



THE WORLD BANK

Next Generation e-Government: Transformation into Open Government

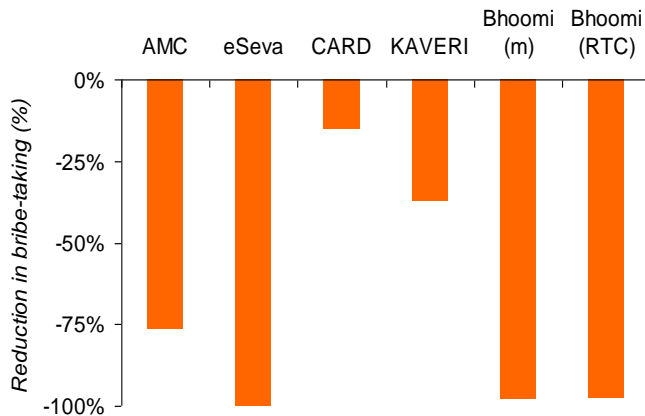
Oleg Petrov, Program Coordinator,
ICT @ The World Bank
E-Democracy Conference
Ohrid, Macedonia, September 26, 2011



E-Government Vision: Leveraging ICT to Transform Service Delivery

Some good news:

India: E-services reduced bribe-payments



Source: Survey of e-government projects in India, IC4D 2009

Ghana: Customs clearances went from 2 -3 weeks to 1-2 days with a 50% increase in revenue after applying IT systems.

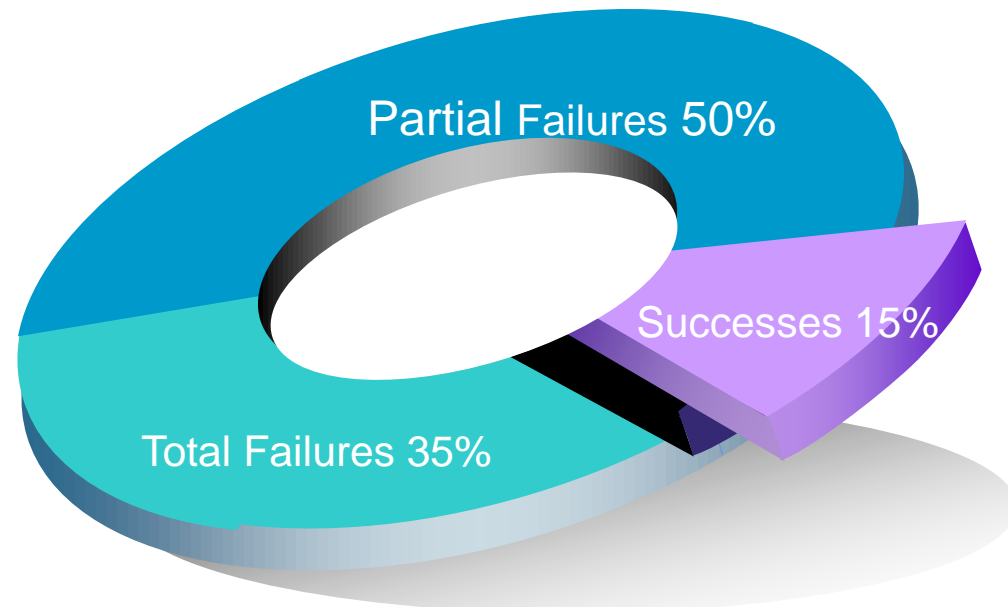
Korea: Investment of \$80 million in e-procurement generated \$2.7 billion in annual savings



But: ICT investments are also risky

- Guardian headline: “£2bn cost of government’s IT blunders”
- The Economist : “Although hopes have been high and the investment has been huge, so far the results have mostly been disappointing...”
- Gartner Research :“On an average, \$8 out of every \$10 spent in IT is “dead money” – not contributing directly to business change and growth”.
- Risks are high, though a lot learnt since the early days

e-Government initiatives in Developing Countries



Key lesson: Smarter IT spending needed

Source:

Richard Heeks. 2003. “Most e-Government-for-Development Projects Fail: How Can Risks be Reduced?”. IDPM i-Government Working Paper no. 14



