

# 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 **single source 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**

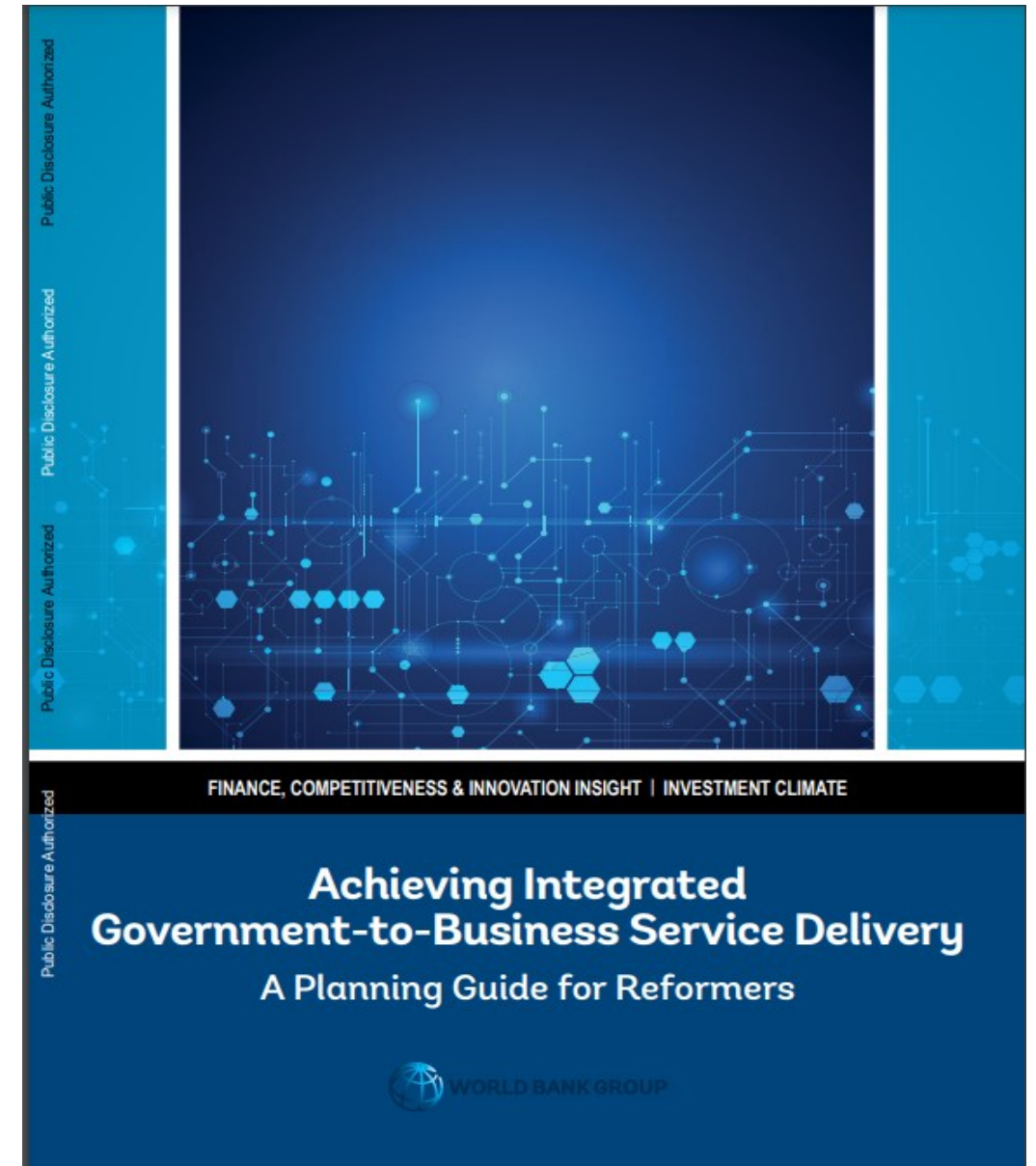
- Leveraging **emerging technologies** such as *AI, NLP & ML* to map and analyze regulations and procedures

