Discussing the Future of Digital Government

Challenges
Priorities
Insights and
Smart Solutions

Global Webinar 5 June 2014 – 100 minutes
The Approach

The High-Level Experts, Leaders and Practitioners (HELP) Network was created in 2010 to facilitate the dynamic exchange of knowledge about government transformation between government peers. Moldova, Mongolia and Rwanda among many others have benefitted from the sharing of breakthrough experiences, strategies and insights thanks to the financial support from the Korean ICT Trust Fund.

These benefits are evident in the design, governance and implementation of national strategies and e-government infrastructure. Now, in association with the International Council for IT in Government Administration, the Network is responding to requests to becoming more inclusive and open for dialogue with the global expert community.

This Webinar was conducted involving members of the HELP Network and the ICA, and co-ordinated by the ICT Sector Unit of the World Bank. Individual participants from 35 countries were able to register and participate.

Expert panelists responded to nominated questions and Jane Treadwell and Frank Leyman facilitated discussion. Webinar participants were invited to participate using the webinar chat function or through twitter on #digigov.

The future of digital government means:
- Gov 3.0 will develop through open partnerships with civil society and the private sector and will generate jobs, growth & happiness
- the judicious balance between top-down and outside-in defined priorities for government services;
- a shared digital e-infrastructures for government, business and civil society;
- the co-design and delivery of ‘apps’ and services with citizens and small enterprises; and
- services and initiatives that are underpinned by a digital by default and open data policies.

This is all anticipated and being pursued by many nations.

Collectively, these insights may provide potential leapfrog opportunities for developing nations to move forward, faster and better.

"there is almost nothing that government can or should do alone" (panelist)
# Participants and Facilitators

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<th>Title/Role</th>
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**World Bank Hosts**
- Chris Vein, Chief Innovation Officer
- Randeep Sudan, Sector Manager
- Oleg Petrov, HELP Co-ordinator

**ICT Global Sector**
- HELP Co-ordinator

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1 Apologies were received from Mr Alexey Kozyrev, Deputy Minister of Telecom & Mass Communications, Russia, who unfortunately was unable to attend due to the continuation of a prior government meeting
Introduction and welcome

Randeep Sudan, ICT Sector Manager, World Bank

The World Bank is seeking to draw on the best global expertise to help developing countries in their use of ICT – this agenda is at the forefront of the ICT Sector Unit's collaborative work. The benefits of this approach were demonstrated following the meeting between the Prime Minister of Moldova and the President of World Bank where they shared a desire to contact the best experts and encourage these experts to discuss the future of e-government and how it might best be applied in a developing country. This network subsequently emerged with many insights captured on the multiple challenges and issues facing governments around the world.

Developing countries have the opportunity to leapfrog – just trying to replicate successful models in the digital world, maybe a path to failure because technologies are changing so quickly. It may be best to think about the next wave and to try to anticipate what is over the horizon. This may identify the opportunities that developing countries can achieve by leapfrogging the experiences of developed nations.

Today's discussion of the future is therefore very important and the vital question is: What should be the shape and form of Digital Government as we go forward?

Chris Vein, Chief Innovation Officer for Global ICT Development

Chris welcomed the panelists and registered participants indicating his enthusiasm for this HELP network providing useful guidance and help to developing countries and those in the Middle East where he had recently travelled.

Jane Treadwell, Facilitator

Introduction

Many governments around the world have pursued e-government and now digital government strategies and transformation master plans over many years. It has involved many layers of action & decision-making – strategic/tactical/operational; policy/services; business; information and ICT (see slide) and there has been much action, investment, disruption, change, excitement, reworking, growth, changes in leadership style and awareness about ICT, confronting culture, decision-making and resource use.
In different countries; there have been different priorities, but many similar challenges. We will discuss any or all of topics e.g. dealing with the design and delivery of digital government – the range of stakeholders, controls, regulations, mandates, change, innovation, accountability, relationships and expectations. It may open up possibilities for those in other parts of the world to dig deeper and discover new ideas and techniques to apply.

*Frank Leyman- International Council for IT in Government Administration (ICA)*

The ICA is an International organisation established in 1968, comprising representatives of national governments who lead the eGovernment strategy implementation and/or are the government CIO. It seeks to keep up to date on what is being done in various countries and to explore common challenges and ways to move forward on the digital government agenda.