Old Model: e-Government 1G

High Costs – Limited Results

E-Gov 1G = Informatization

Computerizing the “Brick and Mortar”
(industrial age) government

- Technology/supply/vendor-driven
- Ignoring or reinforcing organizational silos
- Limited back-end integration and sharing of data, infrastructure and services
- Limited process re-engineering that does not leverage the full power of ICT
- Limited change management
- Limited participation of the citizens and private sector
- Government-centric





Recent Example from Africa: Silos Don't Work

- Project to develop Budget and Public Expenditure Management System in a West African country
- Funded by the World Bank, implemented by the Government -- US\$30 million
- Incorporated 32 Ministries in 10 Regions and across 140 Districts
- However, not integrated with the rest of the government and now being scrapped
- A new IFMIS system is now being implemented at a cost of US\$54 million.





Current Model: e-Government 2G = Transformational Government

E-Gov 2G = eTransformation/Transformational Govt

second-generation model of ICT-enabled govt **transformation** into **citizen-centric** and **integrated** government.

Leading Countries:

- **Whole-of-government** perspective: Singapore, US, UK, Australia, Canada
- **Sharing infrastructure and services:** UK, US, Singapore, Australia, Canada, Korea, Japan, Denmark, New Zealand
- **e-Inclusion-for-all & Multi-channel delivery** of services, especially via **mobile phones:** Canada, Brazil, Australia, Korea, UK, Singapore, India
- **Change management and e-leadership:** US, UK, Singapore, Canada, Estonia, Moldova, Sri Lanka, Rwanda, Korea et al
- **Process re-engineering/admin reform :**UK, USA, Canada, Singapore et al
- **Secure identification:** Belgium, Portugal, Estonia, Malaysia, Pakistan et al



Emerging Model: e-Government 3G = Open Government

E-Gov 3G = Open Government: third generation model of ICT-enabled govt transformation into **open**, participatory, accountable and **citizen-driven** government:

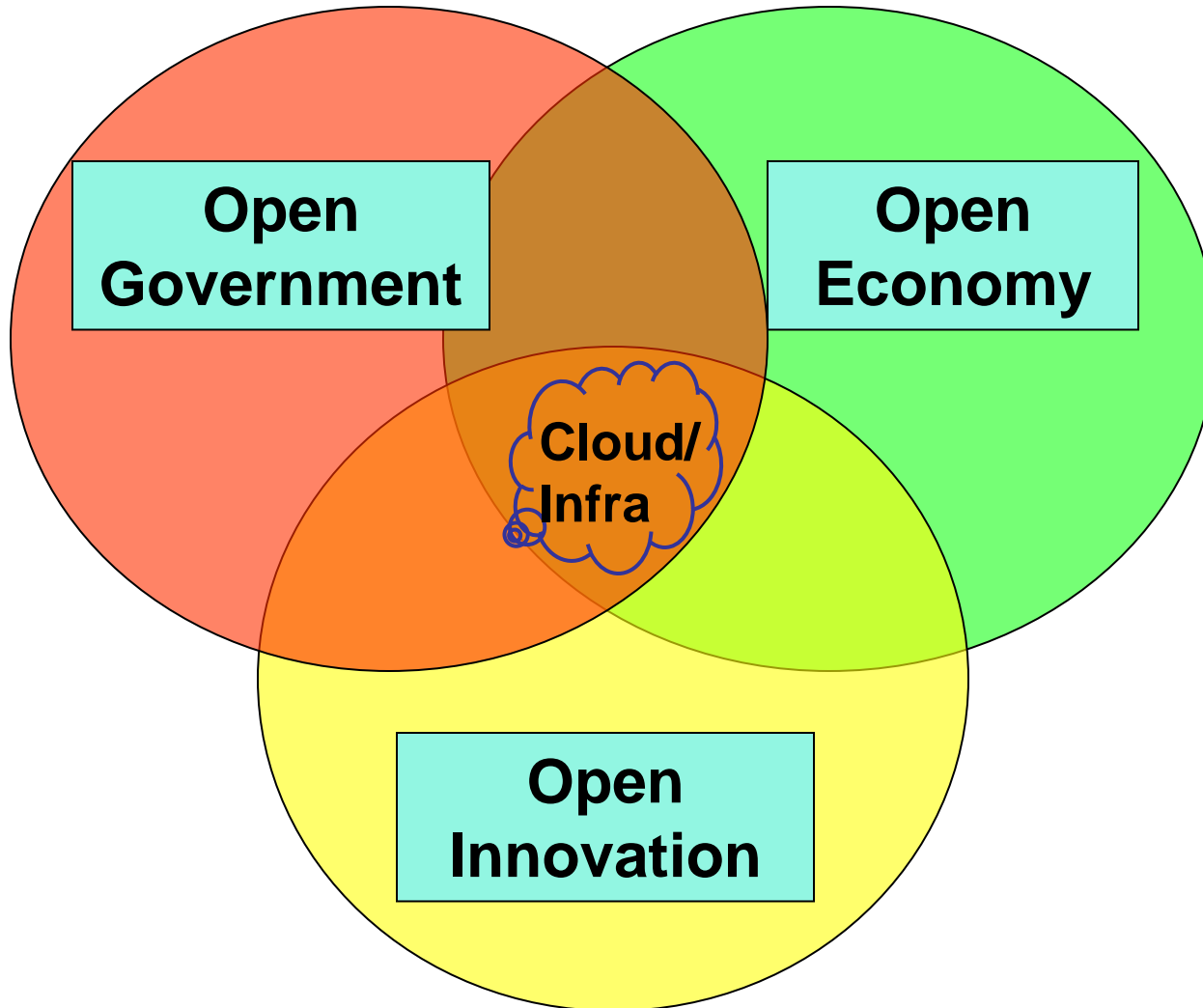
- Government letting go and empowering innovation via **Open Data** and public-private partnerships (**PPPs**)
- Active **citizen participation** (and co-creation) in policy and decision-making and service design and delivery
- **Service-oriented, Modern, Accountable, Responsive and Transparent (SMART) Government**

