THE QUÉBEC GOVERNMENT'S REPORT CARD AND PROJECTS TO BE IMPLEMENTED

In recent years, Québec has been very active in the area of delivering e-services. Every government department and most agencies have created a Web site for citizens and businesses. For the most part, these sites provide information about the D/As' programs and activities. On several of the Web sites, users can download the forms needed to obtain a program or service, which can then be mailed back to the government. However, very few sites enable citizens to perform these transactions on-line.

We took a thorough inventory of e-services already offered by the Québec government. For each department and agency, we created a summary sheet that lists its Web sites, on-line programs and delivery methods, as well as short-term projects. These summary sheets also list interdepartmental or interagency projects, i.e., those that require the collaboration of more than one department or agency to be implemented. Finally, the summary sheets include an estimate of the e-service development budgets for each department and agency. The summary sheets are included in Appendix 1.

Overview of the Municipal Web

At the request of the *Ministère des Affaires municipales, du Sport et des Loisirs* (MAMSL), the CEFRIO conducted a study to draw up a portrait of the municipal Web in Québec. An exhaustive survey of municipal Web sites in Québec was conducted between March 16 and April 5, 2004.

It revealed that among the some 1,090 municipalities in Québec, 393 have an interactive Web site. While this means that only 36% of Québec municipalities are on the Web, these connected municipalities account for 83% of Québec's population. The content of each site was analyzed on a grid according to various aspects: Democratic activity, site functions, transactional features, delivery of municipal services, etc. In terms of democratic services, 23% of the municipal sites post the minutes of city council meetings, and 22% offer users the possibility of downloading political documents. A small proportion (7%) of municipal sites enable citizens to consult the agendas of council meetings, while 4% accept complaints or claims from citizens.

Source: CEFRIO (study funded by the MAMSL)
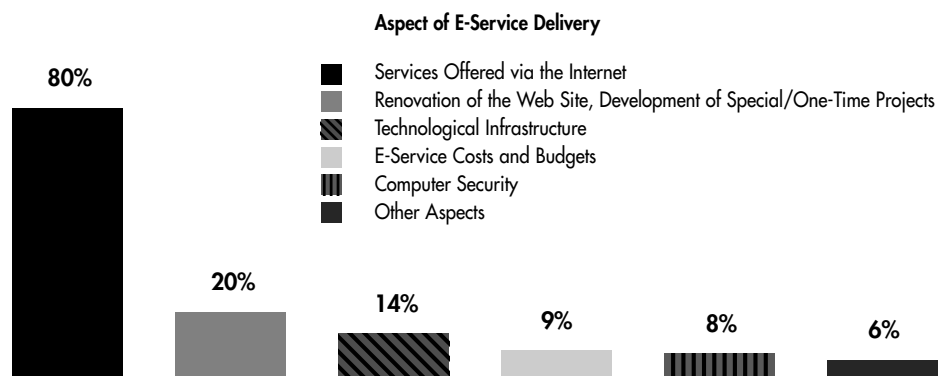
1. Report/Comments on the Summary Sheets

1.1 Clear E-Service Delivery Objectives

For the delivery of e-services to play a key role in the modernization of the State, it must be made an important part of departments' and agencies' development strategies; otherwise, it risks becoming a simple automation of procedures without a review of the purpose of the services. However, the management reports of Québec departments and agencies suggest that there are still efforts to be made in this regard.

In fact, only a few departments and a minority of agencies have included e-service objectives in their development plans. These include the *Ministère de l'Emploi, de la Solidarité sociale et de la Famille* and the *Ministère de la Culture et des Communications*, which have both included e-service objectives in their strategic or master plan.

Conversely, most departments and agencies define their e-service objectives in their management report. In fact, of the 96 departments and agencies studied, 66 mentioned the delivery of e-services in their annual management report. However, the objectives, as well as the results obtained in terms of e-services, are not presented in a uniform manner in these reports. On the one hand, the objectives are often defined vaguely and in general terms. For example, the *Agence de l'efficacité énergétique* wants "to present a user-friendly, well-documented and up-to-date site that provides information on the Agency's programs and services," while the *Régie de l'assurance maladie* "plans to overhaul the Prescription Drug Insurance section to make the information more user-friendly and accessible." It then becomes difficult to determine whether or not these objectives have been achieved. On the other hand, the aspects considered in setting objectives differ from one agency to the next. For example, while 80% of the management reports studied mention e-services, only 8% mention computer security. The following table shows the percentage of management reports that mention the various aspects of e-services:

Table 1: Aspects Mentioned in the Department/Agency Management Reports Studied

Aspect of E-Service Delivery

- Services Offered via the Internet
- Renovation of the Web Site, Development of Special/One-Time Projects
- Technological Infrastructure
- E-Service Costs and Budgets
- Computer Security
- Other Aspects

80% | 20% | 14% | 9% | 8% | 6%

We feel it is necessary to standardize e-service delivery objectives in order to establish a comprehensive, clear portrait of e-services within departments and agencies. These objectives must be clearly stated so that results can be easily measured. Moreover, the integration of e-services must be part of the development strategy of all departments and agencies in order to play a role in the true modernization of the State.

RECOMMENDATIONS

3.1   We recommend adopting a standard analysis grid for all departments and agencies for use in setting clear e-service delivery objectives.

1.2 Delivery of E-Services Within Québec Departments and Agencies

While all departments and agencies that have a Web site provide relevant information about their mission, only a fraction provide transactional e-services. The decision on whether to deliver such services is obviously based on several parameters, such as the compatibility between e-services and the expectations of citizens and businesses, the volume of transactions, the return on investments, etc. However, in many cases, the possibility of delivering transactional e-services is one of the most effective means of facilitating access to services, resulting in greater flexibility in the delivery of services no longer affected by business hours.

In almost all cases, it would be possible to develop transactional e-services based on existing informational and interactive services. Accordingly, almost all D/As offer the option of downloading forms for requesting services. Users then print and fill out these forms and return them to the D/As via the traditional methods (mail or fax). In these cases, a transactional function would generate quicker, more user-friendly exchanges of information for users.

Several very interesting initiatives have been developed by Québec's D/As in recent years, especially by the municipalities, some of which are described below.

CANTOR System: For Researchers and Students

The CANTOR system (accessible via the Web sites of the relevant *Fonds de recherche*) is a one-stop service portal where researchers and students can conduct transactions with the *Fonds de la recherche en santé du Québec*, the *Fonds de recherche sur la nature et les technologies* and the *Fonds de recherche sur la société et la culture*. A powerful authentication system ensures the security of these transactions. Thanks to CANTOR, all applications for scholarships and grants are now done on-line, from the announcement of competitions to the awarding of scholarships and grants, including processing and scientific evaluations. This means that evaluators and international experts are not required to travel.

