

## Closing Session

### SUMMARY OF ICA'S 38TH CONFERENCE

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The purpose of this session is to refresh your mind on what you've heard these three days during the day, what you heard in the evenings you should forget. The idea is that if you hear something three times it becomes part of you and in these few minutes we are going to take a learning process forward.

Costis Torregas opened the 38<sup>th</sup> ICA conference with a discussion on cross boundary leadership. He proposes XL (Cross-boundary Leadership) to develop leaders to manage complex cross boundary systems. Also, he suggests four ways to fund intergovernmental programs – a problem in most governments. Singapore, in a later presentation discussed four methods for funding the e-government programs.

The question was raised whether big IT companies inhibit or facilitate cross-boundary systems. It is felt that SAP and Oracle and others are providing beautiful solutions overlaying legacy systems facilitating cross-boundary systems.

We should look at Canada's "crossing boundaries program," now in its 5<sup>th</sup> year (run by elected officials). Small countries such as Malta and Cyprus feel that with their scale, it is easier to implement cross-government systems. This supports our long-terms theory that the first true electronic governments will appear in certain small countries.

The UK has imposed efficiency goals on each agency. These goals cause agencies to collaborate to save money to meet the efficiency goals—another way to encourage cross boundary systems.

Estonia began the discussion on decentralized vs. centralized trends. It seems that a Federated governance model is evolving with common services centralized and unique business functions are decentralized. OECD pointed out that one needs to centralize in order to decentralize. OECD is working on quantifying benefits to the public and the business world.

Mexico, with its active role in many world organizations, suggests that the glitter of e-gov is fading. This seems to be a fairly common trend in many countries. Australia points out that since citizens could care less about e-gov, the emphasis now shifts to efficiency in government.

Outsourcing is an important issue in ICA countries. Austria provided a tutorial on outsourcing and emphasizes that it will not work if you try to outsource problems

especially management problems. Austria plans a major outsourcing of IT facilities and services in time.

Denmark and Ireland, in Customs and Tax, state that you need to re-engineer the process from the beginning to really create an improved program. Otherwise, changes are at the margin.

All ICA countries have a strategy for EA. However, implementation is difficult in most, if not all, cases.

We had a good panel on Spam. The volume of Spam is huge—maybe at 40% of all emails—anti-Spam legislation appears to have no effect. Heuristic analysis is the most effective cure.

In reaching out to citizens, the USA reported that 40% of US citizens prefer to use the telephone to contact their government. Canada reported on its third survey of citizens. They focus on 10,000 citizens plus town hall meetings. Citizens First is now in its third iteration – commonly referred to as citizens first #3.

Denmark reported on the world's oldest profession and showed us a cell phone application using video, RFID and GIS technologies.

Larry Caffrey concluded after a review of 21 country reports that governments may be slowing down after the initial sages of e-government. We should do some work on this. We know some of the reasons: culture, funding, complexity, and procurement. But this is an area for future ICA research.

Larry notes that three countries are stepping back and rethinking their entire approach to e-government.

The Identification affinity group reports that the situation is different in ICA countries ranging from mandatory ID cards in Singapore and Israel that one must carry on one's person. At the other end of the spectrum is the US with different format driver's licenses issued by 50 states.

There is a desire in governments for a Federated id card. There would be a single sign on location, but the information about the person would be held on various agency sites.

The EA study group gave us a preview of its findings.

They found that some countries such as the US use the "tell" approach while other countries such as Denmark use the "sell" approach. Some use frameworks such as Nachman's. Others do not. Most countries have difficulty in applying the strategic EA plans they develop.

The Study Group on Portfolio Management concludes that ICT investments should be treated as investments not expenditures.

Dr. Schwartzkopf told us we are really here to implement business processes. He said this is the real work we should be doing.

The Government to Government affinity group established a hierarchy of issues.

1. Organizational
  - Manage to “win win”
  - Common goals
  - Legal issues
  - Incentives
  - Funding structure
2. Semantic
  - Authoritarian
  - Same words and concepts
  - Standards
  - Sync processes
  - Business architecture
3. Technologies
  - Choices for agencies within #1 and 2 above
  - Web services, XML

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The Open Source panel concluded that open source is irrelevant to governments. Panel members took a neutral to slightly positive response regarding open source software.

Measuring the results – Denmark found it difficult to build a business case that reflects all values from an e-gov investment but, it has a program which could make this possible.

The “When is Enough?” Panel points out that measurement is key to answering this question. However, measurement tools are not sufficiently sophisticated to measure all of the affects of e-government. Also, this panel told us that several leading countries have met their published commitments.

We had an update from Australia's Centrelink. This is a unique and powerful program. No governments have taken the approach of merging service functions into a new agency. Twenty-five thousand people were involved in the transfer. Now in its 6<sup>th</sup> year, Centrelink has returned over \$1 billion in reallocated money to the Australian government. This is a great reference model for all governments.

For additional information about the materials discussed at this conference, please see the country reports submitted by 21 countries available on the ICA website.

In terms of serving citizens, we found a few substantive examples of providing services to citizens. Many delivery channels were brought out – including digital TV, community access points, e-mail, phone, and cell phones. Also, several governments are studying transformation programs. This is the final stage in e-gov most feel. I

have always considered that to be the final state, the end state of electronic government and I was interested to hear a number of speakers begin to talk about their work in framing transformation initiatives, how they would go about identifying them, measure them, implement them and so forth so

I think for me this has been an exciting conference. The issues that were being talked about are the ones that are important to many of us and it is just wonderful to be able to get a sounding from 26 nations once a year from this week. I go away from here, and I suspect you will too, with a sense of where things are at and a confirmation for things we are doing with a little incentive to begin to do some other things that are obviously in the mainstream. With that I now end my summary of ICA's 38<sup>th</sup> Conference.