Leading Countries:

- **Openness, transparency, and accountability** (Open Government , Open Data, Social Media policies): US, UK, Canada, Australia, New Zealand, Brazil, Chile, Mexico, India
- **Public-private partnerships** to deliver services and infrastructure: US, India, Ghana, Czech Republic, Estonia
- **Cloud Computing**-based sharing of infrastructure and services via: UK, US, Singapore, Korea, Japan



Open Transformation Framework: Open Government - Open Economy - Open Innovation





Opportunities for Collaboration on Open Gov

South-South Exchange Grants

+

PPIAF Grants (e.g for PPP feasibility)

+

Innovation Grants

+

TechCamp/Hackathon event(s)

+

High-Level Workshop/s

+

Global knowledge sharing platforms
(Leaders for Transformation Network; HELP)



**Preparatory
activities**

**Major Open
Government
program**



Possible Open Government Components



Data.gov.mk

Open Data & Apps Program: including launch of portal, apps store, APIs, contests and co-creation activities



Citizens.mk

Citizen engagement platform: enabling public feedback and rating of services across entire gov; linked to Open311 app



Innovation Fund

Innovation funding: flexible financing vehicle for investment in development of apps, e-services, mobile & gov social media



FOI.mk

Freedom of Information Platform: enabling full transparency (and searchability) of FOI request/reply/release lifecycle



PPPs

PPP Program: including policy/legal framework, manual, training, M&E framework, procurement tools



Infrastructure

IT Infrastructure: including standards, cloud computing infrastructure, policy/legal framework, change management, SOA & security



Examples of World Bank's eGov Projects

1. **Kenya.** US\$157 million for pro-competitive regional communications infrastructure, regional policy harmonization, enabling environment, e-Government applications. Several phases, from 3 – 25 countries.
2. **Vietnam.** US\$96 million for implementation of the National ICT Strategy, enterprise architecture, e-applications, capacity building.
3. **Romania.** US\$60 million for developing e-Government, Broadband and Knowledge Economy.
4. **Ghana.** US\$57M for e-Government and IT-enabled Service Industry.
5. **Sri Lanka.** US\$53M for developing e-Government, Broadband, IT industry and e-society.
6. **Organization of Eastern Caribbean States.** US\$7 million for regional e-Government applications that use economies of scale.
7. **Rwanda.** US\$10 million for Government reengineering, e-Government applications, and rural access.
8. **Moldova.** **US\$23 million for e-Transformation program (M-Cloud, e-Services, e-Leadership, PPPs and Open Data), June 2011**