## **Part 2**

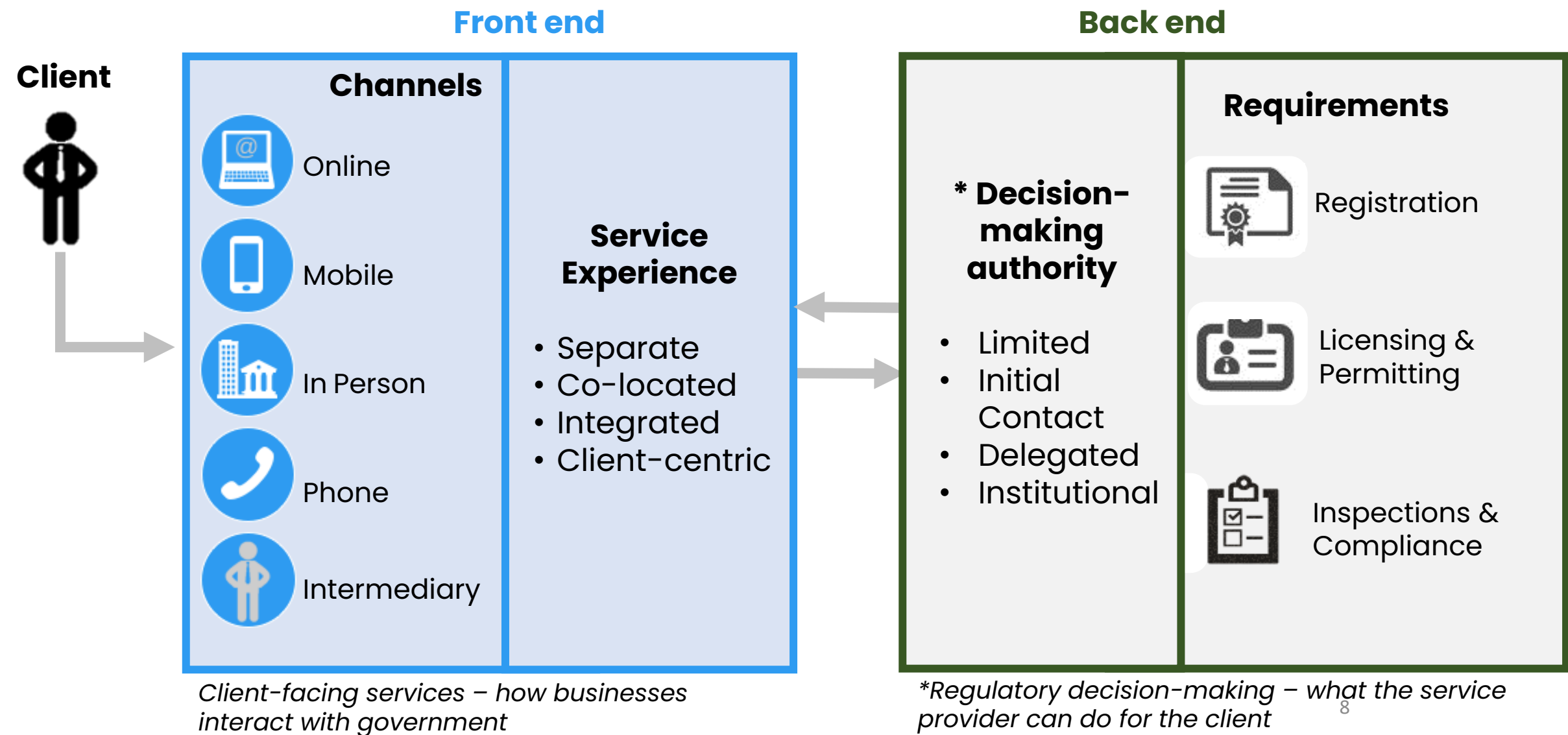
# **Typology of integrated services**

# Achieving Integrated Government-to-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



