticating customers, ensuring security, collecting or exchanging data with other agencies. This can be a fairly long development lifecycle that is likely to be repeated for most e-services. By leveraging 'building blocks', Singapore's Public Service Infrastructure (PSI) shortens the development cycle. Its infrastructure, application services and e-service development environment allow agencies to rapidly develop e-services. Components such as payment, authentication and data exchange, are 'built-once, reuse-always' services that agencies do not need to develop on their own. By leveraging these building blocks, development time is drastically reduced from months to days.

The Singapore Government's PSI initiative has won the Intelligent 20 Award and the prestigious Explorer Award at E-GOV 2002 in Washington DC, America.

Saving Time & Money

Business needs	Previously or manually	Now through e-services
Incorporating a new company	- S\$1,200 to S\$35,000 (depending on company size) - Time required: 2 days	- S\$300 (flat fee) - Time required: 2 hours
Submitting building plans	- Manual despatching of documents to 12 agencies	- Savings of S\$450 by submitting online
Setting up a new entertainment outlet	- Time required: 8 weeks	- Time required: 2 weeks

All these and many more can be easily achieved through the G2B Portal (www.business.gov.sg).

The G2B portal is the first entry point for all local and international businesses to access a full suite of aggregated and integrated G2B information and services. For easy navigation, e-services are presented according to business and industry topics. Pertinent topics such as government assistance programmes, protecting business ideas and market research provide useful information to businesses.

Whether registering a new business entity or reporting changes to business particulars, BizFile enables the online filing of such forms in a manner that is both faster and easier.

Where possible, e-services are integrated across agencies to simplify procedures and improve turnaround time for businesses. By going online, a businessman no longer needs to liaise with multiple agencies or fill up multiple forms when using government services. The One-Stop Application for Public Entertainment Licences (OSPEC) and COConstruction and Real Estate NETWORK (CORENET) are examples of such cross-agency e-services that involve extensive business process redesign to provide one-stop convenience.

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The Government Electronic Business (GeBIZ) is an integrated, end-to-end online procurement system for the Public Sector. Local and international suppliers can now check out or participate in business opportunities with the Government in a more efficient, transparent and secure environment. In 2002, the cumulative transaction value of procurement through GeBIZ amounted to approximately S\$262 million.

One-Stop Shops with Cross-Agency Integrated e-Services

Opening a public entertainment outlet such as a discotheque, karaoke lounge, Internet gaming centre or amusement centre typically requires up to six licences. In the past, an entrepreneur had to make different trips to 6 agencies to get the licenses. At each stop, he would most likely be asked for the same information and documents. By using **OSPEC** (www.spinet.gov.sg/ospec), the entrepreneur can now apply for all licenses and clearances required to set up an entertainment outlet at a single online portal. Instead of 8 weeks, he can now open his business in 14 days.

CORENET is an online system that allows industry professionals to make electronic submission of building plans to as many as 12 different regulatory authorities for processing and approval. An estimated saving of S\$450 is achieved for each submission through the reduction of hardcopy printouts to all authorities and dispatch cost to their premises.

Government to Employees (G2E)

Public officers remain key to any successful e-Government strategy. They play an important role in ensuring that the Singapore Government benefits from fresh opportunities emerging from new technologies. We will continue to equip our public officers with the relevant skills needed to operate in the context of a government that must be increasingly collaborative, customer-centric and consultative.

Laying the foundation for a Networked Government

An **InfoComm Education Programme (IEP)** ensures that public officers are equipped with new ICT skills and competencies to take advantage of the growth in infocomm capability to revamp internal processes and external service delivery. The IEP facilitates learning, and enables public officers to appreciate and work towards the objective of a "Networked Government".

A **Technology Experimentation Programme (TEP)** ensures that the Public Sector remains innovative in the use of infocomm technologies to achieve new levels of excellence and improved delivery of public services. Likewise, a **Knowledge Management Experimentation Programme (KMEP)** looks into nurturing good KM ideas in the Public Service. Seven KM experimentations have been initiated and, when completed, will see knowledge bases and intellectual assets created for legal service, scholarship administration, research administration, education and best practices in productivity.

Good decision-making hinges on having the right information at the right place. The **Broadband Infrastructure for Government (BIG)** gives government agencies flexibility in the choice of broadband and mobile roaming mediums. It leverages public telecommunication networks for access to government resources. The **Government Access Infrastructure (GATE)** provides secure access to the government network via a wide range of channels. These include dedicated dial-up, ADSL, cable modem and other subscription services provided by Internet Service Providers.

"Singapore is supported by a very strong performance in government readiness, reflecting the fact that ICT is a top-priority item on the government's agenda."

World Economic Forum's Global Information Technology Report (February 2003)

The Journey to e-Government

Reflective of the changing technological, business and social climate, the last 23 years have seen a total of four national IT plans and we are now going into the fifth. For the Singapore Public Service, our e-Government journey started in 1980 with the launch of Civil Service Computerisation Programme (CSCP) as part of the National Computerisation Plan. Since then, the CSCP has evolved with each national IT plan to bring about exciting changes to the way Singapore Government works, interacts and serves the public. The first e-Government Action Plan, which was developed as part of Infocomm 21, replaced the CSCP in 2000.

The National Computerisation Plan (1980-1985)

Directed at improving public administration through the effective use of IT, the national computerisation effort focused on automating traditional work functions, reducing paperwork and escalating the deployment of IT in the Public Service. This 'start small, scale fast' approach became a catalyst for the widespread acceptance of IT, nurturing of national IT capabilities and created demand for the budding local IT industry.

The National IT Plan (1986-1991)

As our IT strategies matured, the focus shifted to the provision of one-stop services through cross-agency linkages. The enhanced inter-agency communication resulted in the creation of three Data Hubs – Land, People and Establishment. As increasing number of public services were developed in the direction of the 'One-Stop, Non-Stop' strategy, Singapore's ground breaking use of IT in automating and integrating traditional manual processes resulted in award-winning applications such as School Links, Integrated Land Use System (ILUS), One-Stop Change of Address Reporting Services (OSCARS) and networks such as TradeNet, LawNet and MediNet.

IT2000 (1992-1999)

The IT2000 masterplan was launched to position Singapore as a global IT hub. Building on the National IT Plan, the expanded focus included improving the quality of life in Singapore, boosting the economic engine, linking communities locally and globally and enhancing the potential of Singaporeans. The Singapore ONE broadband initiative catalysed the delivery of interactive, multimedia applications and services to homes, businesses and schools throughout Singapore. In the Public Sector, greater emphasis was placed on the integration of computing resources through consolidation of computing facilities in a data centre and through a civil service-wide network. The Internet was introduced as a new delivery channel providing both information and transaction-based services to the public.

Infocomm 21 (2000-2003)

Spurred by the convergence of telecoms and IT, the Infocomm 21 blueprint was launched in 2000 to develop Singapore into a global Infocomm Capital with a thriving and prosperous e-economy and an infocomm-savvy e-society. The first e-Government Action Plan was a key initiative in setting the implementation of Infocomm 21 in motion.

Connected Singapore (2003-)

The current blueprint sees infocomm as a key enabler, to create new ideas that enrich lives and produce new value. Through realising new possibilities, infocomm technology will be a true connector - bringing together the power of computing, communications and content, to create new business opportunities, consumer value and cultural experiences. Set against this, the second e-Government Action Plan will leverage infocomm to delight customers, and connect citizens.