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2 The International Council for Information Technology in Government Administration (ICA) is a non-profit organisation established to promote the information exchange of knowledge, ideas and experiences between Central Government IT Authorities on all aspects of the initiation, development and implementation of computer-based systems in and by Government.
The intent of the ICA aligns perfectly with the efforts of the World Bank and this network, which is particularly well-assisted by this HELP platform.

In approaching digital government in developing countries the same challenges seem to inspire more creative approaches and this network can bring the two parts of the world together.

**Challenge 1. What do you see as the next phase or iteration of digital government in your country or worldwide?**

**Rwanda** [http://www.gov rw/Cabinet](http://www.gov rw/Cabinet)

In Rwanda we are grateful to be able to draw on the expertise of the HELP network.

Rwanda is going through a massive transformation in how government can better leverage new technologies to be “more efficient, transparent and responsive” (Office of the Minister for Public Service). We have heated discussions on how this can best be done.

The transformation process will have a profound impact on the effectiveness of government moving forward, and on the costs of government. It will depend on three factors:

**Technology** The consumer side of technology enables access through mobile technology and broadband services; with the consolidated backend delivered via the National Data Centre and cloud services through the Cloud First Policy. With these initiatives, Government will be able to access information, including that of its own performance; the Command Centre will provide real time data analysis and subsequent decision-making will transform how we operate as a government; how effective we can be in delivering services to the citizen.

**Demand** Demand for new services, faster services and simplicity in providing services, through innovation, and then adjusting and responding to demand is fundamental. One of the biggest issues with my colleagues in the public sector is agreeing on the structure of how IT is delivered across the government and subsequently used to deliver services to the citizens. As we cannot predict with certainty what and where demand will go we are not able to subsequently determine the perfect structure. Government needs to be flexible, be innovative, and can use PPPs to overcome some of the challenges.
Resources In a developing economy, especially a resource-constrained economy there is mounting pressure to cut resources that are spent whilst still investing in IT. This shouldn’t be a problem, because government can make use of investments already made. Let government provide the platform and let private sector build from there in order to accomplish our mission. This will support the move and achievement of the SMART Rwanda vision.

United Kingdom  [https://www.gov.uk](https://www.gov.uk)
Since 2010, the Government has been spending 1% of its economy on internal administration. So we have made significant changes by concentrating technology on the user population. All the design and architectural questions have focused around user design.

Previously government used to traditionally work by commissioning a business case (for IT-enabled developments) and somebody would eventually come and build it.

You should only outsource the things you know about as you know exactly how they work and the services/experiences that will be transformed through digital government. Now we design around users, and do an enormous amount of user testing to meet and match needs.

The UK Government has continued to focus and reshape structures to enable easy access through a single point of entry for all citizens to government.

Then building on the single point of entry, 25 of the biggest services in government are now being transformed into digital services. This creates an economy of APIs amongst our services and our departments. Technical solutions allow the sharing of data in an effective and an ethical way. We have components and principles that we are driving this across government (see GDS Slideshare presentation).

We support open source and are very strong advocates of open data as illustrated by the UK Government recent presidency of Open Gov Partnerships. This principle extends to open markets and related procurement frameworks that allow a level playing field for small and for large businesses. We have put a large amount of the work with small businesses through the G-Cloud that facilitates economic growth and significantly more cost effective solutions, e.g. at least 50% reduction in costs and we are now looking for 90% off what we have been quoted previously. We’re doing it – working within government, with departments, for departments and departments work in the same.

This centralisation period we are going through at the moment is generating some amazing solutions by some exemplars of departments.
There is lot of Information about what we are doing and transforming – the sites let you see online the 25 services currently being transformed https://www.gov.uk/service-manual https://www.gov.uk/government/organisations/government-digital-service#policies

India http://india.gov.in/e-governance/national-e-governance-plan

India’s Union Government approved the National e-Governance Plan (NeGP), comprising 27 Mission Mode Projects (MMPs) and 10 components on May 18, 2006. The NeGP aims at improving delivery of Government services to citizens and businesses with the following vision: "Make all Government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency & reliability of such services at affordable costs to realise the basic needs of the common man."

