Chapter 1 – Global Experiences and the Canadian Perspective

1.1   We recommend that the Québec government reaffirm the implementation of e-government as one of its priorities.

1.2   We recommend that the Québec government aim to make Québec a world leader in e-democracy and the delivery of e-services to citizens by 2007.

1.3   We recommend conducting strategic monitoring of e-government developments in Canada and abroad and releasing the results of such monitoring to Québec departments and agencies.

Chapter 2 – A Vision for Québec

2.1   Our goal is to complete these work areas by the end of 2007; e-government will be a reality for Quebecers by 2008 as a result..

2.2   We recommend that the government gradually implement projects in the short term (i.e., starting next year) that improve services to citizens in a concrete manner in order to rapidly produce tangible results for citizens and win their support for this social project.

2.3   We recommend that over its first mandate, i.e., before the end of 2007, the government implement e-government according to the following four principles:

•   The creation of a one-stop government service portal;

•   The creation of a "My Gov. Info." citizen's page for each citizen;

•   The generalized use of ICTs in the main government sectors of activity (health, education, justice), as well as in municipalities;

•   The implementation of e-democracy.

2.4   In terms of e-administration, we recommend:

•   Grouping all department and agency services under a one-stop government service portal;

•   Ensuring the portal presents the services according to the needs of citizens and major life events;

LIST OF RECOMMENDATIONS (cont'd)

- Integrating sub-portals on related services into the government portal;

- Taking into account citizens who do not have Internet access by providing other means of accessing government services (services at counters and by telephone).

2.5   We recommend that each citizen be given the means to create his/her own "My Gov. Info." citizen's page that provides access to personal information held by the government.

2.6   We recommend that the government accelerate the deployment of information and communication technologies in the health, education, justice and municipal sectors. We also recommend that theme sites be created on the first three sectors and that partnerships be formed to facilitate interactions between government sites and municipal sites.

2.7   We recommend that citizens be systematically consulted through information and communication technologies and that alternate ways to participate be provided for those who do not have access to ICTs.

2.8   We recommend mandating an agency independent from the government but reporting to the National Assembly to monitor public debate and consultations on e-democracy.

2.9   We recommend pursuing initiatives that will allow Québec to take its place on the world stage at events related to the Internet and e-government through the participation of Québec experts.

Chapter 3 – The Québec Government's Report Card and Projects to Be Implemented

Report

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

Future Projects – Horizon 2007

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.

Chapter 4 – Governance of the Development of E-Government

Governance Structure

4.1   We recommend that the Premier assume a leadership role in the development of e-government and make it a priority of his government.

4.2   We recommend creating the position of Chief Information Officer (CIO).

4.3   We recommend creating a *Secrétariat au développement du gouvernement en ligne* that is managed by and reports to the Chief Information Officer.

4.4   We recommend creating a strategic committee on e-government which would be comprised of external stakeholders from the private and research sectors, as well as interest groups. Criteria must be established so that the makeup of this committee reflects the diversity of sector resources. The members of this committee would be appointed by the government and would support the CIO in his development strategies.

4.5   We recommend creating an independent body (to be determined) to implement e-democracy projects.

4.6   We recommend creating a committee of champions comprised of senior managers of the major business sectors related to citizen services (health, education, justice, municipalities, etc.). These managers would include deputy ministers, company CEOs and mayors. The committee members would be appointed by the Premier, and the committee's operating rules determined by the government. The committee of champions would act as a liaison between the D/As, the networks, the municipalities and the CIO to ensure that e-government policies and strategic orientations are consistently applied.

4.7   We recommend making the CIO responsible for the strategic development of e-government projects in coordination, where applicable, with the network organizations and the National Assembly, while taking into account potential costs/benefits. We recommend that the CIO define the D/As' autonomy in terms of developing e-government projects.

4.8   We recommend that the commissioning of the multiservice centres and the government's one-stop service portal be assigned to an independent government service agency attached to the *Conseil du Trésor*. This service agency would be headed by a director general acting under the authority of a board of directors chaired by the Chief Information Officer.