For the clientele, the system greatly facilitates dealings with the *Fonds*. Applicants have an on-line file that they can consult or change at any time. This file allows them to perform all of their transactions instantaneously. They must fill out the relevant application forms and a single curriculum vitae. Filled out on-line, the latter is used for all programs under the three *Fonds* and for several other similar Canadian organizations, which saves researchers precious time. The system also enables research teams, including multidisciplinary research teams, to submit a single, standardized grant application. It is also used by universities to approve and coordinate researchers' applications. An affiliated help centre provides support for on-line services.

Finally, CANTOR adds to and updates a database containing unique information about public research in Québec. This database enables researchers, journalists or any interested citizen to find experts in a given field. It also enables researchers to publish their work and students to locate potential research supervisors.

Plan Your Retirement with CompuPension

The *CompuPension* simulation tool, created by the *Régie des rentes du Québec* (www.rrq.gouv.qc.ca), is a must for determining your sources of income once you retire. Designed to compare different scenarios, *CompuPension* uses information about your contributions to the Québec Pension Plan, among others, in a highly secure environment. Depending on the income and financial objectives you enter during the simulation, *CompuPension* determines how much you need to put aside to make all your retirement dreams come true. Since it is possible to save your simulation, you can easily make changes to reflect your financial situation. Free and easy to use, *CompuPension* will help you make informed decisions now for later on.

On-Line Placement Site: To Help You in Your Search

At the *Emploi Québec* Web site (www.emploiQuébec.net), not only can job seekers access a wealth of useful information (jobs in the regions, job search strategies according to age, promising sectors, how to find a job on the Internet, etc.), but they can also benefit from an innovative on-line placement service. Initially, users can peruse job offers posted by various employers using a powerful search engine that enables them, using specific commands, to search for a job that matches their interests and skills. However, the truly innovative feature of this site is the on-line placement service, which enables users to register as potential candidates for one or more types of jobs by posting their CV on-line. Employers can then consult the CVs and call the most promising candidates for an interview. With its on-line placement site, *Emploi Québec* has created a dynamic meeting ground between employers and job seekers.

Registre des droits personnels et réels mobiliers (RDPRM): An Effective Tool That Eliminates Worries

Administered by the *Ministère de la Justice*, the *Registre des droits personnels et réels mobiliers* (RDPRM) is a computerized register (www.rdprm.gouv.qc.ca) that enables creditors to publish most registered rights on property (e.g., vehicles, boats, aircraft, business property, etc.) financed in Québec. Once registered in the RDPRM, a right is considered to be publicly known. Whether to purchase or finance such property, a potential buyer or a creditor can quickly find out by consulting the RDPRM whether the property in question has been pledged as security for a loan or if there is a lien against it. This woud help them avoid future problems. For example, by first consulting the RDPRM, a potential car buyer can avoid being held liable at a later date for a debt that does not belong to him, or having to return the car without compensation. The RDPRM therefore promotes the economic activity of businesses, while protecting consumers from financial risks related to fraud when purchasing certain goods.

Without hesitation, the RDPRM can be considered a definite success, as evidenced by the various honours it has garnered: *Hommages 2000*, gold medal at the *Distinctions 2000* awards, 1ˢᵗ prize in the Security category, awarded at the *1ᵉʳ Gala du commerce électronique* in 2000, and *Mérite du français dans les technologies de l'information 2001* for its Web site. Based on a traditional service delivery model, the RDPRM has developed a client-based operating method by identifying the most complex organizational and technological challenges, i.e., offering innovative and highly secure on-line services and promoting prompt, personalized relations with clientele, including citizens, lawyers, financial institutions, manufacturing companies, etc.

The RDPRM is now consulted almost 550,000 times per year, and there are over one million entries. E-services are preferred by 95% of the clientele for sending eligible registration applications and by 97% for consultations.

Plan Your Vacations with *Bonjour Québec* (**www.bonjourQuébec.com**)

The www.bonjourquébec.com Web site is an excellent tool for planning your vacations in the *belle province*. Available in five languages (French, English, Spanish, German and Japanese), it is the fastest and most practical way to organize an unforgettable stay in Québec in only a few clicks. Not only is the Web site overflowing with tourist information on the various regions of Québec (festivals and events, activities, attractions, driving inform-ation, etc.), but it can also be used to make on-line reservations for accommodation and tourism packages. From the comfort of home, tourists can search for suitable hotels and inns, obtain information about them (rating, size and location of rooms, amenities, services offered) and even book their rooms on-line. The Web site can also be used to order or download tourism brochures, reserve show, plane and train tickets, rent cars and purchase tourism guides and gift packages. In short, bonjourQuébec.com is the first place tourists should visit in Québec, before they even get here!

The *Bureau municipal*: Using Technology to Ensure Efficiency

An innovative initiative in the municipal sphere, the *Bureau municipal* Web site (www.portail.mamsl.gouv.qc.ca) provides confidential and secure access to e-services of various departments and agencies. Intended for municipal stakeholders, it is a common access point which structures and facilitates electronic communications and transactions with a single identifier for all e-services available. For employees and representatives of municipal agencies, as well as Québec government employees who work in areas that fall under municipal jurisdiction, the *Bureau municipal* is a one-stop point from which to access common e-services.

For example, the *Système d'Information et de Gestion en Aménagement du Territoire*, commonly known as the SIGAT (layout diagrams of Québec's regional county municipalities (RCMs)), features a geomatic and textual database compatible with all Québec municipalities. This service is accessible by 18 Québec government departments and agencies and the entire municipal network under the *Act respecting land use, planning and development*.

In summary, the *Bureau municipal* is a good example of how information highway technologies can be used to create more efficient management by generating savings and centralizing services.

***Télé-Québec*: The Internet as an Extension of its Mission (www.teleQuébec.qc.ca)**

Télé-Québec has been on-line since November 1995 and was one of the first TV channels in Canada to use this new medium to fulfill its educational and cultural mandate. The Internet has become *Télé-Québec*'s preferred means of achieving its mission and reaching the public. Initially just a corporate showcase, the *Télé-Québec* site offers the public extensions of the shows it broadcasts. The services offered vary according to the type of show—they add to the content shown on TV and enable the public to contact the teams who work on the TV shows, specifically through interactive content. Through the Internet, *Télé-Québec* has extended its educational and cultural mission to the province's schools. Teachers can search the on-line catalogue of the *Collection de vidéos éducatives* and order videos related to their curriculum. Even better, schools subscribed to the downloading service can download the videos overnight onto one of their computers via a secure Internet link. Also, the *Carrefour éducation* (http://carrefour-education.teleQuébec.tv/) provides access to reviews of over 1,500 Web sites, 628 software packages and CD-ROMs and 2,503 educational videos, and includes over 700 proposed teaching scenarios. It also provides access to over 10,000 copyright-free images. *Télé-Québec* also produces multimedia teaching guides on various topics. These project-based teaching guides suggest an interactive approach that incorporates the use of educational videos in a learning context.