Eight years into the NeGP, we are approaching digital government from both department and citizen sides:
1. Enhancing services to citizens
2. Designing for delivering
3. Using standards and protocols for efficiency and integration
4. Mobility platform for delivering services
5. Applying business Intelligence for delivering new services, big data
6. Concentrating on language localization
7. Education is a precursor for enabling access
8. Open data for empowering citizens, and creating new options for department services


- European countries since the GFC have dealt with consolidation and cost efficiency
- Border Interoperability is another challenge – not so much a technical challenge
- Technology – expanding our services through mobile phone platform

Canada http://www.ic.gc.ca/eic/site/028.nsf/eng/h_00569.html

Canada's journey with Shared Services and the associated Government IT platform has moved from individual departmental infrastructures into a separate autonomous agency. We are 2 years into a seven year transformation plan.
We are now seeing the benefits of having a converged infrastructure and shared platforms. It also creates the potential to leverage private sector cloud-based offerings for infrastructure as a service, and platform as a service as well.

Can see this approach as a key lever to move forward for those countries that already have significant investments in their government platforms and systems.


In Moldova, we have localising the most innovative practices that are being implemented in many other parts of the world. We have top political support for this transformation and innovation agenda.

Connects and partnering with the private sector + innovating within government are key elements of the agenda.

The e-government platform created in 2011 is now being implemented across all levels of government, including local government. Cloud technologies, electronic payments, electronic signature and mobile payments are key to this. We are working to implement an interoperability platform, learning much from the Estonians but also other European Union member countries. In coming years we will be localizing the e-government agenda further, with the faster services implementation achieved through policies such as Digital by Default, and Open data by Default; as well by increasing transparency to reduce corruption and to lift economic development. We are interested in transformation policies and how they are being implemented in different governments and by different means and efforts including their support in using different digital tools.

Our overall approach is to **Re-engineer first, then digitize through innovation**, and build this mindset in government.

**Questions from the digital ‘floor’**

1. **Question:** As a Ugandan, I'd like to ask Rwanda Minister, if you can highlight efforts if any, that are being done to support or encourage the other countries to follow suit, in terms of political will and investment in ICT?

   **ANSWER from Jacob:** Maleni, Senegal and countries of the Smart African Alliance are helping African countries to put ICT at the heart of their government's development agenda, including e-
government. The initiative is still young and was spearheaded by Rwanda, Uganda and Kenya in Kigali in Nov 2013.

2. Question: What role do you see for community-driven decentralized technology (virtual currencies, ipaidabribe.com, disaster relief maps) compared with top-down centralized implementation of digital services by government?

ANSWER: Focus on standards and the use of standard processes. If we focus on getting everything from the centre it is not sustainable, (but) if we have KPIs for the services which we run, the best way is to have locally designed services based on needs of local users. This is by far the most efficient way of delivering services and the key to answering that question is the architecture, based around local standards. (UK)

We are applying an integrated approach where by involving all key stakeholders, together they can produce the most effective result. When combining together the information and apps from the departments and from citizens, and with an architectural focus on integration, and integrated experiences, can produce apps for the public services (India).

Associated comments:
The community is where the innovation (and the need) occurs; innovation means risk, and government is generally risk averse. Enlightened government nurtures community-driven initiatives. This can be the API-ecosystem, described by Liam and also by open data. For government as a platform to succeed it must let go of micro-level controls (Laurence Millar).

It's so important to have communication and feedback loops between the API and data communities and with those who are both designing and on the receiving end of public services ((Allison Hornery)

Another key is that government can't trade away the privacy of citizens for better services. But, citizens will make that exchange as we have seen on social media platforms where in order to get a better service, citizen privacy is relaxed. It makes it more likely that non-government organisations can be more successful than government in joined-up initiatives: API-using services that cross departments and jurisdictions (Dave Adamson)

The challenge of personal data exchange and sharing is well documented. “Informed consent" is a challenge because of the power asymmetry between government/individual/social media giant and moving to an opt-out position is a policy and political snake pit. A favoured option could be to be transparent in data

sharing – if you share my data, you must tell me about it, and if you make inferences from my data you should tell me what they are and give me the option to correct them. Addressing the privacy challenges around data exchange is a fundamental component of achieving the strategic goals of digital government (Laurence Millar).

TENTATIVE CONCLUSIONS (Frank and Jane)
Transformational change requires an effective balance between demand, technology and resources to deliver services that provide a better ‘fit’ for citizens.

The consolidation and convergence of government ‘back offices’ into a shared IT capability for departments, complemented by the creation of the common ‘G’-cloud facility provides enormous opportunities for government and public sector agencies to:

- reduce the cost of asset duplication;
- reduce costs of procuring legacy-style and outsourced proprietary IT systems;
- open up markets for small and medium size enterprises to offer cloud-based services.

