Integrated Service Delivery of Digital Government Services (DGS) based on the Digital Public Infrastructure (DPI)



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Part 1 Introduction

What are some of the most common challenges that countries are facing when it comes to G2B service delivery?



Businesses experience **high transaction costs** due to a lack of information on the procedural and technical requirements



G2B services are fragmented between the relevant stakeholders with minimal or no data exchange, process orchestration, and data management



Lack of trustworthy databases with business-related data, such as business licensing databases, business registries, supplier databases

Who are the key participants in service delivery?

Business registries:



- Provide security in commercial transactions by acting as the <u>single source</u> of truth for business registration data
- Participate in supervision for fraud detection (in the context of AML & CFT framework implementation)

Business licensing & permitting authorities:

- Provide information on business authorization requirements
- Design and issue business authorizations
- Manage registries of business authorizations

Inspectorates and other supervision authorities:



- Provide information on inspection requirements and checklists
- Implement an advisory and preventive role
- Mainstream risk management in all supervisory operations
- Participate in designing regulations

What are some of the solutions that governments are developing when it comes to G2B service delivery?

Business Data Management

- Design of structured databases that are supported by reliable mechanisms for data collection and updating
- Design of an interoperable data management architecture for seamless and real-time data exchange

Smart G2B service delivery

- Implementation of online single points of contact for businesses/investors
- Integration of G2B services throughout the business life cycle from entry to operation and business exit based on a client centric design
- Implementation of integrated Inspections Management Systems (IIMS)

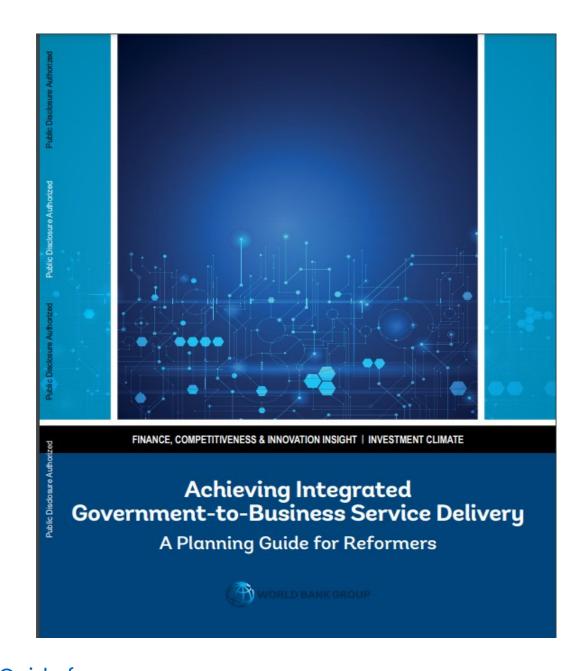
Emerging technologies

 Leveraging emerging technologies such as AI, NLP & ML to map and analyze regulations and procedures

Part 2 Typology of integrated services

Achieving Integrated Governmentto-Business Service Delivery

- A typology of approaches to integration through a maturity model approach
- Country cases on integrated service delivery



Framework for integrated service delivery

Front end Client Channels Online Service **Experience** Mobile Separate In Person Co-located Integrated Client-centric Phone Intermediary

Back end

* Decisionmaking authority



- Initial Contact
- Delegated
- Institutional

Requirements



Registration



Licensing & Permitting



Inspections & Compliance

Client-facing services – how businesses interact with government

*Regulatory decision-making – what the service provider can do for the client

Regulatory requirements & types of services

Regulatory requirements







Licensing & Permitting



Inspection & Compliance

- Government tends to focus on one of these areas when integrating services
- Business clients rarely make a distinction about the differences between them

Types of services







Informational

Transactional

Advisory

- Many initiatives begin with an attempt to develop a transactional service, which is the most difficult type of integration
- Informational and advisory services should not be overlooked

Considerations for the front-end design











- Multiple delivery channels should be considered
 - Different clients have different preferences
 - Most clients prefer multi-channel access, including in-person channels
- Different strategies can be used
 - Channel of choice allow the client access to choose and provide a consistent experience (high client service, high cost and complexity)
 - Primary and tertiary channels focus on a preferred channel but still allow the use of other channels (moderate service, moderate cost and complexity)
 - Single channel select one channel only for the services (lower service, lower cost and complexity)

The service experience continuum: degree of integration

Separate

Services are delivered through separate ministry and agency "locations"

Co-located

Common services can be found in one "location" for convenience, but they are delivered by different people, systems, ministries, etc. with no support outside of the individual services

Integrated

Services are combined to achieve efficiency or service improvements, accomplished through crosstraining staff, sharing data amongst systems, using single-sign on and unique IDs for portals, etc.