Moldova Governance e-Transformation Project

featuring elements of Open Government Framework



- Approved in June 2011 (\$20 million credit + Gov co-financing + grants)
- Open Data initiative
- Cloud-based shared e-Gov infrastructure (M-Cloud)
- Open Government action plan under preparation
- Exploring PPPs
- Apps competitions, TechCamps



Open Development Technology Alliance

a new platform for sharing global knowledge on ICT



open development
technology alliance

WWW.OPENDTA.ORG

We're open for development. New technologies are making development more inclusive and participatory. We're using these changing technologies to make public services more accountable and transparent.



Knowledge



People



Tools



ODTA: Connecting the People

Expert Connections

The ODTA's Expert Connections initiative links World Bank practitioners and government counterparts to the best global expertise through Communities of Practice.

Open Development Technology Network

Join us at <http://linkd.in/n1BBOc>



Leaders for Transformation

This CoP leverages best global experience and knowledge in e-transformation to support top government leaders in the developing world.



Technology for Accountability (T4A)

T4A facilitates knowledge-sharing among World Bank practitioners, external experts and country clients.
VISIT <http://linkd.in/mUs7EL> or <http://t4aguide/>



Open Government Data

This CoP connects internal Bank task teams with internal change agents and external experts to support clients' Open Government Data initiatives.
VISIT <http://linkd.in/qjFK1C>



ODTA: HELPing Access Best eGov Expertise

HELP Members:

The **High-level Experts for Leaders and Practitioners (HELP)** group provides senior leaders with insightful advice and knowledge to help implement new **groundbreaking initiatives** in government transformation

- Corinne Charette (CIO Canada)
- Stephen Fletcher (President NASCIO, USA)
- Arvo Ott (Director, eGovernance Academy, Estonia)
- James Kang (Government CIO, IDA Singapore)
- Francisco Garcia Moran (Director General, European Commission)
- R.Chandrasekhar (Secretary Department of IT, India)
- Andrea Di Maio (VP Research Gartner) and others



Francisco Garcia-Moran, EU



John Suffolk, CIO, UK



Arvo Ott, E-Gov, Estonia



Andrea di Maio, Gartner



Corinne Charette, CIO, Canada



High Level Expert Group



R. Chandrashekar, Secretary, India



Stephen Fletcher, President, NASCIO



Deepak Bhatia, World Bank



Jane Treadwell, World Bank



Randeep Sudan, World Bank



James Kang, CIO, Singapore



HELP in Moldova

4 consultations with HELP experts on **Open Data, Cloud Computing, CIO role, e-Gov Strategy**, culminating in the Aug 12, 2010 **eTransformation Leadership Roundtable** in Chisinau, Moldova

With participation of **Robert Zoellick, the President of the World Bank Group, Prime Minister Vlad Filat**, most Cabinet Ministers and Deputy Ministers

- H.E. Mart Laar, Former Prime Minister of Estonia, Member of the Estonian Parliament
- Mr. John Suffolk, Former Government CIO, Cabinet Office, UK
- Mr. Andrea Di Maio, Vice President and distinguished analyst, Gartner Research
- Mr. Chin Siong Seah, CEO, IDA International, Singapore
- Mr. Anthony Townsend, Director of Technology Development, Institute for the Future, USA





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CTA, in collaboration with the Rwanda Telecentre Network (RTN), and...

