

OPENING SESSION

Keynote Address

**THE INTERGOVERNMENTAL DIMENSION AND
CROSS BOUNDRY LEADERSHIP REQUIREMENTS**

Costis Toregas

USA

Introduction by Martha Dorris, Chair, ICA Programme Committee. Mr Patsalides, thank you very much for taking the time today to come and speak, address our 38th Conference, and we have a token of appreciation for you.

And now, it is my great pleasure to introduce Costis Toregas, Dr Costis Toregas. It is unusual to come halfway around the world and to find somebody in another country that you know and you have worked with for years, so as most of you know, I have spent the last 7 or 8 years working at GSA in bringing federal state and local governments together, so our office has worked closely with Costis for a long period of time, so it is my great pleasure to introduce Costis.

Costis Toregas, USA. Thank you very much Martha, and Good Morning everyone. My name is Costis Toregas and I come here with joy. I have worked many many years with Frank McDonough to try to develop a better connection between our federal, our state and our local governments in the United States, and now Martha continues the great work that Frank started. I also come here to a very very friendly nation in Cyprus: it is a beautiful country and you are right, it is a gorgeous time to be thinking together. I looked at your mandate for the 38th Conference, and I said to myself, what an opportunity to think creatively, to think outside the box and to be here in a beautiful environment and yet to think about computers and electronics and telecommunications devices.

I put up a picture. Who knows what this picture is? Sometimes pictures say a thousand words. What is this picture? What is that? A fern. It is a natural fern. Any other ideas, what is this? The giveaway is also I put fractal government, and we can talk a little about fractal government. Actually it looks like a fern but it is actually a graphic representation of the internet in 2001. There is a branch of science that begins to identify the linkages between computers, and then creates visual representations, and that is in fact the internet network as of 2001. And the internet network has lots of similarities with ferns and other natural phenomena. The Internet itself is fractal. Now, what is fractal? And I wanted to start there that I am going to make a suggestion that we think of government as a fractal entity. Fractal means you have city and it works with computers and e-government. But to the citizen, nobody says it is e-local government, they said e-government so the region, the nation, maybe the globe could develop a fractal kind of governance structure behind it. So we begin to all look the same, we begin to all do the same things. So, my first thought was ICA itself, having enjoyed the hospitality last night I said to myself what a great idea to have ministers and government officials, and technical experts from around the world, twenty-something countries, come together every year and have a chance to network in an informal fashion; to develop very powerful ideas and also perhaps to think not only of what you do in your own countries, but also possibly think about what you might do collectively. And towards the end of my remarks, I am going to try to goose

you a little bit – about thinking how you can position not only ICA as a nurturing environment for you personally every time you come but maybe to collectively think of what ICA can do together.

What brought you here? Nachman has already made an excellent summary and a remembrance that changing government structures, the funding, the relationships that citizens have with their government, and when is it going to be 'e-enough'? I thought that was very cute, I don't know who was responsible for the... 'e-nough'; enough everything is easier; you know, pretty soon we will have e-sex and then you will be all over. But down in the middle I thought how the relationship that citizens have with their governments is changing. And what it is changing to is very very important. Because again, remember, it doesn't say e-central government, it says e-government. And the way that we put our house together as governments not only at the central level, but at the state level, at the local level is very very important because to the citizens it should all be coherent.

I am going to divide my presentation into two halves. I will give you a little bit of my own perspectives after working some 30 years with e-government in the technology area, and talk a little bit about the FAQ's, the frequently asked questions of e-government, and share with you some of my thoughts. But I am also going to talk a little bit about ICA and how ICA as an institution might want to position yourselves in the e-government domain. So, I am pretty simple, you ask the questions that citizen re-positions himself/herself for its government with all this electronics and I say that is exactly right. We now know after some 15 years of working with the internet, working with the web, web-accessible programmes, working with connectivity with the residents, with the citizens, with the taxpayers, with the visitors we have in each of our respective countries, that we can in fact have a citizen centred user world. Instead of thinking of my ministry, your ministry we can think about the citizen, and what he or she wants and then we can think about our ministries, figuring out how to work with one another. We can think about nested, harmonized interoperable systems across levels of governments. I've said a mouthful there: nested and I said harmonized and I said interoperable, and in some of the sessions for the next three days you will be talking about how does one create harmonized systems? Interoperable systems. It is easy to say: interoperable, I've said it, but it is very difficult to install and to implement interoperable systems with government.

So I am going to talk a little bit now about inter-governmental links, inter-governmental links. And I am going to give you a new acronym that we begin to use in the United States, XL (not XML) for cross-boundary leadership. All of you, by definition of the fact that you are working with e-government domains, that you are working with fellow communications, you are all – whether you know it or not – cross-boundary leaders. What is a cross-boundary leader? Well, it is a leader that crosses boundaries. And you know what? It is a very scary phenomenon. Because you might be a leader in your own organisation but it is far more difficult to be a leader in someone else's organisation where you don't have the piece of paper that says you are the leader. Cross-boundary leadership is more difficult than organisational leadership, and yet cross-boundary leadership is what we have to more and more in this e-government arena, that you are creating on a global scale.