# Regulatory requirements & types of services

## Regulatory requirements



### Company Registration



### 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



**Online**



**Mobile**



**Phone**



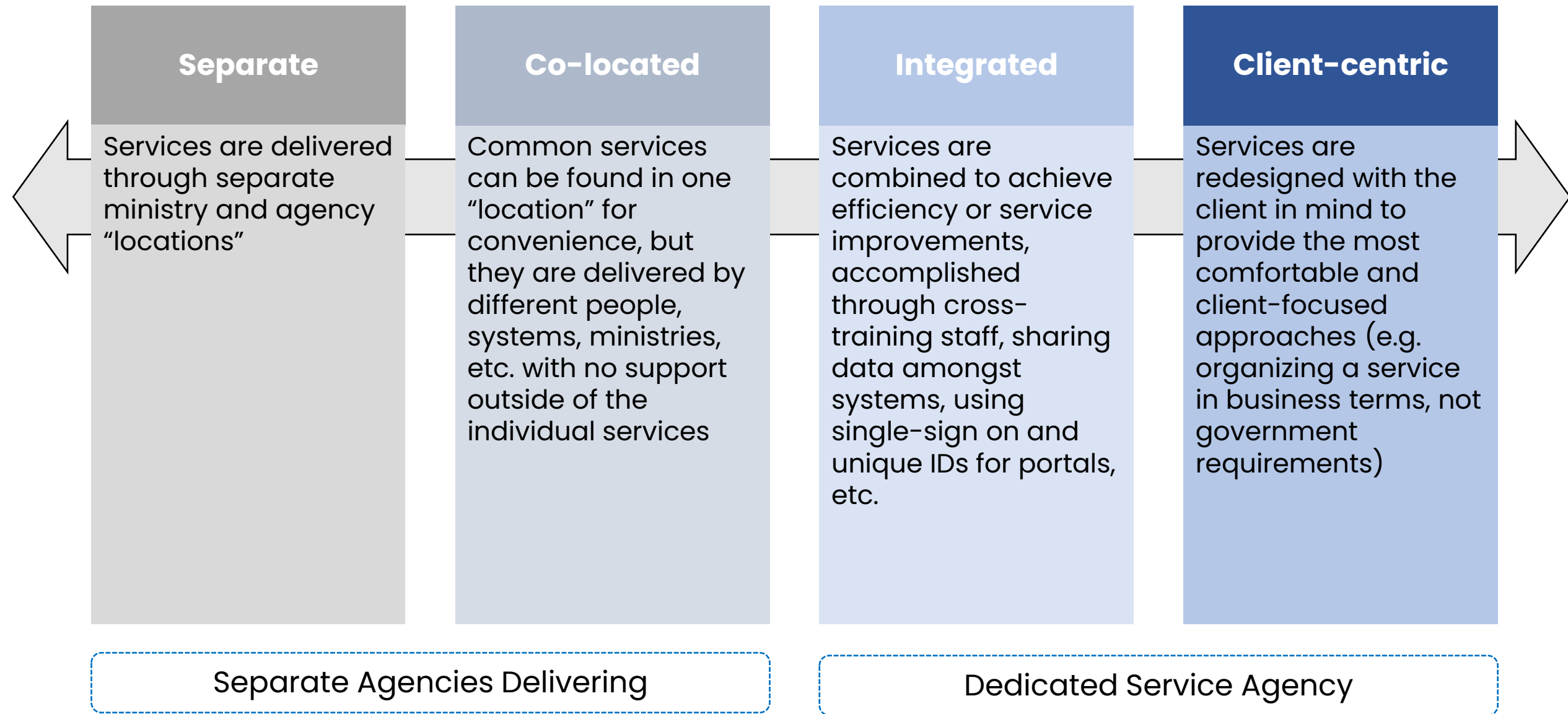
**In-person**



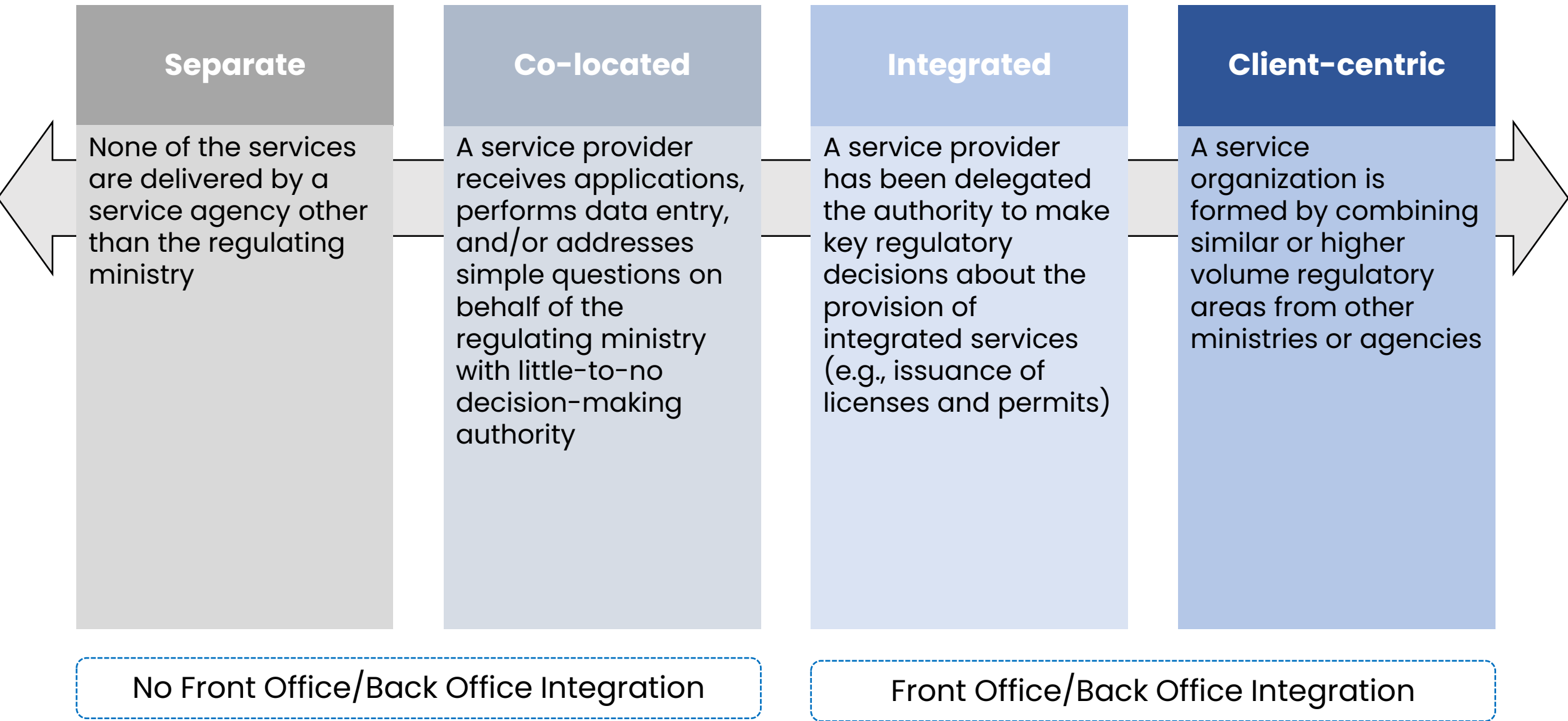
**Intermediary**

- 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)