Client-centric

Services are redesigned with the client in mind to provide the most comfortable and client-focused approaches (e.g. organizing a service in business terms, not government requirements)

Separate Agencies Delivering

Dedicated Service Agency

The service experience continuum: decision-making authority

Separate

None of the services are delivered by a service agency other than the regulating ministry

Co-located

A service provider receives applications, performs data entry, and/or addresses simple questions on behalf of the regulating ministry with little-to-no decision-making authority

Integrated

A service provider has been delegated the authority to make key regulatory decisions about the provision of integrated services (e.g., issuance of licenses and permits)

Client-centric

A service organization is formed by combining similar or higher volume regulatory areas from other ministries or agencies

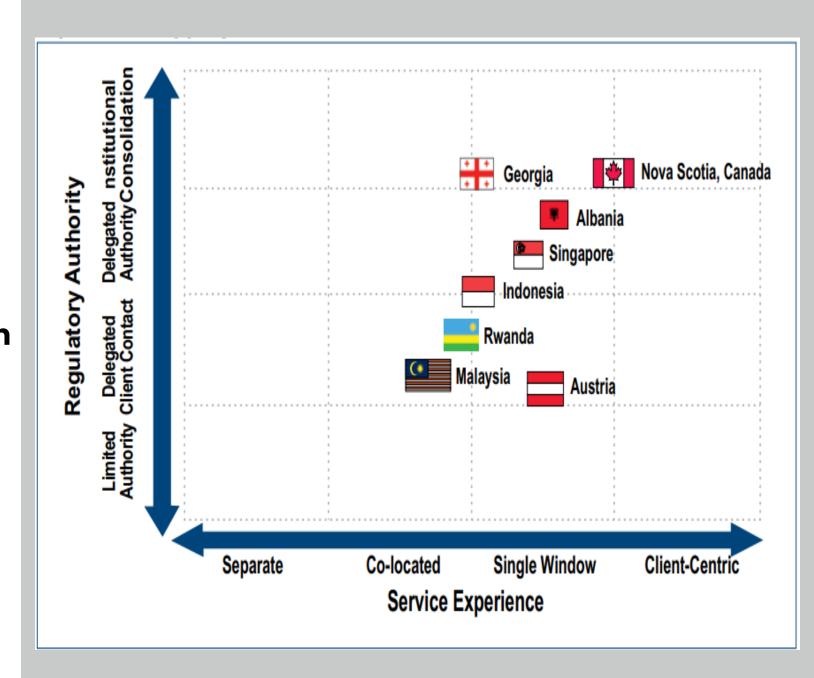
No Front Office/Back Office Integration

Front Office/Back Office Integration

Classification model

Institutional coordination **Focused Transactional Services Full Integration** Strong support (from a few, key) Strong political and institutional ministries) support Moderate regulatory Streamlined regulatory scope complexity • Mature eGovernment program; UBI Delegated **Authorit** • UBI in place for some agencies in place Works to streamline a specific Multi-year evolution interaction Regulatory **Navigation and Information Initial Stage of Integration** Initial **Services** Low political/institutional Low to moderate support support Moderate regulatory complexity Complex (or unknown) Some existing common service regulatory environment "locations" and client-focused No unique business identifier Building block for future agency Limited UBI not required Agency works as advocate for **businesses Separate Integrated Client-Centric** Co-located **Service Experience**

Comparison of Integrated Service Delivery Approaches in Selected Countries



Achieving Integrated Government-to-Business Service Delivery: A Planning Guide for Reformers, Lars Grava & John Wille (WB)

Part 2 Vision and key policies for ISD through DGS based on the DPI

Five Principles of Integrated Service Delivery



Standardization

- Define the data requirements and ensure that the same business rules apply to each type of business
- Remove discretionary and adjudicative
 aspects of compliance



Streamlining

- Streamline business forms and **data**requirements
- Streamline authorization requirements
- Eliminate requests for unnecessary or unused information



Automation & integration

- Create integrated, accurate, up-to-date systems
- Aim for single window access to services
- Unify business services where possible
- Leverage existing official databases ("once-only" principle)



Accessibility & transparency

- Provide access to relevant services in a transparent, accessible way
- Provide the public with access to relevant information (e.g., company information, catalogue of services, etc.)