LIST OF RECOMMENDATIONS (cont'd)

4.9   We recommend that the management of informational resource be assigned to an independent government informational resource agency attached to the *Conseil du Trésor*. The informational resource agency would be headed by a director general acting under the authority of a board of directors chaired by the Chief Information Officer.

4.10   We recommend that the government table a detailed strategic plan to implement the overall governance structure within six months of tabling this report.

Consideration of E-Government by the Senior Public Service

4.11   We recommend clearly showing that the implementation of e-government is a priority by ensuring that each brief presented to Cabinet includes a section on its effect on e-government. If exchanges of ideas take place, the section must describe the results of interdepartmental consultations.

4.12   We recommend that Cabinet rule on the need for signing a performance and accountability agreement between the ministers and the individuals that they designate. Such an agreement must bear specifically on the development of e-government.

4.13   We recommend that the *Secrétariat au développement du gouvernement en ligne* implement follow-up mechanisms to ensure respect for such performance and accountability agreements.

Chapter 5 – The Key Conditions for Success

Establishing a Climate of Trust

The Legal Foundations of a Climate of Trust for E-Government

5.1   We recommend that the entire legislative corpus be updated in order to ensure that respect for the principle of technological neutrality continues at an accelerated pace.

5.2   We recommend that provisions be made to table the enabling legislation for the *Act to establish a legal framework for information technology* in the near future.

5.3   We recommend that a team of lawyers review the regulations, instructions and management processes stemming from the application of laws and regulations to adapt them to the delivery of e-services.

<u>The Basic Principles for the Protection of Personal Information and Privacy Under E-Government</u>

5.4   We recommend that the government continue its reflections on establishing a legal framework that both respects the basic principles of the protection of personal information and facilitates the development of e-government.

5.5   We recommend that the government take all appropriate measures, such as training and awareness-raising programs, to make members of the public service and citizens accountable for the risks related to the use of e-services.

<u>The Organizational and Technological Methods Enabling the Respect for the Basic Principles of the Protection of Personal Information and Privacy</u>

5.6   We recommend that the new *Modèle de pratiques de protection des renseignement personnels dans le contexte du développement des systèmes d'information par les organisms publiques* be implemented in all public agencies to ensure respect for the guidelines and legal obligations regarding the protection of personal information.

5.7   We recommend that a privacy impact assessment grid be developed as quickly as possible.

5.8   We recommend that D/A personnel responsible for protecting personal information actively participate in developing on-line projects and that they be supported in their work by the minister responsible for applying the legislation governing the protection of personal information.

5.9   We recommend that the minister responsible for applying the legislation governing the protection of personal information, the PRPPI in the D/As and the agency responsible for monitoring the law have access to technological or any other expertise that could help them in their work.

5.10   We recommend that the minister responsible for applying the legislation governing the protection of personal information actively participate in e-government projects by providing support and advice on the implementation and management of privacy risk impact assessments.

5.11   We recommend that D/A personnel responsible for protecting personal information establish, with the participation of the agency responsible for applying the legislation governing the protection of personal information and the CIO, awareness-raising and training programs for the stakeholders in e-government development projects such that the principles and legal obligations regarding the protection of personal information are understood, assimilated correctly and applied uniformly by all public and private agencies.

LIST OF RECOMMENDATIONS (cont'd)

5.12   We recommend that the minister responsible for applying the legislation governing the protection of personal information, in collaboration with the CIO, make designers and network and infrastructure managers aware of the new privacy-enhancing technologies.

5.13   We recommend that the government encourage and support research and development in privacy-enhancing technologies.

5.14   We recommend that the government look into the possibility of establishing a legal framework to ensure that the technologies comply with the imperatives regarding the protection of privacy (privacy-compliant and privacy-enhancing technologies).

Toward a Culture of Security

5.15   We recommend making computer and network security a government priority in order to position Québec as a leader in computer security.

5.16   We recommend that the CIO ensure the general application of the *Directive sur la sécurité de l'information numérique et des échanges électroniques*.