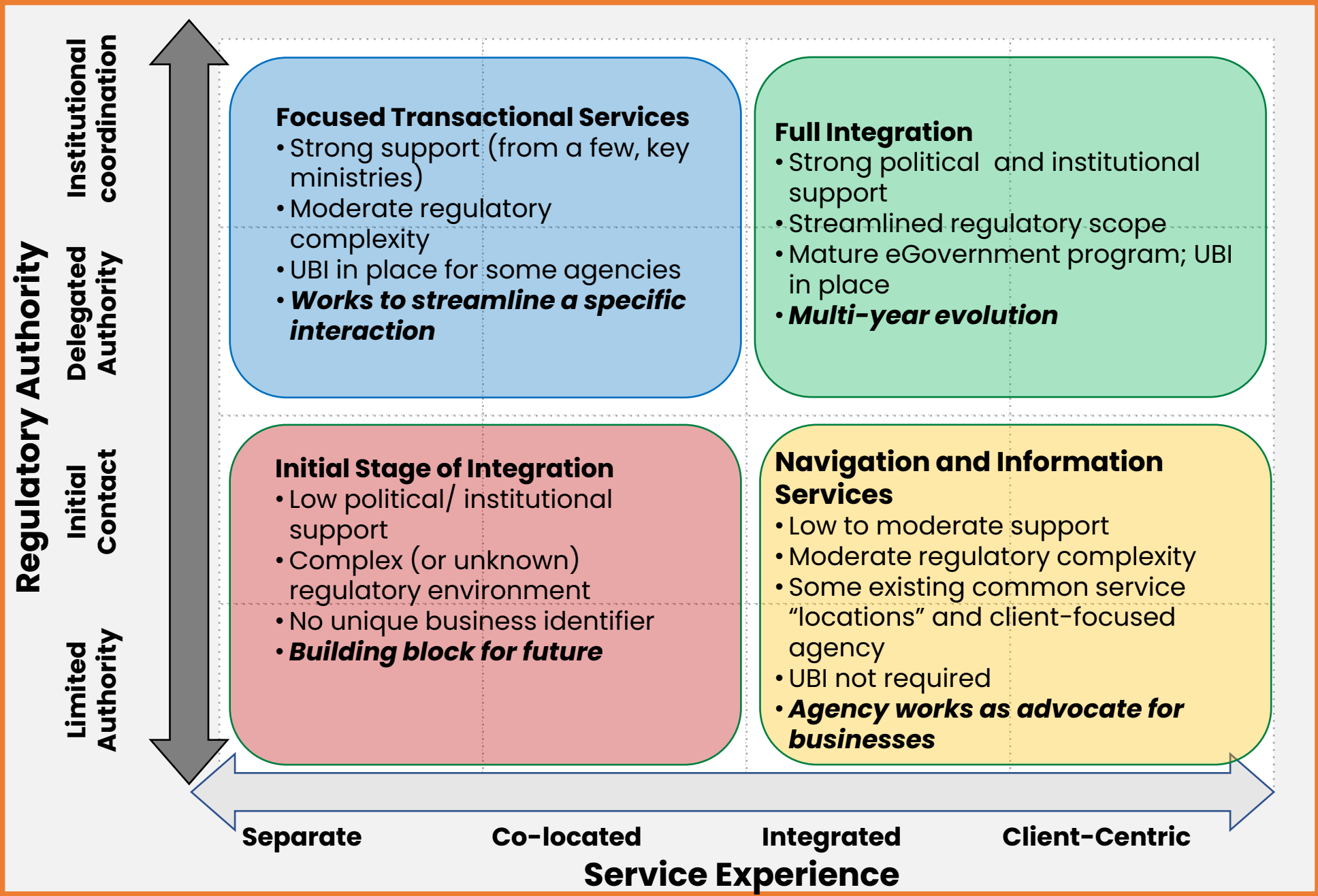
# The service experience continuum: **degree of integration**