There are four words that I wanted to suggest to you if you will accept my designation for each of you as XL'ers, cross-boundary leaders. The first word is incentives. You

might be the head of the finance ministry and you might have an e-gov vision and yet, maybe the tourism ministry, the agriculture ministry, the infrastructure ministry, ministry of Public Works may not necessarily share your vision. And the question is: how can you develop incentives that make sense to them in their own ministry, we would call it their own stovepipe of issues. Not only the computer but the political issues, the financial issues, the issues of power, the issues of administration. So incentives are very important for you to be thinking, what kind of incentives can I offer someone else? The second question is a question of technology, and I wrote up enterprise wide strategies. Many of you are experts in information technology and automation and therefore you know what enterprise wide systems are. I would like to suggest to you that enterprise wide systems are not only for computers, they are also for politics, they are also for administration, they are also for human resource development. We have to more and more think about enterprise wide systems not individual departmental or ministerial systems. It is not easy to do and yet the cross-boundary leader must develop the skills that are required for enterprise wide strategy.

The third word I wanted to introduce to you is the word trust. Trust is very very important. Trust is necessary if government is going to become e-government. Why? Because to the citizen, to the visitor, to the friend, it is vital that the screen says something more than Spam. It is vital that the screen have the potential, the power, the visibility, the caring and nurture style of government. So building trust and reflecting trust in an e-gov world is very very important.

The fourth word I put up there is part of the cross-boundary leadership theory, it is partnership. Each of you, undoubtedly, if you are going to be a member of ICA you probably have the scars to show for it! Have fought battles; have created partnerships with other agencies, with other ministries, with other industry partners. The word partnership and partnership management becomes very very important. So therefore think about these four issues, and think about your own personal career, and your own personal skills. Are you good in each of them? Can you think of ways you can promote and present these four issues for your staff? Because support for cross-boundary leadership exists but it is latent, it is hiding most of the time. Most of the time, it is difficult enough to manage your own ministry, why worry about someone else's? And yet, if we are to develop a responsive and a strong country, we have to begin to think as a family, as a fractal government. Not only in other ministries so the government, but also in the States if you have them, like we do fifty of them, in the local government. Because all of them form part of that lattice that is called e-government. And it is not so because I said so, it is so because the technology we are working with is making it imperative that we look as a single government. Because to people government is government. Whether it is an elected mayor, an elected State Governor, or an elected Prime Minister, it is government.

Now, I wanted to share with you some guiding principles in tools through which this cross-boundary leadership can be more enhanced. These tools come from my years of watching people like Frank and Martha do their magic at the national level, and people like Mayors and State Governors doing what they must do at the state and at the local level to create cross-boundary leadership. And I have also watched as a Minister in one agency has tried to install a system, which has in fact applications in another ministry, and how difficult it is. And how easy it is to come close to a disaster. So here are some proposed guiding principles for cross-boundary leadership. I put five of them: equity is one, and I will come back to it in a while. The word

equity is very very important to the United States, and I am sure it must be equally important to you. It means that government is not government for the few, it is government for everyone. It is government for those who have a lot of money; it is government for those who don't have any money. It is government for people who are new residents of the country; it is government for people who have been there for generations. Government cannot afford to place favours; government is for all the people. And the word equity reminds us of this. Equity now has to come into our deliberations: we have to make sure that systems we deploy in e-government are equally accessible to every single person in the nation. And the first question I ask when we start talking about e-government is how many of your people have access to e? Whatever e is. A kiosk, a telephone with push buttons, an internet forum. And sometimes the answer I get is not satisfactory. And I will show you some of the numbers. And you ask the question: how can I get a country that has 14%, 18%, 3% of people connected to the internet to talk about e-government. It is not e-government, it is just a system that perhaps that some select people talk to other select people. E-government for me means for everyone. So strategies to increase the accessibility of government electronically to the people have to be 'front and centre'. We can't talk about applying IT, applying e-government processes before we talk about how many people can find us.

The second question is one of scale: saleability. What does this mean? Well, it means something very simple. That if a system that is developed works well in a small pilot of three agencies, it should work with twenty agencies without paying an arm and a leg for that expansion. It means that if a system is working well with three communities, it should work well with ten thousand communities without paying an arm and a leg. And here, our friends from the private sector can be very helpful. As we buy software, as we buy communications equipment, the first question out of our mouths should be saleability. Will it scale quickly enough? Cheaply enough? I have seen many systems which work wonderfully well with ten thousand users, which crashed when we asked it to do a hundred thousand users. No reason why that should be.