Sainte-Brigitte-de-Laval: A World Leader in Public E-Services
(www.ste-brigitte-de-laval.com)

With only 12 permanent employees, Sainte-Brigitte-de-Laval, a town in the Québec City area with barely 3,400 residents, is rising to the challenge of implementing a true e-government. Among others, the town's project aims to provide citizens with e-services in the areas of recreation, civil security and public consultations. However, the cornerstone of the project is the component that enables citizens to obtain permits on the city's Web site. The goal is to reduce the time and resources needed to assess a project's compliance with municipal bylaws—a process that can often take several days or even weeks. Through a grant of $240,000 from the *Ministère des Affaires municipales, du Sport et des Loisirs,* Sainte-Brigitte-de-Laval's administrators have developed a real-time assessment system for permit applications. Once the system has been implemented, citizens will be able to go to the town's Web site at any time where they can submit a permit application and receive a notice of compliance in just a few minutes. If the application is accepted, the permit will be sent to them by e-mail—without any intervention by municipal employees. The project designers estimate that this system will lead to a 72% gain in productivity.

The implementation of this innovative system is part of a vast restructuring of municipal services aimed at adapting the town's administration to the requirements of the knowledge economy. Technological innovations in Sainte-Brigitte-de-Laval have attracted the attention of several governments in Québec and around the world. The City of Toronto, the Québec government and the governments of Ireland and Great Britain have already expressed an interest. With such initiatives, Sainte-Brigitte-de-Laval's administrators have shown that municipalities can be on the cutting edge of international trends.

Sources: Municipality of Sainte-Brigitte-de-Laval, Bolduc, D. Sainte-Brigitte-de-Laval fera le tour du monde avec une percée technologique, *Le Journal de Québec,* September 5, 2003 and Normandin, P.A. Sainte-Brigitte…de-la Mauderne, *Le Soleil,* September 13, 2003.

The following is a list of services currently available in transactional mode by Québec departments and agencies that offer innovative solutions to facilitate the lives of citizens and businesses. The list shows that Québec has been working hard over the past several years and that its dynamic public sector has developed several interesting functions. Overall, however, the delivery of services remains isolated within each department and agency, as few projects have an **interdepartmental or interagency scope**.

Departments or Agencies Offering Innovative Transactional E-Services

Commission de la santé et de la sécurité du travail (CSST)

Via the worker and employer site, it is possible to issue notices of request for reimbursement (interactively through file transfers) and intervention reports, and to use the income replacement benefits simulator.

Healthcare institutions can view their accounts, make bank reconciliations and download diagnostics, employer data and their monthly statements.

Commission des services juridiques (CSJ)

The transactional component enables attorneys in private practice to send their invoices over the Internet.

The «network services» option enables legal aid employees to obtain and exchange information.

Commission des transports (CTQ)

The site is used to conduct an annual on-line update of information about the 56,000 carriers registered in the Register of owners and operators of heavy vehicles.

It is also possible for the 6,000 carriers registered in the *Registre du camionnage en vrac* to make updates annually and pay their fees on-line (*Ministère des Finances* payment solution).

Fonds de recherche en santé (FRSQ)
Fonds québécois de recherche sur la nature et les technologies (FQRNT)
Fonds québécois de recherche sur la société et la culture (FQRSC)

This site is used to submit funding applications on-line, accept or reject funding, endorse or approve an application, update a file, evaluate applications, etc. (secure transactions using a PIN and password via the CANTOR system).

Hydro-Québec

This site enables residential customers to pay bills on-line, access their personalized consumption profile, obtain meter-reading cards, change their address, register for equalized and authorized payments and request information.

Business customers can group accounts, pay bills on-line and use the remote meter-reading service.

Partners and suppliers can follow up on requests for master electricians and make on-line requests for proposals.

Lastly, the site enables all citizens to consult job offers on-line.

Institut de tourisme et d'hôtellerie (ITHQ)

The DECCLIC platform enables teachers and students to use the Internet to communicate for certain courses (discussion forums, chat rooms, e-mail, on-line documents and personal sites).

La financière agricole (FADQ)

Farmers can submit funding applications on-line and access their insurance file (which enables clients to consult their contracts and declare their insured volumes). The site also allows for the transfer of financial data.

Société de l'assurance automobile du Québec (SAAQ)

Users can change their address on-line via a secure form.

Via the SAAQ Clic service, 30 car dealerships can register new and used vehicles at the time of sale (this service is in the process of being implemented). This application also enables 25 approved mechanical inspectors to register their certificates with the SAAQ for inspections of all types of vehicles done at their garage.

The site allows businesses and citizens who are Desjardins and National Bank clients to renew their vehicle registrations, driver's licenses and handicapped parking stickers on-line.

Société des établissements de plein air du Québec (SEPAQ)

The site permits on-line reservation and payment of fishing, vacation and camping packages, as well as registration for various hunting and fishing draws.

It is also possible to sign up for the job bank.

Télé-Québec

Users can sign up for the *Infocourriel* service and order educational videos.

Régie des rentes (RRQ)

The site enables citizens to apply for pensions on-line, change their address and request a statement of contributions to the Québec Pension Plan. They can also request duplicate income tax slips and income tax withholdings with a personal access code that ensures the confidentiality of transactions.

Registraire des entreprises (REQ)

The electronic submission service enables businesses to submit their annual return without modifications via the Internet network, as well as benefit from fast, reliable processing of their annual return, thus eliminating the need to send a paper form.

The information grouping service enables users to obtain a list of businesses in the Register of sole proprietorships, corporations and legal persons (CIDREQ) and to select the order of presentation of files and the information to be included.

Ministère des Finances (MFQ)

The Online P@yment service enables on-line credit card payments and is available to other departments for their own e-services.

The CLIC-REVENU service (implemented jointly with the MFQ) allows businesses to pay their taxes and income taxes on-line.