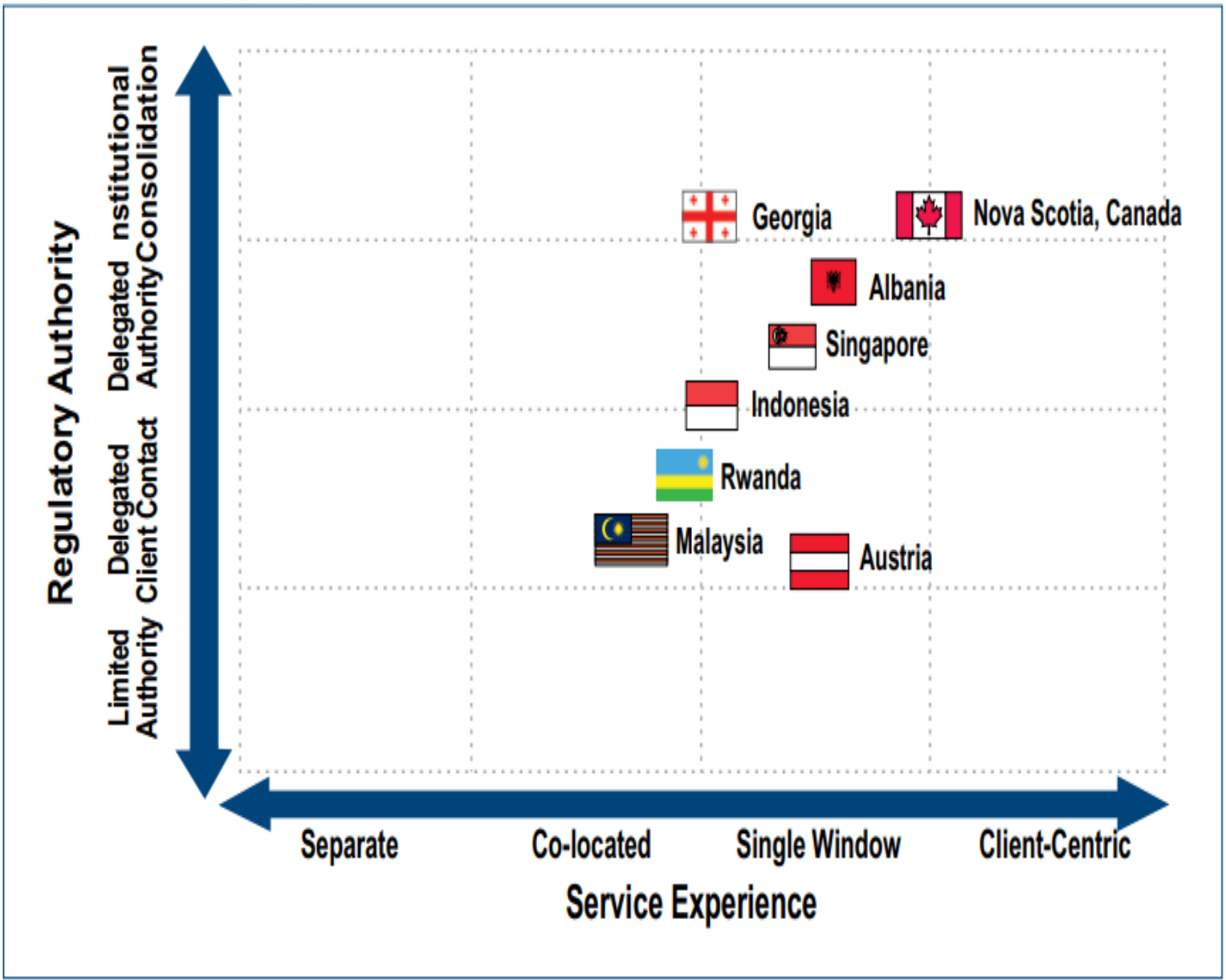
# The service experience continuum: **decision-making authority**



# Classification model



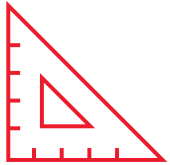
**Comparison of Integrated Service Delivery Approaches in Selected Countries**



## **Part 2**

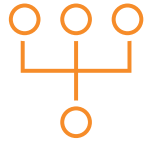
# **Vision and key policies for ISD through DGS based on the DPI**

# 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



Unique Business Identifier  
(UBI) and Authoritative  
Registries



Understanding the  
Client's Needs



Start small and build  
incrementally through an  
evolutionary approach



Clear Roles,  
Responsibilities, and  
Procedures



Prioritization of Services  
to Maximize Benefits



## *Institutional framework / governance*

### **1. 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

# Key policies for Integrated Service Delivery through Digital Government Services

**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 protection laws

# Key policies for Integrated Service Delivery through Digital Government Services

**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

# Key policies for Integrated Service Delivery through Digital Government Services

**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 life-events**

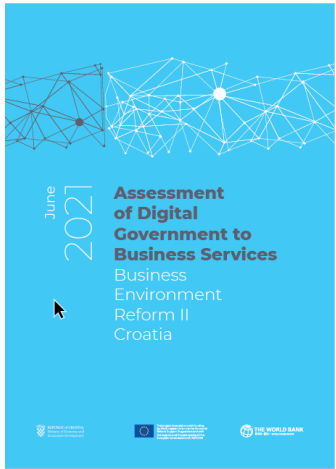
Integrate services around key “life-events”, such as “starting a business”, “building a house”, “hiring foreign workers”, etc.)