The third point that I put up there, and I put a question mark next to it because I decided I had to moderate my enthusiasm, is elected leadership. It reflects my buyers, and Martha mentioned that I have worked at the local government level for some 35 years with Mayors and Commissioners at county levels. They are the ones who get elected. And usually for e-government projects, for technology projects, we have always said, get the buy-in, the understanding and the support of your elected leaders. Vital it could not work without it. And then I stopped and said does the same scale up to national level and I thought to myself how many projects do I know where the health and human services administration, veteran's administration, or other federal agencies have actually found champions of technology projects in our congress in the United States – not very many. The culture is different, we were talking with a good friend from Israel last night and one of the comments that we kind of shared was, the Mayor is on the front line every day, he has to worry about delivering services, public works, the sewers have to work and the water has to come out of the kitchen tap. The Senator of the Congressmen does not have that immediacy, that closeness to life but I put it up there anyway, elected leadership and the support it can give to e-government. So one of the facts might be what should I do to make sure that my e gov project works in an elected leadership support might be one of them.

Fourth on the list I put entrepreneurial collective action and these are two different words. Collective action means organise more to do something that you yourself possibly could do. Secondly but it is better, much stronger and much more reliable if you do it with many others. Entrepreneurial means don't think about standard stove pipe answers that say things like government cannot create revenues for example and we'll talk a little bit about that I am sure in the afternoon session, about how do you finance government and what are the boundaries around which governments exist.

Finally, service to the citizen is the last one and that is the biggest pre-occupation of all because if you are not thinking citizen, if you are thinking agency or department you are losing. You have to begin to think citizen and the citizen is surprisingly simple, they just want the job done, they want the job done with the simplest possible administrative overhead and I think e government has a major role to play.

Speaking of the citizen we have to understand that we cannot talk about e government if there is no e citizens so therefore part of your job is not only to develop web enabled systems, to deploy telecommunication strategies. Your job is to make sure that there is someone on the other end listening, reaching out for, coming in and taking governmental services through this technology.

So I put on a few words, first of all you have to create them, you have to empower them, you have to educate them, you have to provision them. Provisioning means make sure that they have devices that can reach what you are offering. Devices like a telephone, devices like a fax machine, devices like a computer, devices like an internet connection. Without that there is nothing. I put up multi-channel because sometimes we forget in our enthusiasm for the internet that everything is internet based and we forget that there are many channels of communication with the citizen. Some of you met Dave Mulchaney for the last couple of years with ICA, a great leader for us in Fairfax, County Virginia and he believes very much not only in the computers of the internet but also kiosks, also telephones are as smart enough to understand keypad touches.

We sometimes short change the technology if we think only of a single platform. We must think multiple platforms and then I said be patient, not everybody can rush on to the internet. It takes some time to understand it. It takes some time to rethink and reengineer.

Speaking of e citizen I wanted to make sure that you understand that at least in the United States we are not happy with where we are. I am not happy with where we are. These are two curves that are drawn that show the blue curve is for 2001 and the yellow curve is for 1997 and now if I were to draw another one it would probably be parallel to the two but the bad news is that at the bottom of the curve is where people that make less than \$15000 a year, which is still a huge amount by world standards but we call that "the poor" in the United States.

Notice that the internet and computer use, internet use, these are the same things, 10% internet use for people under \$15000 income and then it goes to 40% by now it is probably 60%, 80%, it goes up but the important thing is there is a huge difference between the rich and the poor and the question is how does it look in your country and what are you going to do about it. Here is some numbers that I have pulled out of something called The National Academy of Public Administration and of the

American Society for Public Administration. I believe very much in the importance of public administration. ASPA did a project where it tried to find out for 155 countries or so various measures of ICT infrastructure and I just put a few.

On the top you would say Australia and New Zealand sixty pieces per hundred. Forty six pieces per hundred, thirty six pieces per hundred, per cent of population on line 62, 52, 46 you could say its not 46 it is 48, it is 52, it doesn't matter but look at the numbers there .01 as opposed to 65%. .01 we are not talking about little differences, we are talking about several zeros and the question is who will begin slowly to create an e government structure for everyone in the world. Yeah, I know it's a big deal, it's a big problem, you don't want that problem, you've got problems enough as it is in your agencies but sometimes we should dream, sometimes we should dream.

I wanted to take a little bit of time to remind you of some tools that you have at your disposal to do the job but before doing so I wanted to remind you of at least my own definition of technology and here sometimes I have disagreements with friends because they see technology as a way to improve service delivery. They see technology as a way to make things go faster, better bills being paid on line, better ways to gather information from data servers and so forth but they don't see two other aspects of technology which are equally if not more important, one of them is economic development. It is clear that sometimes our projects for e government do not have the strength they should because most politicians who give us money think that it is just a way to improve bureaucracy, I'm being specifically provocative here, just a way to shuffle paper faster. But perhaps if we could say there are aspects of economic development, of job creation and then most importantly aspects of democracy and you do have a good dialogue within ICA about models and projects of e democracy.