Ministère de l'Emploi, de la Solidarité sociale et de la Famille (MESSF)

The *Placement en ligne* site enables job seekers to post their applications and employers to post job offers and search for candidates. This service has an automatic matching tool, i.e., it enables both clienteles to create a search query for a candidate/job offer and notifies them when items corresponding to their search are posted on the site.

Ministère de la Justice (MJQ)

The *Bureau des infractions et amendes* site allows for the payment of tickets on-line.

The R*egistre des droits personnels et réels mobiliers* site permits on-line consultation of the Register and registration, as well as secure on-line payments. A public key infrastructure (PKI) authorizes the electronic transmission of registration applications to ensure the integrity, completeness and confidentiality of the information sent, the authentication of the sender, as well as non-repudiation via an electronic signature.

The *Registre des lobbyistes* site uses the same infrastructure as the RDPRM. Therefore, it also permits on-line consultation of the Register and registration, as well as on-line contextual help.

Finally, the *Service de certification* site creates keys and certificates for people who want to use a government service requiring a PKI.

The *Système intégré d'information de justice* (SIIJ) centralizes a host of documents in an integrated information system that were previously spread among more than 50 offices, and also allows for remote consultation. Finally, the system permits the official electronic filing of procedures before the courts.

Ministère du Développement économique et régional (MDER)

The www.bonjourQuébec.com site is used to make on-line reservations for accommodation and tourist packages. Through agreements concluded with private suppliers, the site can be used to order or download tourism brochures, reserve show, plane and train tickets, rent cars and purchase tourism guides and gift packages.

A secure extranet enables participating businesses to change their offers and prices and consult reservations made. The Web site is enhanced with a call centre and information counters throughout the province.

Ministère des Transports (MTQ)

The Department site offers an on-line car-pooling service. Users can also subscribe to various on-line publications. Applications for permits for oversized vehicles with on-line payment can also be made on this site.

The site also offers various functions, such as registration for specific events, ordering publications and on-line consultation of public-private partnerships.

Ministère de l'Éducation (MEQ)

On the Department's site (including those of committees, commissions and boards), users can request a copy of their transcripts and high school diploma, as well as a copy of their diploma of college studies.

On the site, teaching institutions have access to reserved documents and can add to the Department's data collection systems.

Finally, on the Student Financial Assistance site, students can submit applications for financial assistance on-line (full-time and part-time studies), as well as consult their file.

Ministère des Affaires municipales, du Sport et du Loisir (MAMSL)

The Department site is used to compile and display the results of municipal elections. It permits on-line registration for Department programs.

Certain users, such as sports federations, who display information can update their information on the Department sites with a password.

The *Bureau municipal* is a one-stop service portal for municipalities. A secure section of the site enables them to access various e-services. The site uses a single identifier system with a customized menu so that municipalities can access the e-services developed by the Department and all other departments and agencies dealing with the municipalities.

The e-services offered by the *Bureau municipal* include the following: Entry and transmission of the municipalities' financial reports and budget forecasts to the Department; management tool for Québec's water filtration plants; access to a geomatic database compatible with all Québec municipalities; permanent inventory of firefighting equipment; sending of all construction and renovation permits issued by the municipalities; and finally, strategic monitoring.

Ministère des Ressources naturelles, de la Faune et des Parcs (MRNFP)

The Department site permits on-line payment of fees (forestry companies) and rent (public land tenants). Mineral titles can also be obtained and purchased on-line.

The site permits consultation of property titles and cadastral lots, as well as ordering of certain products for specific clientele (notaries and surveyors, for example).

An extranet can be used to send client and partner data to the Department (technical information, tax data, files, etc.). The SQAG is used to identify users.

Finally, the site offers the on-line sale of documents and cards with secure payment, as well as the downloading of several electronic forms.

Ministère du Revenu (MRQ)

The site offers several on-line transactions for taxpayers:

- NetFile Québec: Electronic transmission of tax returns prepared with commercial income tax software (the Department issues each user a secret access code);

- Refund Info-Line: Enables taxpayers to track the progress of their tax return and determine the date of their refund;

- On-line change of address.

The site offers several on-line transactions for businesses:

- CLIC Revenu (SECR): After registering, users are given a user name and password, which they can use to obtain specific e-services related to the payment of taxes and income taxes (QST, GST and source deduction (SD) returns; annual production of *Relevé 1* slips and employer's summary; consultation of the business's tax file; information on their account statement);

- On-line registration with the Department: New businesses can obtain QST/GST numbers and request deductions at source on-line;

- Validation of QST numbers: Enables businesses to ensure their suppliers have a QST number;

- Businesses can manage their payroll services on-line, and financial institutions can send their statements electronically;

- On-line change of address;

- Ordering forms: To obtain paper forms by mail.

Ministère de la Santé et des Services sociaux (MSSS)

Innovative project:

- Development of an intranet for the network to enable the department to contact network personnel and provide them with information.

- Public health information program: Integrated support program for managing health problems, including an information manual (paper) for each household, a Web database and an improved *Info-Santé* line (single number and call centre for better service). Collaboration with network players so that all use the same work tools. Dissemination of content under specific themes.

- Public consultation tool at www.opinionsante.com.

- Consultation of hospital waiting lists for surgery.

- Search tool to find a CLSC by postal code.

- Possibility of registering for a news service: E-mail notification to subscribers of new features on the site.

The department also supports the following sites:

- www.allumelagang.com, which informs young people about smoking and prevention;

- www.parlonsdrogue.com, which informs young people about drugs and alcohol and prevention;

- www.aimersansviolence.com, which informs young people about violence in relationships and prevention;

- www.virusdunil.info, which informs the public about measures implemented by the Québec government to monitor and halt the spread of the West Nile virus and to protect their health; makes the public accountable for its health, i.e., in adopting measures at home and in the community to protect against and halt the spread of the West Nile virus.

2. Future Projects – Horizon 2007

Several projects must be implemented by December 2007 in order for e-government to become a reality in Québec by the end of the government's mandate. These projects can be broken down according to the four major components of the e-government vision, i.e., the delivery of e-services, citizens' access to State-held information about them, increased use of ICTs in the areas of health, education, justice and municipal networks, and e-democracy. E-government must be implemented step-by-step so that with each success, it permanently changes relations between the State, citizens and businesses. The following projects will be prioritized according to a profitability scale based on the amount of money saved, the value of the improved service and the improvement in quality. Major progress in each of the sectors must be achieved by 2007.