This is an essential precursor for cohesive and integrated digital government.

Key policies that can accelerate digital government and better services and opportunities for economic and social development are:

- Open Data by Default
- Digital by Default
- Outside-in (citizen needs based) driven design of services
- Architectures, standards and protocols that are open, citizen-focused, and localised
Challenge 2: What are the challenges, opportunities and trends that will be the significant game changers over the next 3 years that CIOs and other transformation leaders will need to be ready for?

Jane in introducing this challenge quoted from a 2014 Forbes article: CIOs have never had such a glorious – and challenging – opportunity to deliver significant, enduring, and transformational business impact and customer value as they do today. But it's not a job for the faint of heart.

As a world leader in e or digital government, Korea has invested and achieved much in its sequential national plans. What are Korea's current challenges and vision for the future?

Korea  http://korea.go.kr/eng/index.jsp

Interestingly, Rwanda's 3 drivers of future in government, technology, demand and resources provide the same response for this question on the challenges.

Korea has very high digital saturation rate but it is the consumers that are changing and Korea is facing a much higher level of demand from its consumers and citizens.

In order to meet that demand, you have to make a secure and sufficient investment. If governments don't make an adequate investment, you can't deliver what the consumers expect. I must also highlight here that security is a key factor in ensuring trust by all consumers of government and its digital services.

All countries are facing economic pressure so we are thinking about using digital government to create more jobs and drive economic growth through open data and open government.

So we take open data, that's the default, in order to enhance transparency and provide it to the open community in order to create new opportunities for employment and businesses. When the government offered up public data about bus services, high school students came up with an app that provided arrival and departure of the public bus for each station...it is very popular in Korea.

So this app – can create jobs, and stimulate new businesses.

The next phase of e-government services is not just about providing new services from the government side, not even e-government services. It should be demand driven services.

So government should be proactive to identify what kind of needs there are in the marketplace (such as making use of social media), and through the provision of open data into a connected ‘ecosystem’ of many interests and stakeholders, new and different demands and responses from the many players are possible. Digital government will assist in creating more jobs and drive growth and new capabilities through access to open data, big data analyses and a creative economy.

In Korea, Gov 2.0 is smart government with communication between government and citizens; Gov 3.0 is customized services to individual citizens.

http://www.youtube.com/watch?v=v6O3uxWKcNQ

India

The challenge and opportunity is to devolve existing processes and structures to a demand-driven system. The role of the government is to improve accessibility by the common citizens in the rural areas to digital government. However there is not enough awareness about the availability of online services, and in some areas and departments there is not sufficient connectivity causing poor speed, availability and quality of some services which ultimately limit the level of adoption of e-government.
Opportunities: advancement in technology through cloud services, mobile and social media for departments to reach out through customer services centres to citizens to understand need and direct to services. Applying OpEx-based rather than conventional CapEx business models, will encourage departments to produce new services through these new funding models and provide a great leap in service delivery, process through transformation and re-engineering through ICT, web and mobiles. Government departments focussing on user needs and experiences can provide services and improved interactions with citizens through these new models.

The key trends which are emerging are those that will help the government evolve a demand-driven ecosystem for both government and for citizens that improves over time:

- through Government 2.0 using mobile and social media and cloud platforms
- ensuring that the services are integrated as experienced by citizens (ref Korea). The focus should be on integrating services not just providing end-services to citizens
- using intelligence and big data so that government 2.0 can better understand and respond to patterns of service delivery and demand by location, experiences, performance etc and
- applying design processes for effective and efficient service delivery

Moldova
Our challenges and opportunities are:

- problems with connectivity – there may be a mobile app, but am not meeting the expectations that government delivers the same services online - only those sites where we have enabled digital access are possible. This is a focus in coming months and years.
- We have the infrastructure in place, and are now working on the digital services and closing the gap between demand and the availability of digital services
- Digital security and associated culture –there is a lack of trust among the citizens regarding online interactions with the government. It is at a low level among government employees, as well as among citizens and businesses as the users of the public services
- Data exchange in the government – we have the technical solution and interoperability platform, and in order to facilitate data exchange among the government institutions, we will be applying the principle of submitting only once their (citizen/business) data to government agencies
- Opting for digital services requires us to focus more on our citizens and their awareness of possibilities of interacting with government through online services. We need to address their level of trust, whether the services are secure, user-friendly and
can use mobile technologies to deliver services as much as possible online, and
• On the government side – revealing the platforms that have been put in place that can be used further, making the systems interoperable and delivering these public services as quickly as possible

The key trends driving expectations and change are:
• social media
• open data
• coming to grips with real-time demand and
• using e-government to address corruption.