Three different tools I wanted to mention, one tool to heal the pain, one tool to organise and one tool to flood the airways in support. To heal the pain, that lady says I know how you must feel Brad, you know sometimes we are very good as listeners, government knows what to do, knows our programmes but then somebody says what about me, you didn't do something for me and sometimes it is so painful. I have tried so hard to do a good project why do they bother me over this. Why do they say I am not responsive to what they want and I wanted to remind you that the technology that we feel so good about is also very good at listening itself, it can become a big ear for us.

What kind of technology, surveys. Surveys used to take months and months; cost hundreds of thousands of euros or dollars or any instrument of finance you want. Now we have faster ways to call people. Governments are beginning to do more and more not only in election campaigns but elsewhere, hiring firms to poll residents, that's kind of scary because the people that you hire to poll residents don't necessarily work for the government, they are just contractors but they go out and ask questions like "have you ever used government services, what do you think of them, what do you think of the turnaround time, not how we think it is but how the residents think it is - that's scary.

We can do it and we can then modify the way we provide services, call-ins on telephone, web sites, participatory web sites, information kiosks. And then each and every employee of the government who can be empowered to do good things. I

remember one of the first books I read back in the early seventies on public administration showed a little piece of paper that was carried about by all the public works employees of the city of Kansas City, Missouri in 1928. In 1928 employees of the city of Kansas City in the Public Works department might perhaps be digging a ditch, or clearing snow (I hate to think of snow in Cyprus!) And they had a little block of paper with them so they could pull it out and if a resident came out and said; the neighbour's dog is barking too loud, can you do something about it? Instead of saying: Lady, I am working here digging a ditch, go away, let me dig my ditch. They had a little piece of paper that they would put the name of the lady, the nature of the problem and their own name. And turn it in, so that someone could do something. Now, why did they do this in 1928? Because in 1928, the government officials of the city of Kansas City, Missouri thought that the employee who was digging a ditch was also a representative of government. And when the citizen came to them and said I have a problem, the least they could do is to say, let me hear your problem. Now – you are already beginning to think 'liability', how do I control all this, how do I make sure I don't have false impressions of delivery, of service? Well, that's the problem for administrators, isn't it? We have to train our people, give them some boundaries, give them some good answers. But if we ignore it, we forget that government is in fact empowered employees to be their representatives, and more and more with the computer and with the internet, we are now e-employees out there. And all our applications are right in the face of citizens, who may not want exactly what we have, may have something just a little bit to the side. So how do we actually cure the pain?

The second arena I wanted to talk about is the application arena. And I put it up as organising different views, the diagonal re-engineering and interoperability, and I wanted to just give you a little silly view of each one. Because each one is a lifetime of problems, each one is a tragedy of errors, each one could be an increase by tenfold of the cost of the project or by fivefold at the time to implement the project. And I wanted to just make sure that you remember. The diagonal imperative is something that is very difficult. Let's say the yellow, kind of parallelogram that you see is a governmental framework, and maybe there is a finance department with dollars, maybe there is an infrastructure department, maybe there is an IT department, and they all have wonderful projects – the finance department doing some kind of a payroll/personnel system that infrastructure department doing something about who owns properties, and who owns the roads and what condition they are in, the IT department deploying word processing programmes in deploying telecommunications strategies, and so on.

These are therefore the horizontal projects. And, of course, since we are talking about inter-governmental assist, I am talking about inter-governmental. We have similar governmental employees paid for by tax, the same taxpayer's dollars developing programmes in finance, in infrastructure and IT at the local level, and at the state level and so on. So, even though we have an imperative the first of all, take a look at finance department, the infrastructure agencies, the IT agencies and make sure that they are well co-ordinated and centralized, we then have to remember that there is a vertical dimension, not only a horizontal one, and how can we begin to implement, to co-ordinate it so that if we do infrastructure data surveys at the local level that they tie in to the federal level, that the maps work, that they actually work together at the boundaries. Check. For some of your countries it is not a problem. For others it's a big problem.

And now, having talked about horizontal and vertical problems, I want to confuse things even more and say, you know what? Its not horizontal, its not vertical but in fact, its diagonal. Because the truth be known, there is a citizen down there that says, I don't care whether it's a central government, it's a local government, it's a specific agency, what I want is my life to be easier. And if your e-government programmes, that your technologies can help it – good. But please, try to co-ordinate it along a diagonal, a citizen diagonal. That's the challenge that I think e-government face. How to make sure e-government is not for an agency, its not for multiple agencies, its not for multiple levels of government, but it goes straight to the citizen. And you know what? If that's the case then we have to give very good and partnership managers, and alliance managers because the citizen doesn't know that her fate is tied to any one single agency, its just government out there in a big cloud. So we have to somehow organise, and many of you have portal produce where the citizen comes into a single portal. Well, it's easy to do it by computer but what's behind the portal is the most important. Anybody can put up a portal that links the citizen to an agency. But what happens when two agencies have some cross talk, and disagree? How do you solve the disagreement between two different agencies?