2.1 Projects Related to E-Democracy

E-democracy is often one of the more obscure aspects of e-government. However, ICTs are a powerful means of involving citizens in democratic debate by promoting their active and repeated participation in the development of public policies. Information and communication technologies in general, and the Internet specifically, can also contribute substantially to government accountability to its citizens by providing more immediate and comprehensive access to information related to State management. The current government plans to profit fully from these new possibilities by implementing concrete e-democracy projects with the ultimate goal of reestablishing citizens' trust in their democratic institutions. The e-democracy projects can be divided into four areas: The review of accounting procedures in departments and agencies; the implementation of mechanisms for public participation in government decisions; the creation of discussion forums; and the beginning of a study on on-line voting.

a) Review of Reporting Procedures in all D/As

The reporting procedures of departments and agencies can and must be much more easily accessible to citizens. In fact, although available, D/A management reports are consulted very infrequently by most people. The Internet can be an effective means of facilitating the communication and availability of this information, as well as allowing for feedback and questions from citizens. Accordingly, we encourage the government, in collaboration with the departments and agencies, to specify the information that the D/As must make available to citizens on the Web. Their sites must explicitly address citizens' questions about how public funds are spent, and citizens must receive an answer within a time frame (to be determined) that must be respected.

In addition, ICTs must be put to better use in gauging citizens' satisfaction with the services provided by Québec departments and agencies in order to improve the quality of these services. Citizens could also be asked to reply to an on-line survey, which would then be compiled. For the sake of transparency, it is also important that the results of these surveys on customer satisfaction be made public.

This first component of e-democracy must be implemented as soon as possible and be operational by spring 2005.

b) Implementation of Mechanisms for Public Participation in Government Decisions

For citizens to take an interest in the democratic debate, they must feel that they have a say in the matter and that they can participate and will be listened to in the political decision-making process. Among others, e-democracy aims to establish official lines of communication to enable the public to express itself and be heard systematically. This is how technology can enhance existing communication methods, while serving as the foundation for new methods of communication between governments and citizens.

• On-Line Consultations on Bills and Regulations

The government must use the one-stop service portal to consult all Québec citizens on bills and regulations and major government policies. These consultations must be accompanied by formal methods used to take public opinion into account. These methods must be conveyed to citizens to assure them that once expressed, their opinions will be considered in the development of public policy. Accordingly, data must be compiled systematically and transparently. The government must therefore take full advantage of the possibilities offered by automatic scanning software used to sort the texts that result from consultations.

To promote widespread public participation, it is important that the consultations be advertised to as many citizens as possible and that alternative means of participation be planned for citizens who do not have access to a computer or the Internet (for example, a single telephone number could meet this need).

On-line consultations must be systematically set up starting in late 2004. Moreover, in its consultation on the future of Cégeps, the MEQ already plans to fully exploit the potential of the Internet. Moreover, consultations announced by the Premier will use Web resources to determine citizens' opinions on the issues of demographics and fiscal imbalance.

• Virtual Participation in Existing Consultation Mechanisms

Technology can also play a role in democracy through the organization of virtual public consultations, such as virtual parliamentary committees. Accordingly, citizens would be summoned to table briefs, as is currently the case, on a given bill. These briefs would be available on the Internet. The presenters could answer questions in real time from the committee members via videoconferencing. The possibility that non-committee members send questions to the presenters could also be considered. The same type of virtual participation could also be implemented for consultations by the *Bureau d'audiences publiques en environnement* (BAPE).

The Premier should encourage the National Assembly to conduct one or two tests with virtual parliamentary committees before the end of 2005.

c) Creation of Discussion Forums

Information and communication technologies are used to stimulate public political debate and, to a certain extent, recreate the public agora of ancient Athens through the use of discussion forums. However, while it is a good idea for the government to support such discussion forums, it cannot in any way regulate them. This is why an external regulatory body reporting to the National Assembly must oversee these debates. In this way, they will be viewed by all as a means of public participation void of any political affiliation. As proposed by Michel Dumais,[24] the government must begin a study to publicly test true e-government applications.

Such a study should be begun immediately in order to obtain concrete results by the end of 2005.

d) Beginning a Study on the Possibilities of On-Line Voting

The government must also assess the possibility of enabling citizens to vote on-line. This step seems relatively natural and is similar to voting by mail. Before election day, the voter notifies the returning officer of his/her intention to vote on-line and is given an identifier that enables him/her to vote on election day. As with mail votes, these votes are counted separately and added to the final results. Experiments conducted to date, such as in the city of Markham, Ontario, are relatively conclusive, yet only a minority of voters exercised this option. However, if many citizens used it, the number of related problems would increase. Wisdom dictates that we keep an eye on these possibilities, and that we only adopt them once issues of security and protection of privacy in the virtual world have been resolved and the public has clearly indicated its trust in them.

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[24] *Le Devoir,* March 1, 2004.

Warnings About Electronic Voting*

- Since the act of voting electronically is intangible (voters receive no material proof of having voted), a doubt persists in the public's mind about the acutal recording of votes in the electronic system.
- During a recount, this doubt is even greater. Moreover, the non-reliability of electronic voting has been confirmed during recounts in Belgium, among other places. These doubts risk eroding the public's trust in the democratic process.
- It is important that source codes of software used for electronic voting be open; otherwise, democracy will be dependent on software providers.
- Citizens' trust in the democratic system is based on the expertise of a handful of individuals appointed by the government.
- The savings related to electronic voting are far from proven: Maintenance of the computer systems, which would be used only once every four years, must be taken into account.
- Not all citizens are equally familiar with using computers: Electronic voting must not become a condition for participation in democratic life for citizens unfamiliar with ICTs.

Specific Warnings About Electronic Voting

- In addition to the aforementioned warnings about electronic voting, there are also technological risks related to intense on-line traffic generated by elections. While on-line elections have taken place on a small scale, we are far from sure that computer networks have the capacity to support the traffic that could be generated by a large-scale electronic election.
- Finally, according to a study by the international firm Gartner, personal computers currently used by most citizens and businesses would not be secure enough to permit on-line voting. The intrusion of viruses could threaten the essential on-line voting criteria of authentication, confidentiality and non-repudiation. Certain factors, such as the use of a smart card or downloading of secure software specifically intended for elections could, however, lessen the risks, although without eliminating them completely.

Sources: Institut Emile Vandervelde, *Le vote informatisé*, January 8, 2001, Belgium. Welsh, B., Election Systems & Software, Internet Voting-Executive Summary, May 2002. Pescatore, J., Baum, C., Online Voting Can't be Trusted on Standard PCs, Research Note, Gartner Research, March 4, 2004.

* These same arguments apply, perhaps even more strongly, to e-voting; taken from documents from the Belgian Senate.