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Building a computer literate society in Ghana - Africa ICT Right africaictright.org

Africa ICT Right (AIR) is a non-profit organization that provides sustainable, low cost technology solutions and internet access, as well as technical support, training services and rich educational content to schools, communities and community-based educational organizations throughout Ghana.

posted 15 days ago

Manager's Choice



Launch of The Open Development Technology Network

Oleg Petrov

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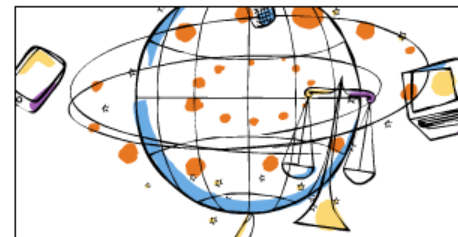
32 minutes ago



Aretha Mutumwinka Rwagasore started a discussion:
[Web 2.0 Learning Opportunity, RTN-MINAGRI-CTA, Kigali-Rwanda, 7-11 November 2011](#)

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a subgroup of Open Development Technology Network

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It might be helpful to archive examples of fully elaborated Open Data Programs, plans and policies as a resource for practitioners globally.

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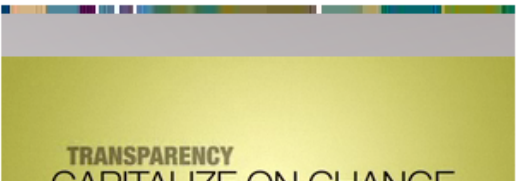
 **Water Point Mapper** [waterhackathon.org](#)

Protecting and monitoring water access has long been a challenge throughout the developing world. The ability to effectively and efficiently monitor and visualize water points can help. Today, there are few areas

of...
posted 5 days ago

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Thank you!



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Additional Slides



Open Government

Platforms, apps and processes used by public sector to maximize transparency, collaboration and citizen participation in government decisionmaking and the creation, delivery, use and evaluation of public services and open data.



Open Economy

A national economy with a supportive business climate, investment flows and trade regime that are fully integrated into the global economy.



Open Innovation

Policies, financing mechanisms, co-creation activities and collaborative networks that catalyze innovation across all sectors of society.



Cloud / Technology

National, broadband-based Cloud computing infrastructure together with the standards, SOA architecture, software/apps, search & security needed to enable Open Government and growth of an Innovation Economy.



High-Skill Workforce

Highly skilled, digitally literate citizens are essential to the sustainability of an open society. Lifelong education from primary schools to continuing adult education must provide the knowledge and skills needed for a networked, globalized, digital world.



Policy/Legal

Supportive policy / legal framework that addresses issues such as data management and reuse, privacy, information access (including Freedom of Information) and licensing to promote innovation and improved governance.



Institutional Capacity

Open transformation requires agencies to change how they conduct business, and even how they define core missions. Attitudes and expectations among officials must also change. Restructuring and strengthening institutions, including change management programs and training, are critical to success of any open initiatives.



Budget/ Financing

Sustainable, national transformation requires public investment and innovative financing (e.g., PPPs) to support strategically important R&D and growth of an Innovation Ecosystem.



Main Trends Shaping eGov Today

1. Mobile delivery
2. Cloud computing
3. Open Data Initiatives





Future is Mobile

- 5 billion mobile subscriptions
- Nearly 60 million mobile subscriptions being added a month
- 2.4 times faster growth in mobile broadband than fixed broadband data traffic
- By 2014, more than 400 million of the world's Internet users could access the network solely through a mobile connection



The CLOUD





Country Examples: USA

- In September 2009, the Federal Government's Cloud Computing Initiative was announced, GSA serving as a provisioning hub for Government Cloud
- Apps.gov was established as a "cloud computing storefront"
- By 2014, over \$1 billion of the federal IT budget would be devoted to cloud computing
- By moving to a cloud service, GSA now pays an annual total of \$650,000 for USA.gov and all associated costs, a costs savings of \$1.7 million, or 72 percent
- Defense Information System Agency estimates about \$15 million in cost savings
- The migration to the Cloud could save Washington D.C. City Government 48% on e-mail expenditures and the City of Los Angeles 23.6 %



Country Examples: UK's G-Cloud

- The G-Cloud program is a key part of the new Public Sector ICT Strategy
- All G-Cloud services will be delivered to the future 'Common Desktop' which will include both desk based and mobile devices
- The G-Cloud will be a combination of the private cloud and trusted elements of public clouds
- The G-Cloud Program is expected to deliver the following savings:
 - £300 million per annum (by 2015) by consolidating data centres in use across the Public Sector against estimated current spend in the order of £5bn; and
 - £500 million per annum (by 2020) against an estimated current spend in the order of £5bn, through faster and more effective procurement of infrastructure and services through the Applications Store for Government (ASG).