The second one is transformation, and its in your mandate, and you are here in Cyprus to talk about the transforming nature of e-government, and I wanted to show you a very simple diagram that I showed a conference in Athens about seven years ago, to try to project the idea of transformance, using a simple cartoon. There's the citizen, there two federal agencies/ministries. And today, the citizen receives some kind of a mandate that says I want you, the citizen, to somehow give me a document, to feed this agency, give me another document to feed that agency. And the citizen says, why does for example maybe this might be the public safety agency, wanting to make sure that is ID card is current, and maybe this one is a housing agency, and may want to make sure that his address is current. And transformation might look something like this: that the citizen has a portal to worry about but watch this – the agencies have to take care of themselves. Why should we make a citizen get verification from one agency and another agency if the verification goes for the government to begin with? The government knows. Why not re-organise our own shop behind the computer systems, behind the portals, and streamline and make efficiencies possible so we can reduce the load on the resident. Why not indeed?

And the third thing is interoperability. And I put up there a painting. And you recognise it as the Tower of Babel. The impression there is that we still buy systems for agency a, agency b, and agency c, and all the systems for different languages, and all the systems are definitely not interoperable. And sometimes the problem is procurement. Sometimes the problem is specifications. Sometimes the problem is financial. Sometimes the problem is outmoded systems. Who knows? I know the problems in thousands. But the end result is the same, systems that don't talk to one another. Someone at the party last night said something about using the power of procurement to streamline and create a mandate for interoperability. It's our money, why can't it work better? And it means better relationships for the vendor community. And sometimes the vendor community doesn't want to make the systems too interoperable and we have a session – in fact I am assigned to the session, open systems. And open systems is a very important strategy to ensure interoperability. And then we can talk about other things like security, and how you ensure that.

The third tool that I wanted to bring to you is a crazy revolution that is just starting in the United States, you know the United States is crazy. We always do things in a very unusual and a very unpredictable way. And I wanted to bring just a kind of a feeling of the revolution that has started in the United States. Listen to this. You know WiFi; WiFi 80211B, 80211A, 80211G, who knows WiFi? And has used it from time to time? A small number. WiFi, let me take it from the benefit side, is cheap. I can go to an electronics store in Washington DC and buy a small device that has ears, that broadcast. It works in unregulated spectrum for the United States. In other words, no licence is necessary, and for about 130 dollars I can broadcast my high speed Internet signal from my computer from my computer to all the rooms in my house. So I can have a laptop, and I can walk round with my laptop and do my email and get Internet, very quick Internet, that's speeds through 1 to 11 megabits per second for 110 dollars. A 110 dollars for my house. Sometimes my neighbour's house receives my signals so my neighbour is walking round with their laptop with my signals. Sometimes, two neighbours down, well how much do you go? It all depends, that's a map of the city of Corpus Christi, Texas. And that's the downtown, and the little blue dots are WiFi transmitters, transmitting into a FCC maximum of 1 watt. Guess what they are going to do? They are going to create a WiFi cloud of 11 megabit per second signal transfer over the entire city, over the entire city. And it is going to be available to anyone, anyone meaning what? My PDA, I have a PDA, is WiFi enabled. I didn't pay anything extra for it. My laptop is WiFi enabled. I didn't pay anything extra for it. So not only the government representatives in Corpus but the citizens of Corpus, the tourists of Corpus, will be able to walk around and get signals for free. Philadelphia, a city of over 2 million people, has announced, the mayor has announced, he will have a WiFi cloud in Philadelphia, the CIO of the city has said I will do it for less than 10 million dollars. 10 million dollars is nothing to Philadelphia. They are going to have WiFi cloud in the entire Philadelphia area, 11 megabits per second speeds. Meaning? Kids in schools can communicate with their teachers, the parents of the kids in school can communicate with teachers. Meaning visitors can find out where to get a hotel room, where to get a restaurant. Government officials can create secure intranets for home and security applications; this is crazy. And it's happening at the sub-national level. Philadelphia does it, New York does it, Corpus Christi does it, San Francisco will do it pretty soon, they begin to connect, maybe we will have a WiFi cloud over the nation. A cheap, cheap, cheap, very cheap. So, I am thinking to myself wow. All of a sudden you are beginning to blur the distinction between public and private. The government puts it up but anyone can use it. It's a public and a private method. Well, other models, and you have – as ICA, a discussion later this afternoon in possible partnership, in possible models between the public and the private sectors, running things. Maybe delegated management models, maybe different kinds of ways to set up companies like in Sweden you have lots of wonderful examples. Or projects that are possible, your infrastructure being divided between the public sector and the private sector – that may cause problems for some countries, that may create opportunities for others. In this particular case – the Philadelphia and the Corpus Christi, local governments are uniquely qualified to do something at national level we couldn't do. We couldn't have a federal ministry do a WiFi diploma. Citizens are going to do it. And then maybe hook up to state networks, and the states can hook up to the national, and all of a sudden we have got a grass root system moving from the local to the national. What a crazy idea. The little guys do it and share it up the ladder.