2.2 Projects Related to the Increased Use of ICTs in the Areas of Education, Health, Justice and the Municipalities

As already specified, e-government implies much more than just the delivery of e-services. In fact, it involves a real transformation of services to citizens with the use of new information and communication technologies, among others. It is in this spirit that the government intends to benefit fully from the increased use of ICTs to improve services to citizens in its main sectors of activity, including health, education and justice. These services are delivered via networks that have some degree of autonomy. The government must intensify the use of ICTs in its daily practices in collaboration with these networks.

a) Implementation of Health, Education, Justice and Municipal Pilot Projects

First, the government intends to hold discussions with the organizations in the health, education and justice networks in order to identify and promote the implementation of pilot projects that could be extended to all citizens and businesses once evaluated. Emphasis must also be placed on projects related to municipalities, as the latter are responsible for providing many direct services to citizens and businesses.

Already, networks are planning a number of projects to use ICTs in their specific fields. The implementation of ICTs will be hastened by quickly setting up pilot projects in each of the three major areas identified. These projects must then be evaluated and their various conditions adapted in order to produce tangible changes in services to citizens and businesses by the end of 2007.

b) Health, Education and Justice Theme Sites

ICTs can also become a powerful public teaching tool in the areas of health, education and justice. The government must benefit from the full potential of ICTs to provide citizens and businesses with a wide range of information related to these areas via theme information sites. It is realistic to state that better public education in these areas will not only lead to the creation of a true knowledge society, but will also result in benefits for society as a whole. Simply think of how costs related to medical consultations could have been avoided had reliable information been available; or how a theme site on education could help students looking for a program save time; or how lawsuits could have been avoided had each citizen had better knowledge of his/her rights.

In this perspective, a theme site in each of these three major areas of government activity must be created in collaboration with the institutions in the networks and other professions. In fact, this is not a way of reinventing the wheel, but rather of building partnerships in order to group existing resources–public, community or private–under the same theme site accessible via the one-stop government service portal to facilitate public and business access to information. By 2007, citizens must be able to access a full range of information about these areas.

2.3 Creation of the "My Gov. Info." Citizen's Page

Via the "My Gov. Info." citizen's page, the government must provide citizens and businesses with user-friendly access to all information that concerns them, specifically, personal information held by various departments, agencies and organizations in the health and education networks. To achieve this, interested citizens can create their own personalized citizen's page. Initially, citizens and businesses will be able to select government information relevant to them and be regularly notified of updates on their personal home page. Then, gradually and according to the development of identification systems needed to protect privacy, citizens will be able to access personal information about them stored in databases at the departments, agencies and various organizations in the health and education networks. In the medium term, citizens and businesses will also be able to edit information about themselves directly on-line through this page, and then have it sent to various agencies in the public administration.

Implementation of the citizen's page project will extend over several years, with several functions operational by the end of 2007.

2.4 Delivery of E-Services - Short Term (2004)

a) Multijurisdictional Projects

In the medium term, the government must make its one-stop service portal the gateway to all government services, whether provincial, federal or municipal. For the provincial government, this is not a matter of repeating information that already exists on other sites; rather, necessary links to information will be provided and presented according to the same logic as all other services, i.e., according to the life events of citizens or the clientele it serves. The implementation of this project stems directly from the creation of the one-stop government service portal, which is an essential first step. Moreover, the project to renovate the government portal already anticipates the inclusion of certain links to services offered by other jurisdictions. All that remains is to generalize this step.

It is important that a multijurisdictional dimension be added quickly to the government portal so that citizens and businesses can make it their gateway to government services, be they provincial, federal or municipal, and develop habits in this regard. In the longer term, the portal could even include links to the Web sites of community or sociocultural groups. In order for this project to be a success and for users to consider the one-stop government portal as having real added value, it is essential that site updates remain decentralized. Accordingly, it will be necessary to implement systems to manage personalized access and exchanges that can be accessed through appropriate mechanisms with the necessary security measures.

b) Interdepartmental Projects

Several e-service delivery projects are already being implemented by Québec departments and agencies. Work on all of these projects must continue so that tangible results become clear to citizens and businesses during the course of this year.

To present services that correspond to the logic of citizens and businesses rather than of existing organizational structures, several interdepartmental projects are planned for the short term. These projects are the first step toward the horizontal delivery of services.

• Government Portal (MRCI, SCT, MDER, MRI)

This project consists in changing the current Québec government portal from a general portal into a one-stop service portal, which will include all informational and transactional services. Accordingly, the intention is to provide a one-stop access point for Québec government services already on-line. As it is developed, this one-stop access point will include sub-portals for specific clientele, such as a Youth portal or Business portal. The first generation should be implemented by the end of 2004 and should include the following sub-portals and services, among others:

Youth Portal (MCÉ)

This site will provide easy, interactive access to information about government programs and services for young people aged 15 to 30. The site will also include information on the activities and services of various youth organizations. It will provide a discussion forum where young people can share their experiences. This project affects all D/As, as well as regional and local partners.

Time frame: End of 2004

Change of Address (SQCA and MRCI)

This project involves the six departments and agencies most affected by address changes requested by citizens (MRQ, RAMQ, SAAQ, RRQ, MESSF and DGE). This service is offered via the Internet and at counters. It is a one-stop access point for address changes. The project aims to simplify the change-of-address procedure while standardizing addresses held by the D/As.

Time frame: End of 2004

Business Portal (MDER)

This site will be the central portal from which businesses can perform all of their main transactions with the various Québec government departments and agencies. Businesses must be able to track the progress of all files submitted to the government. This project requires collaboration between the MDER, the MRQ and various other agencies.

Time frame: End of 2004

Electronic Follow-Up of Clientele Referred by Local Employment Centres (MESSF)

This project will allow for electronic exchanges of information with external agencies regarding the follow-up and participation of local employment centre (LEC) clientele in various programs. The external agencies can enter information on-line permitting the follow-up of clientele referred by the LECs. This project aims to reduce waiting times and improve the quality of information exchanged, while ensuring better compliance of payments made to participants and external organizations.

Time frame: Spring 2004

On-line Payment of Fines to the Government (MJQ)

This service allows for on-line payment of court-ordered fines that are collected by the *Bureau des infractions et amendes*. The goal of this project is to make the collection of fines more efficient and to reduce payment times and operating costs.

Time frame: Spring 2004

Government Geographic Information Site (MRNFP)

This site will guide citizens, businesses and D/As in accessing government geographic information. It is a one-stop access point for geographic information that allows for content networking between the site and D/A sites. The project is developed in partnership with seven D/As (MRNFP, MAMSL, MSP, MTQ, MAPAQ, MENV and FAPAQ).