Alignment with international best practice

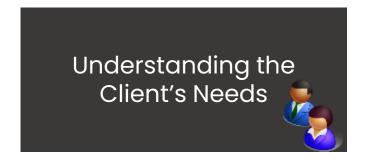
Ensure policies, practices, and systems are aligned with international good practices

Critical success factors

Having these components in place ensures a strong foundation for the development of integrated digital government services

Strong Government Mandate





Start small and build incrementally through an evolutionary approach



Clear Roles, Responsibilities, and Procedures



Institutional framework / governance

Define clear roles and responsibilities
A digital government strategy and the eGIF define the vision, principles, roles, and architecture layers. For example, who will manage the online platform, update information, and make decisions on applications

2. Design a robust institutional governance
Establishing a central digital authority that is
empowered to enforce standards, coordinate
investments, and manage shared infrastructure

Data management

protection laws

- 3. Define the data governance policy
 Define data owners and data consumers for core
 data (e.g., businesses, addresses, etc.)
- 4. Define and consolidate minimum data requirements for all applications
 In the case of transactional services, define and consolidate all data requirements so that applicants are required to submit the minimum data possible
- 5. Set the data exchange & data quality standards
 Common data models, data dictionaries,
 obligations for data accuracy, timeliness, and
 completeness of datasets
- 6. Ensure that there is a strong legal basis for data sharing and re-use
 Enabling data exchange across Ministries based on the "once-only principle" while respecting data

Digital Public Infrastructure

7. Ensure that all relevant stakeholders use the Unique Business Identifier, and the Unique Citizen Identifier

The UBI & UCI should be used as the only reference numbers for businesses and citizens in all transactions

8. Fully leverage the available Digital Public Infrastructure

Rely on the available shared services, such as a local hosting environment, interoperability platform, eID, payment gateways, etc.)

9. Establish an easy but secure framework for a digital ID

Legally recognized and interoperable solutions for identification and authentication of citizens and businesses

Service delivery design

10. Establish single digital entry-points

Design digital channels (e.g., national portal) that integrate services with personal dashboards, service tracking, and feedback tools

11. Unify payments of administrative fees

Unify all payments into one centralized payment, and offer various payment options (e.g., digital wallet, debit, credit, EFT)

12. Design service integration around business lifeevents

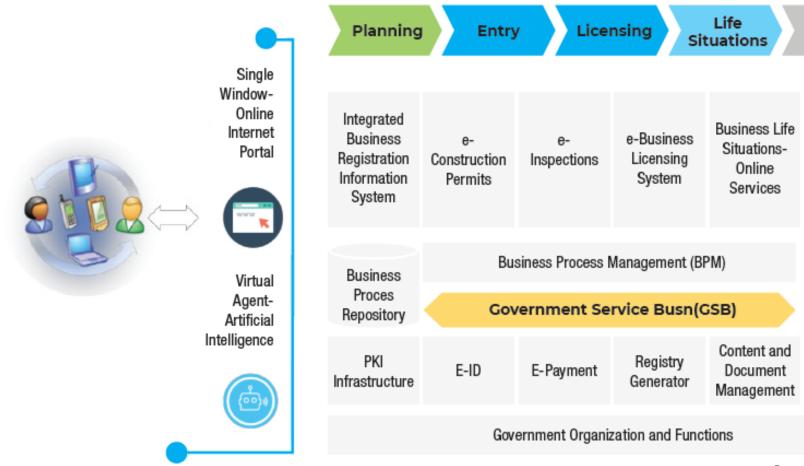
Integrate services around key "life-events", such as "starting a business", "building a house", "hiring foreign workers", etc.)

13. Develop a reliable mechanism to ensure systematic updating of information

In the case of information services, define a mechanism to update the regulatory requirements (e.g., fees, documentation, processes, time limits, data requirements, responsible authority etc.)

Digitalization and integration of Digital Government Services should be well embedded in the Digital Public Infrastructure

Integrated Digital Government Services for Businesses



Link: Assessment of Digital Government to Business Services, Goran Vranic

Business Services

Digital Public Infrastructure (DPI)

Exit

e-Catalog of

Administrativ

e Procedures

Web

Services

Catalogue

Open Data

Thank you for your attention!

Besides automation, what more can public sector do to ensure they serve the private sector in a cost efficient and timely manner?

Legal framework

- Review the stock of business licenses to ensure that they are justified and consistent with a risk-based approach to regulation
- Exempt low-risk activities from prior approval and use notification instead
- Silence-is-consent (where safe): time-bound decisions with deemed approval if the agency misses the deadline
- Establish service standards and publish them online & offline
- Plain language regulations and guidance to businesses

Besides automation, what more can public sector do to ensure they serve the private sector in a cost efficient and timely manner?

Operational

- Develop unified application forms that integrate data requirements from different stakeholder agencies
- Standardize across agencies: common definitions, eligibility criteria, document lists
- Establish basic KPIs and monitor adherence to those KPIs (e.g., time to issue a decision on business license)
- Fee rationalization: align fees to actual cost and risk
- End-to-end redesign before digitizing
- Checklists: one-page "what to bring" with filled examples to slash resubmission
- Pre-application clinics: 15-minute desk advice to verify requirements and completeness upfront
- Parallel processing: allow concurrent clearances (e.g., name approval + activity check) instead of sequential handoffs