And I put something here about a song meeting many voices, government, private sector and even community groups coming together to collaborate on these WiFi networks. Again a very unusual project so I want just to remind you of the data capture capabilities, the re-engineering, reconstruction, harmonisation, diagonalising capabilities and then the wireless things that are beginning to come out as three different components of what you can do now with technology that you couldn't do a few years ago.

Benefits from cross boundary leadership now. If I have called you cross boundary leaders, what does that mean? Are you better for it. I have just given you the title. Well, you have got more resources; you are more strong because you can use other people to do your work. What a great idea – use other people to do your work. The granularity of solutions can match problems of security education economic activity. No longer do we have to somehow make all the problems come into the same ministry. We can have multiple ministries attacking size of the problems for cross boundary leadership. So where do you start and I have got some simple things – pour the coffee, have a meeting, invite some people to come. Listen, don't talk – this is so difficult for most of us isn't it. We are good talkers but we are terrible listeners. We ought to have PhDs in listening then maybe customers would be better but most of us like to talk over that, look at me I am talking. I have been talking for half an hour. Everybody likes to talk – very difficult to listen because sometimes when you listen the solution comes. It's a very nice solution and then finally organising around small doable and winnable steps. Part of the sickness that we carry around with us is that we want magnificent large-scale projects. 100 million dollars deployed throughout the nation. Precariously, you know with a deadline. Why not do a little tiny thing?

I had a good friend his name was Manny Garcia he was a CIO of Dade County Florida, he has recently retired. Metro Dade Florida has a budget of about two and a half Indian dollars, 2500 million dollars. He had a lot of resources at his disposal and about twelve years ago he wanted to develop a GIS, I think most of you probably either have a GIS, use a GIS, would like to have a GIS. Geographic Information Systems are now standard staple for government work and I said Manny how are you going to do that? He said, my friend Costis I am going to do it slowly and I am going to do it in pieces that I can bite and eat and chew. So what he did was he took a small neighbourhood and developed a GIS just for that neighbourhood and shared it with the police officers in that neighbourhood, shared it with a council member who was in that neighbourhood. Pretty soon people began saying why can't I do that so he added a neighbourhood and added a neighbourhood and he started a GIS system from a single node and they clustered around and made it bigger and bigger until at the end people were just giving him money to please do my neighbourhood.

Now what kind of an idea is this? People giving him money and you are going to be talking later in the day about how we get money for all this. Well here is Manny with a very clever idea to start slow and then grow it in a practical manner – small and growing.

Other examples of these strategies – one of my favourites is a tremendous lady that does great work at the state level – Sharon Goss in New York State who has been experimenting with a portal strategy, that's the yellow thing and I am not expecting you to read the slide. I just want to get an impression, there are about two hundred sub-state agencies, cities and counties and towns, lots of them and then there are

several agencies at the state level so you can pretend this is a federal level and this is localities in your own country. She wanted to put up some type of portal, a gateway she called it but instead of doing a gateway to end all gateways, something to connect everybody to everybody which would be politically unacceptable and dangerous to do she just picked three ideas but they were very, very important. One was dogs – dogs are very important in America, registering dogs, making sure that they have their shots and so and so forth. She picked land registration and rosters of officials, officials die, officials change, officials get re-elected, un-elected. It is very difficult to keep a standard tally of who's who so she said let's just take these three applications and have a system that the dogs are registered so that people are not going to go to Albany, New York to register their dog, its too far, its crazy. So they go to their town but their town may not have the money to develop a dog registration system so she made a little internet gateway so small towns can register dogs but at the same time the ministry that is responsible for dogs knows about it and can properly endorse it and authorise the City Treasurer to issue a dog licence. Which has the full authority of the state. Wow! That's Ok. So, slowly, small, and in maybe a couple of years she will grow it some more and for those of you who are interested I can give you both Sharon's credentials and also the presentation that she has used, and Martha (Dorris), you probably know Sharon quite well and can network people back into New York State.

These are the words that she used in her project with New York State, jointly governed, reliable, dynamic, easy to use, financially solvent, driven by business needs building on existing good practices, I won't read, going around but these are words I have been talking about as well for the last half hour. You can in fact re-think the way you do projects by installing mechanisms that allow your agency and people you have never met in your life to work together and, what is best, they do much of the work.