Time frame: Spring 2004

One-Stop Access Point for Carriers (CTQ)

This project consists in creating a one-stop access point where carriers can register with the Register of owners and operators of heavy vehicles. The Web site will also enable users to make a single payment, regardless of the number of D/As concerned, and to obtain integrated services from various D/As. This service will eliminate the redundant collection of information.

Time frame: Spring 2004

Electronic Requests for Proposals System (SCT)

The goal of this project is to create a one-stop access point for all Québec government requests for proposals. The main services offered are the publication of requests for proposals and their distribution in electronic and paper format, where applicable.

Time frame: Summer 2004

Digitization of RCM Layout Diagrams (MAMSL)

This project involves the digitization of RCM layout diagrams. It aims to provide a minimal geomatic database that will be standardized and compatible with all Québec municipalities.

Time frame: Spring 2004

Management of Territorial Data Related to Construction Permits (MAMSL)

The goal of this project is to compile all construction and renovation permits issued by municipalities. It will allow for optimal use of resources, ensuring that work is entrusted to businesses recognized by the Régie.

Time frame: Spring 2004

c) Sectorial Projects

In addition to interdepartmental projects, there are sectorial projects under the jurisdiction of departments and agencies. Several projects will be implemented during the coming year.

Proposed Exceptional Geological Sites (MRNFP, Mine Section)

This project will enable individuals and businesses to propose exceptional geological sites likely to become protected areas and to consult a directory of geological sites to determine their status. It will also be used as a teaching and public awareness tool about the world of geology.

Time frame: Spring 2004

Registration of New and Used Vehicles Sold by Dealerships (SAAQ)

This project will enable dealerships to register new and used vehicles they sell, sparing customers the inconvenience of registering the vehicles themselves. This will result in an updated registration file as soon as the vehicle is on the road, thereby making the information instantly accessible to police officers.

Time frame: A pilot project at 30 dealerships since 2003

Sale of Hunting and Fishing Licenses (FAPAQ)

This project consists in the sale of hunting and fishing licenses at points of sale throughout Québec.

Time frame: Fall 2004

Drugs Requiring Prior Authorization (RAMQ)

This project will establish a link between physicians and the RAMQ for processing requests for reimbursement of drugs that require prior authorization. When the form is sent, an instant evaluation will be carried out and an answer provided to the physician.

Time frame: Spring 2004

MAPAQ Client Files (Farmers, Fishers, Veterinarians, Researchers, Consultants)

This project will allow for the renewal of farm registrations, updates of farmers' files and the consultation of the list of financial assistance programs available, as well as applications to this effect. It will also be used by new clients to submit registration applications to the MAPAQ.

Time frame: Spring 2004

THE QUÉBEC GOVERNMENT'S REPORT CARD AND PROJECTS TO BE IMPLEMENTED (cont'd)

Atlas du Québec – Views of Québec (MRNFP, Territory Section)

This project consists in offering a collection of simple construction maps and images that illustrate the general distribution of various themes over Québec's territory.

Time frame: Spring 2004

Dissemination of Forestry Layouts and Themes (MRNFP, Forest Section)

This project consists in disseminating the *Plans quinquennaux d'aménagement forestier*, the *Réseau routier forestier*, the *Affectations territoriales*, the *Aires communes* and the *Portrait évolutif de la forêt résineuse du Bas-Saint-Laurent* over the Internet.

Time frame: Summer 2004 in Region 01

Mechanical Inspection Report of Heavy Vehicles (SAAQ)

This project enables garage owners mandated by the SAAQ to perform mechanical inspections, consult vehicle files and enter the results of inspections done, while specifying the level of seriousness of problems detected. After repairing a vehicle, the mandated garage owner enters the results of the new inspection.

Time frame: Implementation started in 2002, but the start of the service was delayed because of the need for technological migration.

Electronic Farm Plan – Geomatic Component (FADQ)

This project will enable farmers to subscribe to a geomatic service enabling them, among others, to modify their farm plan or add one or two levels of information to it. This service will also permit the electronic filing of annual farm plans, as well as automatic operations with the insurance component.

Time frame: Spring 2004

Addition of Tax Return Forms (MRQ)

This project consists in adding electronic tax return forms to the MRQ's *Clic-Revenu* site (SECR).

Time frame: Spring 2004

Collection of Financial Data for the Canadian Agricultural Income Stabilization Program (FADQ)

This project will enable members to send financial data about their farms, which are needed for the administration of this program. This electronic communication will be carried out via the *Financière agricole* extranet through accounting firms.

Time frame: Summer 2004

Banque de données satellitaires du Québec (MRN, Territory Section)

This project involves the high-resolution viewing of Québec government satellite images contained in the *Banque de données satellitaires du Québec* (BDSQ). Via this service, the D/A can search for images in the BDSQ, view them and order them electronically.

Time frame: Summer 2004 for Region 01

d) Medium-Term Projects (by 2007)

Finally, over the coming years, all of the departments and agencies plan to implement numerous projects related to the delivery of e-services. These projects will be prioritized according to a detailed cost/benefit analysis, a standardized evaluation grid and consultations. This will identify the projects that meet the real needs of citizens and businesses. Also note that the timelines for these projects will depend on the budgets allocated to them for each budget year.

- Real-time posting of waiting times in Québec hospital emergency rooms (MSSS).

- Making of appointments and consultation of electronic files - *Télésanté* program (MSSS).

- Posting of a virtual CV assistant (MESSF).

- Creation of an on-line integrated database on Québec statistics (MESSF).

- On-line submission and tracking of applications for financial assistance to the *Ministère de la Culture et des Communications* (MCC).

- Availability of real-time information on air quality (MENV).

- On-line registration for the Québec prescription drug insurance plan and file updates (RAMQ).

- Access to all research reports published by *Société de la faune et des parcs du Québec* wildlife specialists. Posting of a database on vertebrates in Québec, as well as a database on wildlife habitats to be protected. Posting of a section on wild animals that cause damage. On-line sale of hunting and fishing licenses.

- Addition of information capsules in Québec sign language (for hearing impaired users) on the *Protecteur des usagers en matière de santé et de services sociaux* site. Gradual adaptation of the site for visually impaired users.

- Digitization of the works in the collections of the *Musée des beaux-arts de Montréal*, the *Musée d'art contemporain de Montréal* and the *Musée national des beaux-arts du Québec* to make them accessible on the Internet (Artimage project).

- Possibility of various on-line transactions for students at the *Institut de tourisme et d'hôtellerie du Québec*: Schedules, grades, registration, update of student files.