United Kingdom
The use of cloud services is freeing us up so much. Two bug-bears of any government technologist’s life is that of Procurement rules and Procurement flexibility

The flexible G-Cloud enables us to operate much more effectively, and with greater security than ever before. It creates greater levels of responsiveness.

Now government has a much less infrastructure-intensive spending profile and we can spin out services much faster. Our new piece of open-source code and primary development component of government digital services is enabling us to cut code quicker. So the joint processes to ensure a professional level of security is satisfied and there are agile management processes to get the change through.

In the past we have purchased huge outsourced IT services. We had to decide whether we try to make the legacy better or we cut our losses and go ahead and build new digital government. We are building new digital government – more effective, much quicker and much simpler, and it does allow us to scale fast.

We worked out that British Government conducts 1.4 billion transactions/year. This compares to Korea’s social networking services undertaking the same level of traffic in about 2 hours. Therefore whilst the size of government isn’t very big in computing terms, it must make sure that it is appropriate and reliable.
The ability to use cloud services enables us to be in the main transformative mould. To define acceptable technology for government, away from the desktop, if all of your services are delivered via the browser and they are browser independent, this is acceptable. What people get at home from technology they should be able to get at work as well.

**Canada**

We tend to think about a number of core government services as being like key pieces of lego e.g. one would be identity management. To ensure that the sharing of information between authoritative government sources does not end up with the data all over the place using a specific and approved service works eg. Dept of Citizenship and Immigration contains a whole lot of important information including whether the person is a citizen or not. The service, established at an inter-departmental and inter-level Ministerial level, can respond to enquiries as to whether a person is a citizen or not and get a yes or no answer. This turns what were once complex data exchanges into simple questions with a yes or no answer. This approach is a building block and you are then able to use information rather than moving information across government.

**Questions from the digital ‘floor’**

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3. Question: In Russia the income app is going down because there are too many apps available online. Is this a global trend?
ANSWER from UK:
The UK has dealt with this type of challenge by focusing the government’s applications on the web. This is captured in a blog by Tom Loosemore (GDS team) “We are not appy, not ‘appy’ at all”.
Mobile apps suit some environments, but with our users, and our research, it is far more expensive from the perspective of the total cost of ownership to look after, manage and maintain those apps than web apps. Web apps allow us to deliver services by, of and on the web. That’s the approach we’ve taken.

4. Question: What would the panel recommend for developing countries seeking to improve digital government in respect of e-procurement?
Unfortunately there was no time to address this question.

5. Comments on Challenges and Opportunities:
The capability and capacity gaps between different government agencies, and between different levels of government means an inconsistent and not-always-joined-up-citizen experience (Allison Hornery)

Perhaps governments could focus on the ‘back-end’ (and the provision of platforms); and let industry (and communities) work on the citizen-facing front end which changes more frequently.

TENTATIVE CONCLUSIONS (Frank and Jane)
We’ve talked a lot about front office compared to the back office, particularly regarding the value and impact of open data; services generated by access to open data; the opportunities for services to be tailored to specific groups within the population; and the packaging of the services, in an efficient way, responding to real demands and accessing the appropriate channel in a timely way.

Of fundamental importance to government, and to uptake of digital services, is trust – if they are designed around individual needs and are secure enough, cheap enough and acceptable enough then we will generate the trust and accelerate the adoption of digital government by the public (and the public sector).

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[^6]: [https://gds.blog.gov.uk/2013/03/12/were-not-appy-not-appy-at-all/](https://gds.blog.gov.uk/2013/03/12/were-not-appy-not-appy-at-all/)
Challenge 3. What one thing would you recommend to a government leader in a developing country seeking to deliver digital government?

HAVE THE RIGHT PEOPLE: Assemble and align the political and implementers levels to make the digital agenda of the government real. Identify the leading ministries pursuing transformation and have a strong open-minded team of committed professionals to implement the transformation. The right TEAM to lead the top-down transformation efforts, people to lead and to implement the transformation (Moldova))

INTEGRATION OF ALL SERVICES, AND OF DIGITAL SERVICES initially in India have concentrated on individual services, but now working for the services to be joined up or integrated through the back end and accessed through a single window mechanism. The key to successful delivery of digital government in the time to come is working with citizens so they are provided with greater and easy access to digital services (India)

PERMIT THE DEVELOPMENT OF A DEMAND DRIVEN ECO-SYSTEM TO grow and evolve over time – DIGITAL GOVERNMENT needs to INVOLVE all stakeholders, citizen and private sector.