Same thing with citizens, if you allow citizens to log on-line, they can do some of your work, the citizens themselves if the system is cleverly designed.

So where do you fit in, the ICA member, where do you fit in in all this mess, well I've designed a little acronym, LACE and I say where you fit in is with four words that spell LACE, listen, asset, collaborate and eliminate barriers. That's my suggestion to you, you have to listen well, you have to have assets and identify your assets, you want to collaborate with others and you want to have a strategy to constantly eliminate barriers.

Most of the time it is not that we don't know how to do something it is someone else saying don't do it. Let me say that again, most of the time it's not we don't know how to do something, its someone saying don't do it. That is a barrier and why would someone say don't do your project. Its not that they don't like you, maybe they don't like you but you are so wonderful why wouldn't they like you. Maybe they think the project is threatening their own environment and that's where steps 1, 2 and 3 you learn to collaborate, you learn to listen, you learn to identify the other guy's assets so as to bring him into the project and into the network.

Since you have a financing discussion I put some financing strategies up there and the first and most important is shift labour costs to the connected user. At the local government level it is a major problem. People calling up and saying can you look up

this, can you do this, can you look at that and that takes time, governmental time and the idea is can we develop a system so that people themselves who have a need to know can get on line and actually get the answers. So shifting labour calls to connected user means you reduce your cost it means you absorb some of your money. That's the name of the game to have money because then you can deploy your pet projects, your new systems.

Technology investment should be leveraged against total budget. Here let me speak very directly to you. Most of you work within an IT environment and most of you fight for your budget. You need a budget so you go to either a minister, you go to some legislative body and you say please give me money for my budget and I am suggesting that maybe you think a little bit differently. Instead of saying I want my budget to do this think about being able to make the argument that if I have a budget I can apply against the entire governmental expenditure pattern. Smart IT investment improves expenditure not in the IT budget but in the user agency budget and how do you do that well we don't have a budget today. If you say you are going to deploy an enterprise wide system which will permit not military finance; not the Ministry of Finance but the ministry over here. That's infrastructure let's say over here, the military, let's say over here, public safety whatever the ministry is. How can you capture the impact of IT investment in other agencies and then make it part of your financial argument – a very important argument.

The third one is procurement not only drives convergence but drives costs and in some select cases governments have been able to use procurement programmes to reduce costs or to find revenues, rebates. There are some wonderful ways that we can organise to buy together and lower the cost. So collective procurement government is a wonderful idea and can be installed not only at local level, not only at national level but perhaps regional and global level.

Imagine if all of you, if I asked you give me your budgets today for software licences, how much, how much, how much and I wrote down a list then I look at it, ask do you authorise me to go and negotiate. Do you have any inkling of doubt that I could come back with a lower cost to you? Collective negotiating of governments for technology procurement can be extremely attractive for the government but it needs a framework of trust, it needs a framework of ethics and we are just learning how to do it at national level.

And then profits beyond governmental structures, we have tried for the last twenty years at local level and at state level and at federal level sometimes to create entrepreneurial opportunities for government agencies and much more can be said about that because where you end up with is a crazy idea the government sometimes can create revenues of its own, not tax revenues but revenues that come out of technology investments. Well you say, what are you talking about, well I've got some examples. Sometimes governments are authorised, sometimes they are prohibited from selling data, now I put up three value, cost and price. We know what the cost of creating a data set is, we know what the value of the data set is maybe in the private marketplace, the open marketplace, the commercial marketplace and the only likely remaining question is what shall the price be and we have had very spirited debates in the United States about the position the federal agencies, must take, may take, should never take about for example Geographic Data Sets that the government assembles at great cost and then someone knocks at the door and says can I have it, I am a tax

payer and the question is okay what do you do. You can take two different opinions, opinion 1 is it's a tax provided benefit, the taxpayer paid for it so of course you can have it. A different opinion, you are the steward of the tax payer's investment, the tax payer paid and it has value it is your responsibility to increase the way that that value is appreciated in the open marketplace and if he gets some money out of it he can reduce his tax next year. Very different strategy and it causes a lot of anxiety and a lot of anger between government and private industry. It's a question though that sometimes we have to approach.

Safeguarding the assets – many of you are developing digital signature programmes, digital identity programmes and the question is who does the cost analysis for you, is it the private sector, is it the banking system, is it a government? Can you make money by selling the trust component? Can you create a certificate authority for others, because if you can maybe you can make money. Who said governments are in the business of making money? No I am not saying that. What I am saying is if what we do has value maybe we should appreciate that value because you are going to be talking about revenues this afternoon.

Finally, excess capacity, that's a very difficult debate in the United States. Storage, processing power, mega-hosts in the air. Cities for example put up WiFi cloud that they own. People say well, supposing I'm a business and I want to capture some of that capacity will you sell it to me and at what price?

