



WORLD BANK GROUP
Trade & Competitiveness

Moving Beyond the Traditional OSS

Delivering Integrated G2B Services

Lessons from international experience

John R. Wille

**Lead Private Sector Development
Specialist**

Trade and Competitiveness GP

WBG Supporting Governments throughout Africa in Moving G2B Service Delivery Online

Recent examples:

- Kenya – construction permitting, business licensing and investment promotion portals at the county level; support to eCitizen platform
- Rwanda – mobile tax filing for SMEs, construction permitting (nationwide)
- Uganda – licensing information portal, automation of business registry and construction permitting underway
- South Sudan – automation of business registry, implementing business licensing information portal and mobile application
- Cameroon and Cote d'Ivoire – business inspection management systems
- Somaliland – establishment of automated business registry

Many Countries Now Moving Beyond Traditional OSS

- Technology is no longer the obstacle – interoperability in government is no longer “rocket science”
- Several governments have implemented integrated G2B portals as well as dedicated client-facing organizations facilitating G2B (and often G2C) services
- Recent World Development Report highlights need to implement “Analogue Components” to fully leverage available technology solutions
 - Legal frameworks for eGovernment
- Key Elements of Success in Moving to the Next Level
 - Government-wide commitment to business centric service delivery; need to reinvent government to leverage these technologies
 - Eliminating organization and information silos in government through sharing of company data (businesses should submit information only once)
 - Effective engagement with the private sector to support technology solutions (PPPs, effective outsourcing relationships, use of cloud solutions)

Planning for Integrated G2B Service Delivery

Key issues to address include:

- Evaluation of required delivery channels (e.g., physical offices, web portals)
 - Countries with low internet penetration (e.g., Albania) have started with one-stop offices connected to regulators through an integrated back office system; later moving online.
 - Some countries (e.g., Rwanda, Singapore) primarily offer G2B services through online channels
- Assessment of institutional alternatives for integrated service delivery
 - Many countries (e.g., Albania, Canada) have established dedicated client-facing service organizations to facilitate G2B (and G2C) service delivery
 - Many jurisdictions (e.g., Rwanda, US state governments) have adopted PPP models where private sector manages the technology platform;
- Implementation of key enablers, including unique business identifiers, e-payment capabilities and single login for all government services. Also back-office integration of government databases to enable sharing of company information

WBG Research has Identified Emerging Good Practices for Implementing Integrated G2B Service Delivery

- Set appropriate country strategy – some have started with an integrated business registration process (e.g., company registry, tax, social security) and then gradually added new services (e.g., licenses and permits);
- Establish an effective governance structure and mandate from the start -- involving all key stakeholders (e.g., company registry, tax authority) and private sector;
- Conduct legal review early in the process. Amendments to legislation often required to support online transactions, unique business identifiers and other key enablers;
- Ensure adequate implementation resources within government and develop sustainable business model. eCitizen in Kenya and Irembo in Rwanda both employ “convenience fees” for online transactions to cover technology infrastructure and overhead costs.
- Technology solutions should employ open standards to ensure interoperability – many of the required technology tools (e.g., enterprise service bus) in common use in developing countries...

Further Resources and Contacts

- Guidance Note and nine country case studies: ***Implementing a Unique Business Identifier in Government***
- Toolkits and Guidance notes on Business Registration and Licensing Reform
- Forthcoming Guidance Note on ***Planning for Integrated G2B Service Delivery*** -- based on several country case studies.
- All can be found at <https://www.wbginvestmentclimate.org/>

For more information on WBG assistance contact:

John Wille (jwille@worldbank.org),

Markus Kimani (mkimani@ifc.org), or

Matina Deen (mdeen@ifc.org)