- Enable guardians and private curators to fill out their reports and send them electronically to the *Curateur public du Québec*. The same will apply for health and social service professionals and for claiming property entered in the register.

- Posting by the *Conseil permanent de la jeunesse* of two discussion forums, one for the public and the other for *Conseil* members.

- Improvement of on-screen positioning of locations searched for on the *Commission de toponymie* Web site through an agreement with the *Photocartothèque*.

- Posting of a new interactive portal for users of the *Bibliothèque nationale du Québec*.

- Pilot project for citizens to participate virtually (teleconferencing or audio system) in hearings of the *Bureau d'audiences publiques sur l'environnement*.

- On-line access for farmers, fishers and other clientele of the *Ministère de l'Agriculture, des Pêcheries et de l'Alimentation* to their files. Access to technical information for farmers about their herds. Possibility of electronically identifying genetically superior or high-performance cattle. Possibility of on-line applications for refunds by veterinarians and consultation of their interventions with farmers. Creation of several databases in the fishing and aquaculture sector, as well as the agrifood sector. Electronic license management for these sectors (MAPAQ).

- Electronic management of labour relations documents: Access (by subscription) to collective agreements, arbitration rulings on conflicts and grievances, as well as rulings by the *Commission des relations de travail*.

- On-line applications for licenses, payments, statement forms and account consultations for clients of the *Régie du bâtiment*.

- Creation of the new *Inspecteur général des institutions financières* Web site with the aim of creating the *Registraire des entreprises*, which, in its final phase, will host all electronic transactions with its clients (transactional forms for businesses, new name search tool, function to automate and digitize correspondence at high and low volumes, function to automate communications, process management, sending of register files to partners updated in real time, all on-line transactions with electronic signature).

- Harmonization of the research centre register of the *Fonds de recherche en santé* with the SIRU database (university research information system) to enable research centres to transfer the same information electronically to the FRSQ and universities in a single step.

- Posting of rent statements for institutions in the health network which are tenants of the *Société d'habitation du Québec*.

- Implementation of Phase 2 of the one-stop access point for carriers by the *Commission des transports*. Phase 2 will enable users to benefit from services already offered via the one-stop access point for carriers, but from their businesses or homes. The project will be harmonized with the *Démarrez votre entreprise* portal.

2.5 Developing Multiservice Centres

The implementation of e-government in Québec cannot be to the detriment of a group of citizens who, through lack of knowledge or material resources, or simply by choice, does not have access to new inform-ation and communication technologies. To take this situation into account, the government must continue to provide access to services via traditional routes–telephone, mail and in person-parallel to the Internet.

This is why the government intends to create multiservice centres which will combine all of the services provided by the departments and main agencies. This concept has proven effective in other administrations: Similar initiatives have been undertaken in other jurisdictions, specifically New Brunswick (Service New Brunswick) and British Columbia.

a) Multiservice Centres at Service Counters

The government intends to set up access points throughout Québec to provide the main services related to government programs. This solution respects the needs of citizens who do not have access to the Internet, while promoting their gradual switch to digital access pathway technologies. The goal of this project is to enable citizens to go to a single service centre for all their government business, be it to renew their driver's license and pay the related fees, have their photograph taken for a health insurance card, register for the Québec prescription drug insurance program, or even join a waiting list for a spot in daycare.

Two existing networks of government offices could serve as a basis for setting up multiservice centres: Local employment centres and the Communication-Québec offices.

The 154 local employment centres (LECs) located throughout Québec could serve as the basis for a network of one-stop service points or even multiservice centres. The LECs already allow users access to computer work-stations in what are called multiservice rooms. In addition to the services already available to citizens at these centres (employment, income security, integration of immigrants), a range of other services could gradually be added and provided by multifunctional public servants.

Communication-Québec provides information services at its 25 offices located in every major region of Québec. These could also be used to create multiservice centres.

The government should conduct an in-depth study on the geographic distribution of multiservice centres with the goal of ensuring that every citizen has access to a centre. Accordingly, some LECs could be earmarked to become multiservice centres. Furthermore, collaboration with Communication-Québec offices seems necessary, particularly in large cities in order to ensure the fairest possible distribution of one-stop service

Access to Information at Communication-Québec Offices

A pilot project aimed at enabling visitors to find information for themselves by providing access to workstations connected to the Internet is currently underway in all of the agency's 25 offices. For the time being, citizens can surf the Web in these offices strictly for the purpose of finding out about programs and services offered on government sites. Accordingly, the navigation toolbar has been deleted from the browsers' interface to allow for better control over users' surfing. Resource persons are available if help is needed. A detailed report on the experiment will be submitted in 2004.

points throughout Québec. Also, business hours for multiservice centres must reflect the new realities of the labour market and offer citizens flexible access. Finally, careful attention must be given to ensuring that multiservice centres are also accessible to people with motor, cognitive or sensory disabilities, and that the resource persons at these centres have the knowledge needed to assist these specific clienteles.

By more closely involving citizens in the decision-making process, the multiservice centres will make it possible to adjust the delivery of services to local needs. It is even plausible that the range of services could vary according to each region. For the project to be a success, the multiservice centres must enjoy a degree of independence, while respecting the government's major policy guidelines.

b) Call Centres

The government multiservice centres must also be accessible by telephone. Similar to the multiservice counters, call centres currently in operation could gradually be given a broader role, eventually becoming a part of the multiservice counters and the respondents for all government services. A single (free) number would be used by citizens and businesses to access the one-stop service point by telephone from anywhere in Québec.

Sectorial specialists based in different call centres throughout Québec could be available to deal with very specific requests from citizens and businesses. This solution has the added major advantage of maintaining specialized jobs in the regions. The single telephone number could also enable citizens who obtain e-services to receive on-line support.

In the medium term, e-mail traffic should be managed by the call centres. According to several experts consulted, managing these two components of customer service separately would lead to unwanted "turf wars." For example, employees assigned to call centres might not encourage citizens to use e-services or e-mail for their service requests for fear that their clientele would diminish. Accordingly, integrating call centres into the overall management of customer service on-line at counters and by telephone is essential.

RECOMMENDATIONS

3.2   We recommend setting up one-stop multiservice centres located throughout Québec. To do so, we recommend using the existing local employment centres and the Communication-Québec network as a starting point for these centres.

3.3   We recommend creating a single telephone number for government services at the same time as the service centres which will enable citizens to access specialized resources based in the call centres. Accordingly, we recommend taking the necessary measures to transfer the management of e-mail traffic gradually from each department to the government call centres.

3.4   We recommend that the one-stop government service portal include services offered by other jurisdictions in the medium term.