5.17   We recommend that the government support the creation of the *Institute for Security of Information Systems and Networks of Québec* as proposed by the CRIM (*Centre de recherche en informatique de Montréal*) as an avenue of interest to promote and support.

5.18   We recommend that the CIO implement awareness-raising and training programs on computer security for all parties directly involved in the e-government project.

Identification

5.19   We recommend continuing the development of the SQAG while maintaining current efforts to reduce the risks related to the protection of personal information as much as possible and to ensure harmonization and compatibility with the federal government's actions in terms of issuing certificates.

Simplifying Access to Government Services

Promoting Free Access to the Network

5.20   We recommend setting up a partnership program with community groups to offer all citizens real access to the Internet and to take the necessary steps to ensure these partner groups have access to recurrent funding for their medium-term survival.

5.21   We recommend implementing a training program for resource persons who will provide support to users in libraries, community access centres and government multiservice centres.

5.22   We recommend promoting initiatives aimed at making free public Internet access workstations available to all citizens at municipal libraries and government service centres, among others.

Extending the Broadband Network

5.23   We recommend that the government, in partnership with telecommunication networks present in Québec, ensure that high-speed Internet access becomes a reality for almost all Quebecers by the end of 2007.

5.24   To reflect government priorities, we recommend that all citizens be given regular progress reports on the deployment of broadband in Québec.

Acknowledging People with Motor, Sensory or Cognitive Limitations

5.25   We recommend drafting and adopting a policy on Internet access for people with disabilities and amending the *Act to secure the handicapped in the exercise of their rights* accordingly.

5.26   We recommend adopting a policy on the rules for lightening texts on departments' Web sites.

5.27   We recommend that the *Cadre de diffusion de l'information gouvernementale sur Internet* be enhanced to include full instructions on accessibility standards and techniques, and that measures be taken to ensure it is systematically applied by government Webmasters.

Informing the Public and Raising Awareness about New Ways of Interacting with the State

5.28   We recommend mounting a vast communication campaign throughout every region of Québec, including an awareness-raising tour in the regions.

5.29   We recommend using tools stemming from new technologies to guide citizens through their initial transactions on e-government sites.

LIST OF RECOMMENDATIONS (cont'd)

Promoting Quebecers' Adoption of New Technology by Making the Internet a Source of Value-Added Information

5.30   We recommend that the government equip itself with the means for promoting the emergence of Québec-content services on the Internet.

Commitment of the Public Service and Networks

5.31   We recommend involving public servants in the transformations stemming from the implementation of e-government.

5.32   We recommend that the *Conseil du trésor* adapt the *Modèle d'accompagnement des changements technologiques pour la fonction publique québécoise* to incorporate the realities specific to e-government.

5.33   We recommend that training programs that can use modern technologies be set up to enable public servants involved to adapt to changes related to placing services on-line and to the creation of multiservice centres.

Chapter 6 – Implementation Methods

6.1   We recommend that the government set funding rules for the overall e-government project to promote more effective use of capital with the objective of cooperation and sharing. Specifically, we recommend establishing mechanisms that will favour contributions from the D/As to the overall budget allocated to the delivery of e-services.

6.2   We recommend that the government opt for short-term project implementation schedules, and that it put functionalities of e-services that are part of the overall project on-line as they are developed.

Projects for Citizens and Businesses

6.3   We recommend that the government give priority to projects that meet the demand of citizens and businesses, that provide concrete improvement in services to citizens and businesses and that generate significant gains in efficiency and reductions in costs for the government.

Public-Private Partnerships

6.4   We recommend that the evaluation of possible public-private partnerships be a prerequisite to investing in any major project. This process must also consider the possibility of including small and medium-sized Québec businesses in major projects. We also recommend including local ICT businesses in regional government projects.

6.5   We recommend that it be clear in the definition of requests for proposal criteria that businesses be granted the necessary latitude to develop initiatives requiring substantial flexibility.

6.6   We recommend that projects developed in Québec meet international ICT standards so that the expertise developed can be exported by the private partners and lead to the sharing of profits.

Making Room for Free Software

6.7   We recommend that studies be conducted on adopting a government policy on free software.