I'm not saying I have the answers and I'm not saying I support either model, I'm just saying it's a debate that we have to learn how to handle.

I put that there because as you get scared I have to remind you that you need to take risks and this is a strategy. This is my son and this is a friend of his from France and they have grown up together and as the years go by they find higher and higher places to jump in the Greek Islands and this is a strategy for risk taking. On the one hand you have a friend so you hold him, ICA, you hold hands, you are together so if you do something risky at least someone else is going to be destroyed as well.

Strategy 2 you want the father to go in first to make sure there are no rocks and I did that but ultimately it is a risk taking proposition that sometimes you will have an opportunity to meet at the door and there is a saying that says "meet the wolf at the door and come back wearing a fur coat" so sometimes the opportunity is very nasty but you can turn it into an advantage for yourself if you are strong enough to take the risk.

I am almost at the end of my remarks which is good because I am almost at the end of my time. I wanted to put up something by our GAO Director, Dave Walker, who is doing a great job in our new renamed agency, Governmental Accountability Office, said which is transformation. These are his words, they are very good, is about creating the future rather than perfecting the past. That's very good. Sometimes we say transforming to our e-government, transforming, and you said it in your own mandate that brought you here to Limassol. You said, transforming. A transforming is about creating the future, not doing something that we used to do a little bit better. We have to have the courage and the risk-taking to in fact create the future.

Speaking of the future: my suggestion's to imagine the future because you can. You can imagine the future and try to make it as different from the past as your own solid brain and heart permit. Because ultimately, collective action is important, and that is why I wanted to end up about ICA. ICA is an informal network of incredibly smart people, that are in incredibly important positions for the next generation or two. With electronics, in government, databases, in governmental restructuring. Listen to what Dwight D. Eisenhower, a very wise man who served five years presidency starting from Eisenhower, a massively important public administrator for our times, said about networks. He said: authority in the network response should be vested in the members of the network, not the network itself. And this is where I want to end up, with my own vision for ICA. You are individually extremely important in your own nation. You come here, you have working groups, you come here again next year in Austria, I understand. You have the ability as a network to act but not as ICA. You are who you are because of your own local capturing of energy and investments and resources and projects; imagine what you can do, if the way that you invest your resources in your own nation was somehow harmonized with an overall vision, for example, improving the way things are on a global basis, ICA acting through you for the global citizen, I am doing the impossible. I am your guest, I am your keynote speaker and I am telling you something that you might want to do. That you might want to collectively decide that some things must be done and that you do them individually, in your own nations. But harmonized and made effective through the beautiful structure of ICA. So instead of simply doing things individually but you begin to think in a fractal way, as a fractal network of public administrators or as leaders in government, using this new technique and this new technology so the network of the internet which I started with which is fractal could become you, in fact, within ICA. So, the only hard job, for me, is to decide what do you do first? What would you like to do as an informal empowering strong network, harmonized around some things. It is, in fact, the thrill of public service that connects all of us. I have worked in it for some 35 years and I know that I stayed for so long in public service because I believe in public service, and I am sure that all of you here are where you are because you believe in public service, and network, structured response could be something that will be awesome to behold in the next few years.

With that, my friends, thank you very much for your attention. I look forward to the discussion and I look forward to learning for the next three days during deliberation; find no boundaries, find no barriers; accomplish as much as your heart gives you. Thank you very much.

Any questions that you might have, or challenges, or saying Costis, you didn't say it right. You know this is..... can't be. Anyone who would like to engage? Yes, please?

Michael Lin, Taiwan. Thank you for your very excellent presentation. I have a question on the guiding principles you mentioned. I missed a word, or maybe I did not hear it. I missed the word sustainability. Those solutions based on standards. Of course, I am not only talking about e-government. You should see the whole cloud because e-commerce we have the same solutions, we have the same main building blocks for each of these services, consisting of e-payment, e-delivery, certification, identification, filling out forms. So we should guarantee a kind of sustainability otherwise it's my opinion will it be a success in the future. So, we should concentrate

on guaranteeing the same look and feel, the same mechanisms for citizens and their public services. So, could you please give me your opinion about it. How could you guarantee sustainability?

Costis Toregas, USA. Well, first of all, let me say you have already said it yourself, and I couldn't agree more with you. So I take all your comments, and add them to my presentation. Sustainability has two different meanings: sustainability means the projects themselves are sustainable in time and sustainability also has a broader meaning in the agenda 21 kind of idea of a sustainable world, and we are, through our national actions on a path now, which is very dangerous in terms of not creating a sustainable world. So in both cases: a sustainable project, and then as sustainable world in which we live in we must branch out from e-government, I couldn't agree more with you, to more e-health, in e-education, these are all become kind of e-life. We need to make sure that we give to the residents, to the citizens, to the individuals as much substance as we can.