Country Examples: South Korea

- Korea's Communications Commission has announced commitment of over \$500 million to the development of Korean cloud computing facilities
- In June 2010, the Ministry of Knowledge Economy announced plans to develop technology linking mobile and cloud computing, at a cost of 274.5 billion Won (\$230.7 million)
- South Korea is moving 17 critical applications to the Government Cloud
- The goal is reportedly to capture 10 per cent of the global cloud services market by 2014 and to halve the cost of operating the public sector's ICT infrastructure



Moldova Cloud: First World Bank G-Cloud Project

- Moldova Cloud: first WB-supported Cloud Computing project, tender for M-Cloud Phase 1 launched in Sept 2011
- M-Cloud Phase 2 is expected to be delivered as PPP
- Internal (private/community) government cloud, defined as a multitenant, dynamically provisioned and optimized infrastructure, with some public cloud elements
- Will initially be a Mini-cloud, and will incorporate a Mobile applications platform
- Will target three categories
 - i) government ministries, SOEs, departments and agencies
 - (ii) SME engaged in the development and delivery of IT services
 - (iii) universities for research and development



Open Data: USA



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PUBLIC ELEMENTARY AND SECONDARY EDUCATION SCHOOL DATA

ED Data Express improves public access to state education data collected by the U.S. Department of Education. This interactive website lets the public explore data, download data into spreadsheets, and manipulate data on the website.



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APPS

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Data.gov is leading the way in democratizing

As the Web of linked



Government Apps Store: UK

HM Government

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Apps

Here you can search all the available apps that have already been shared, and share your own with the community.


EDITOR'S PICK

UKGeocode - this app uses Open Code Point data from Ordnance Survey to provide a UK geocoding service.

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School finder

by Ave Wrigley | ★★★★★


Simple application that lets you choose your local schools by ofsted score. <http://www.schoolmap...>



TellThemWhatYouThink

by Harry Metcalfe | ★★★★★


Search and browse UK Government consultations, set up email alerts and get feeds. <http://www...>



Online Tax Calculato..

by David de Souza | ★★★★★

1. Go to the tax calculator. 2. Select your industry from the drop down box





BRAZIL

- **Global leader in open government**
 - Chairs Open Government Partnership until end of 2012
 - Set to release “National Infrastructure on Open Data” with data.gov.br portal and accompanying regulation
 - Federal Transparency Portal and platforms for civic participation (e.g. City of Porto Alegre's pioneering participative budgeting process)
- **Best-in-Class in innovation financing**
 - FINEP agency + Funds + Innovation Law are drivers for promoting innovation in Brazil
 - Combines dynamic VC sector + active gov investment in innovation
 - #1 in Latin America in R&D investment (Chile #2, Mex #4)



INDIA

- **Global Leader in e-Government**
 - Successful implementation of National e-Governance Plan (NeGP) to deliver a number of strategic egov projects.
 - Leader in use of PPPs in public service delivery.
- **Leader in Open Government & Transparency**
 - Successful implementation of Freedom of Information legislation.
 - Deployment of many e-participation and social media initiatives.
- **Largest Global Exporter of IT & IT-Enabled Services**
 - Huge global market share in IT services with global hubs in Bangalore, Hyderabad and Chennai.



MEXICO

- **e-Government**

- Successfully moved from e-Gov strategy to deployment of large portfolio of online services
- Leader in public sector ICT infrastructure development with big investments in software & services (healthcare, education)

- **Leader in Open Government & Transparency**

- Federal Access to Information Institute (IFAI) charged with implementing and overseeing FOI Law (upgraded in 2011)
- Infomex enables filing FOI requests online to federal and local governments; ZOOM search engine for FOI responses by gov

- **Leader in IT-Enabled Services & IT Industry**

- Large high-tech manufacturing, export industries, outsourcing