SHARE THE OWNERSHIP OF DIGITAL GOVERNMENT with all stakeholders is essential for successful collaboration on problem identification, framing, design and delivery. This goes well beyond e-services to economic and societal growth.

CHOOSE YOUR PERFORMANCE MEASURES OF SUCCESS CAREFULLY – they need to be localized and relevant in your country so that when the external folks tell you are in the top or bottom 10, you need to be clear about what the differences are and why, so that the public and ministers and government opposition parties understand. A communications package is essential at the outset. In Canada, the structure and organisation of the open government website led to low ratings on financial openness.

FOCUS ON WHAT IS THE USER’S NEED?
This allows us to define and deliver the architecture and services around the citizens, not the government.

Note from Martha Dorris (USA)
Beyond asking what the need is – we should ask ....

WHAT EXPERIENCES DO THE CITIZENS WANT?
Understanding this, and their current lived experiences, is what leads to ease of use, accessibility, enjoyability and builds trust.
You need a **A WELL ORGANISED BACK OFFICE** in order to provide a substantial and cost-effective platform from which digital government can evolve (Belgium). This can take a long time to achieve – cultural, investment and structural matters beyond the technological.

**USE PROVEN OPEN CODE AND TRADECRAFT** – available from the UK Government’s GITHUB - [https://github.com/alphagov](https://github.com/alphagov) (Invitation from Liam Maxwell, UK GCTO)

**Closing Statement**

*Chris Vein, Chief Innovation Officer for Global ICT Development*

I am aware of the continuing discussion about whether the CIO position is going to be replaced by the Chief Data Officer, or CTO. I think today’s discussion shows that the role of the CIO is strong and will continue indefinitely. By working together, we can refine the solutions to many of the challenges impacting nations – such as making sure that there is affordable economic growth and job creation, more efficient and effective government, and to support social policy changes. The demands from citizens are increasing; the available funding is always decreasing, and there is an incredible range and amount of technologies to understand, connect to and manage, as well as the associated security concerns.

Government as a platform, community as the capacity and actively involving customers is the new approach. Empowering civil society, academics and the private sector to have more control of their economic and social futures, depends on political positions, leadership and great teams to help accomplish what is possible.

Building a worldwide network of practitioners and growing the collective expertise in digital government is our objective.

Thank you to everyone for your enlightening discussion.
Guiding Statements

- **digital government is more than just government** – it is an ecosystem of interests, ideas and capability also involving civil society, individuals and the private sector that can collectively identify issues and opportunities and co-create solutions that will lead to job and business creation.

- **a key is architecture**; design around citizens' needs using local standards – not defined by government structures, and don’t stop at needs, understand the *lived* experiences of citizens = this is the starting point.

- **acknowledging and facilitating the development of a flexible and demand-driven ecosystem** will meet needs over time and ensure responsive, cost-effective and integrated services and experiences.

- **digital government is a judicious balance** between top-down priorities and capacities of government and bottom-up ideas, experiences, apps and capabilities of citizens, private sector and civil society.

- **converged e-infrastructures** for governments are challenging to achieve, but are now providing transformational and fast to deliver, low-cost platforms for digital services.

- **look to the** channels that our citizens are already using and requesting responses from us; tap social media for suggestions (and complaints) from citizens.

- **focus on individual and integrated services**. Empower citizens through better access.

- **choose success measures** carefully; be localized and develop an effective communications package to highlight the journey to digital government, and digital society.

- **having a vision is** important, having leadership to guide transformation is essential and with the right team and collaborations, our people can deliver and realize what’s possible.

References

Tom Loosemore, Deputy Director, Government Digital Service, UK Cabinet Office, June 05, 2014

[http://www.slideshare.net/intscotland/tom-loosemoregovernment-digital-service?qid=6e78cdf7-e5da-4a2e-9e0b-8421fbd17c46&v=default&b=&from_search=1 - ](http://www.slideshare.net/intscotland/tom-loosemoregovernment-digital-service?qid=6e78cdf7-e5da-4a2e-9e0b-8421fbd17c46&v=default&b=&from_search=1 - )