



# Chapter 17

Challenges to Policy-Making in Developing Countries and  
the Roles of Emerging Tools, Methods and Instruments

Information Technology in a Global Economy



# Overview

- Analytical Centers in the Russian Federation
- Situational Centers
- State Automated System “Administration”
- Other Policy-Making Tools and Techniques
- Conclusions

# Analytical Centers in the Russian Federation

- First generation of analytical systems for policy making
  - 1970s – Chile
    - FOUR levels of administration as follows: 1) enterprise, 2) industry, 3) economy, 3) global.
  - Engaged stakeholders at all levels
- Nearly the same time
  - Soviet Union
  - Nationwide automated system – OGAS
    - System focus on automated management of the economy in the Soviet Union.
- When the Soviet Union dissolved
  - Russian Federation continued work in analytics
  - Developed Analytic Centers, each with specific focus

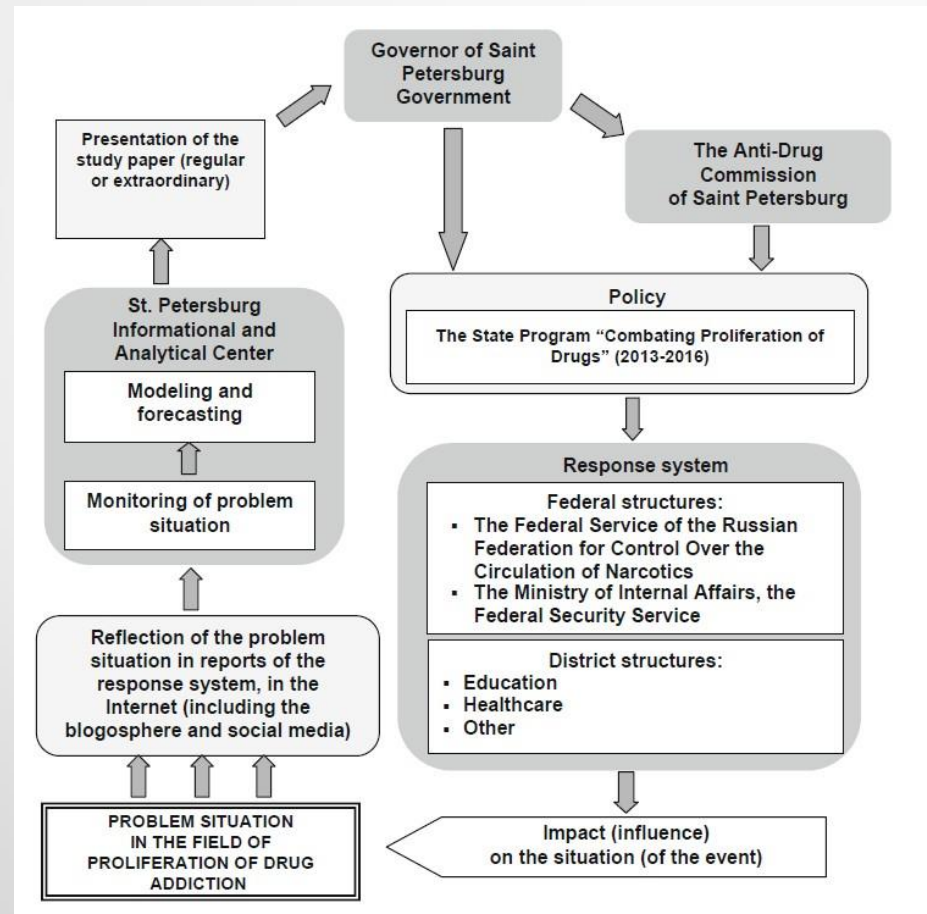
# Situational Centers

- Research matured in analytics
- Centers began to focus on classes of issues
- Situational centers emerged
  - Analytics focused on specific government functions
- Share goal is to handle big data
  - Most stored data is not used
  - Situational centers attempt to use previously unused data

# State Automated System “Administration”

- State Automated System “Administration” (SAS “Administration” 2003)
  - One of the most ambitious projects to in the space of analytical systems in the Russian public sector.
- Unified distribution of government data
  - Collection and analysis
- Includes
  - Classic Business Intelligence (BI) processing
  - Online Analytical Processing (OLAP)
  - Advanced analytics
- Supports decision making in government
- SAS “Administration” is a set of information systems and information resources implemented at three levels as follows:
  - 1<sup>st</sup> Level: Central Information System
  - 2<sup>nd</sup> Level: Departmental
  - 3<sup>er</sup> Level: Regional

# Other Policy-Making Tools and Techniques



# Conclusions

- Situational centers
  - Not integrated into decision making
  - Currently mainly used in crisis situations
- Capabilities not leveraged
  - Underutilized
- Limited funding for further research
- Centers are capable, but are not being utilized