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

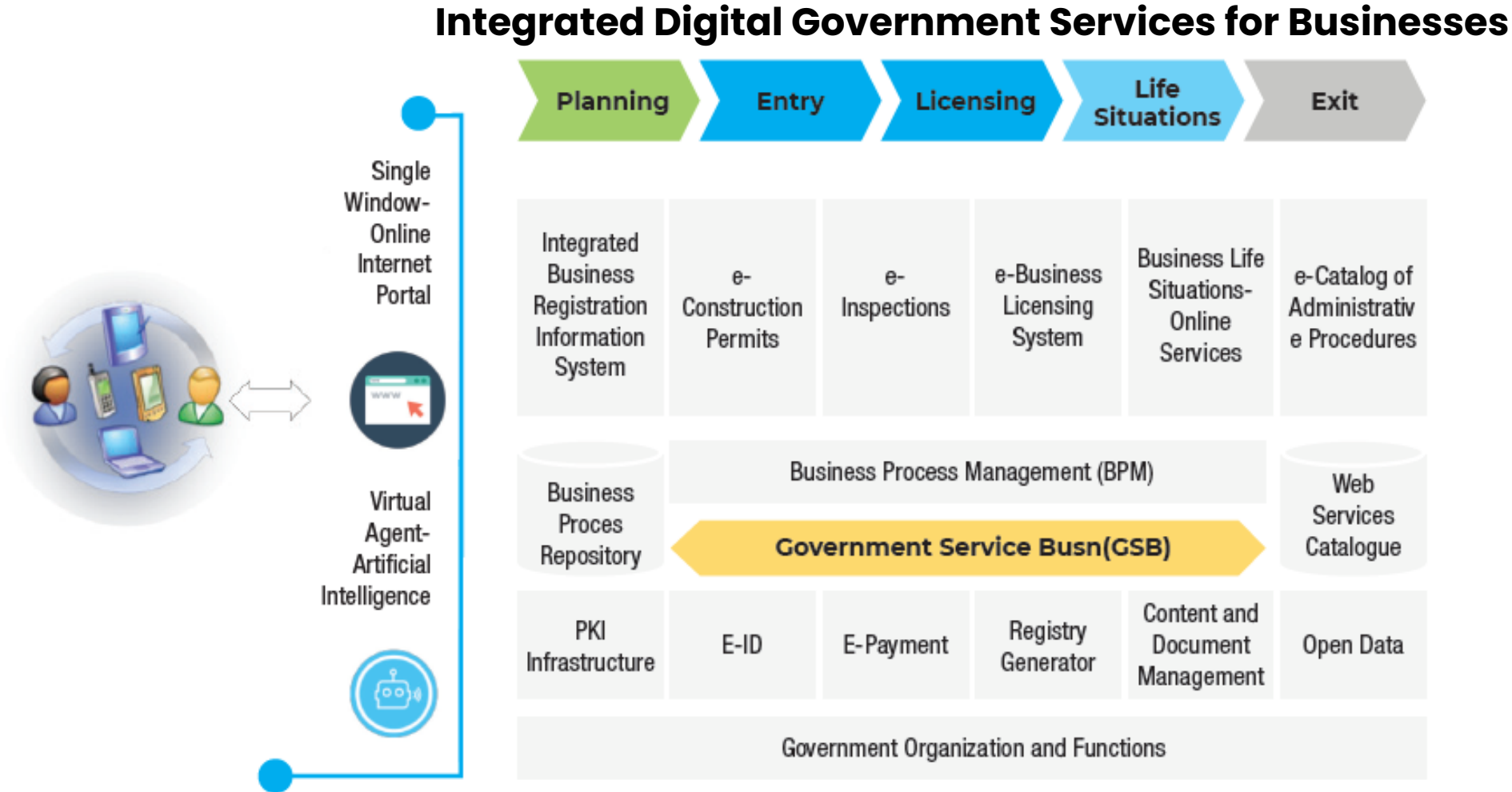
In the case of information services, define a mechanism to update the regulatory requirements (e.g., fees, documentation, processes, time limits, data requirements, responsible authority etc.)

# Key policies for Integrated Service Delivery through Digital Government Services

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



Link: [Assessment of Digital Government to Business Services, Goran Vranic](#)



**Digital Public Infrastructure (DPI)**

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