ICA 39th Conference
ICA Keynote Address

Introduction by Nachman Oron: ICA Chair
We start the second day of our 39th Conference with a Keynote Address. I have the honour to present to you Alan Webber. Alan Webber is a Senior Analyst of Forrester, and I must thank Alan for accepting our invitation to come and speak to us. His main subject is exactly what we are interested in. He is in charge of the government space and he deals with e-Government. Alan has 12 years of experience in e-Government where he served before – the United States Federal Government, so he knows about e-Government from inside, both the federal government and local governments. Alan has his 2 Masters degrees from the Colorado State University and he is about to accomplish his Phd studies at the George Washington in Washington DC. We were worried yesterday about the name u-government: should we try to find a different word? Anyhow, Alan is going to talk to us today about beyond e-Government – what's next for leading edge government in the digital age? Alan, the floor is yours.

WHAT'S NEXT? FROM e-GOVERNMENT TO u-GOVERNMENT

ALAN WEBBER
United States
Senior Analyst, Government: Forrester Research

Good morning, and thank you for the opportunity to come here and speak with you. E-Government: my goodness, what a subject. You know, who would have thought 5, 10, 15 years ago, the changes that technology would bring about. One of the great things about my job is that I get a chance to talk not only with you and people from within government, but I get a chance to talk with people in industry and all over the place. The great thing about being a researcher is that people tell me things that they won't tell a sales person. So you hear all kinds of things. I was sitting down, interviewing a deputy CIO at one of the US federal agencies that I previously worked with, and this is the statement he made: "everything was great before the internet came along". I thought, why? You know, what's the issue with the Internet? And he said, for the first time we really have to be interactive, and responsible and reactive to our constituents. He said, it is completely beginning to change the way it is: we do things in our processes, and how we interact. Now, I don't know if most of you are familiar with the structure of the US federal government that I came out of. We have an agency over there called the Office of Management and Budget: OMD. I spent time essentially with the President's right arm man or woman on management, and on how management and budget gets done in US federal government. And in speaking with one of my former colleagues, I asked him tell me about e-Government under this administration. You know, its one of the five PMA's (President's Management Agendas), its one of the things the President is really pushing: tell me about it; what's the big deal? I said, because you know according to Al Gore he invented the Internet and e-Government was here a long time ago. And he said, well for the first time we really are focusing on the citizen, its citizen centric. I said, for the first time you are focusing on the citizen? He said, yeah. I said what were you focusing on before? And for the first time in my life somebody from R&B was actually speechless! He didn't want to say anything, didn't know what to say. He sat there for a second. He said, you know, what it is that for the first time we actually now are beginning to understand and measure how well we are meeting citizens' expectations.

So what is changing this? Its technology. First there is the technology research firm. So that's what we get to deal. If you look at the history of IT, information technology, essentially three phases that we have gone through so far, and these phases are broken up into

two parts: first there is the innovation and growth phase: how we define that is when IT investment to GDP is greater than 5%. What is happening there is that enterprises, including government, are going out and investing new technologies. After that comes a period of refinement and digester: when the enterprises go back and they start working on a business process, start looking at getting a return on investment out of those new technologies. Now, everybody knows the three phases we have gone through. First there were the mainframes, and then there were the PC's and then, as my favourite deputy sales said, who is in network computer applications, enterprise applications, the Internet came along, and is beginning to change things.

Well, right now we are in the phase of a digester: we have already gone through our investment, we've gone through our growth, and we are in refinement and digestion phase, we are getting ready for what's next. That is part of the thing I want to talk to you about. And how the citizens impact that. Stuart Brown who is a favourite author and a friend of mine said "once the new technology rolls overview, if you're not part of the steamroller you're part of the road". And, for a lot of industries and a lot of enterprises, internet…you know, boom, they picked it up and they went right along with it, and its really changed the way it is: that they have done their business. I mean, take for example, retail. First you buy online, then you pay online, and then it just gets automatically shipped to you. You don't go to the store any more to buy books, you don't go to the store any more to buy clothes: a lot of this stuff is getting done on Internet. Retail had significantly change the way it is that they ran their processes and their whole business model to meet this new technology. Entertainment: remember when we are all just used to sit around to watch the TV, or maybe a video, perhaps listen to music or my goodness, even read a book! What has changed that? Apple. Completely changed the way this whole thing works. Now we have I-Tunes, you have books on your Apple I-Pod, you have books on your palm or on your handheld PC, it has completely changed the way this whole model is for this enterprise. It's the same thing with education. You sit in a classroom, new online universities have completely changed: it's not as big as retail but it's happening.

With government: have we really changed our processes and our business models for government yet? And I would argue, no. We haven't got to that point yet. And as soon as I put this out there, somebody always argues with me, well yes there are areas where we have significantly changed our models. And you know what? They are absolutely right. There are areas. Revenue areas. Mainly because these areas all are very closely in line with very good business processes and enterprises. They don't have to make a significant change yet so revenue areas are one. The postal agencies are another area that has really adopted what is going on, you all know this. The third area is social services. And it is even less than the other two. But when you look at the degree of changes that have happened across the rest of government, they are not nearly as big as the changes that have happened in retail, in entertainment and education. But all that is about to change. And I showed you the three waves, or as I structured this discuss that fourth wave when we get into there. That's really going to impact government.

Why do people go to a government website? Firstly there is a whole lot of consumer-based research. Why do people go to a government website? Here is an interesting piece of data for you. We did a survey that covers most of the developed countries in the world less, on average, 37% of the population had ever visited a government website. 37%. And that doesn't mean they are coming back, that means they have only visited it at least once. And what are they doing out there? They are downloading or printing out a government form. What happens to that government form? It gets filled out, and it gets mailed back in. Not exactly the completely online process we were looking for. Other things that they do: they access information regarding eligibility. Great use of the Internet. Lastly, down here at the very bottom they actually apply online for benefits. It's the lowest common thing that people do, is actually do the interactions on the Internet. Government is a huge enterprise. 11.5 trillion out of all the OECD countries, in the US 3.9 trillion. I mean, when you look at the

percentage of GEP, the total number of employees, percentage of the workforce; government is a huge enterprise, why is it that government hasn't been impacted even more? And I don't want you to feel like this is taking away anything from the hard work that it is you have done, or that I did when I still worked inside government. What it simply points out is that government has a much more difficult role and a much more difficult job here than a lot of people originally thought. Okay?

What are the pressures driving government? First of all, there is deficit spending; at least here in the United States. The war in Iraq, and now the hurricane that hit New Orleans, US government is going to have a heck of a time with money, and I know a lot of other countries are facing the same things. If you look at what's happening here in Europe, on your oil and gas revenues, oil and gas taxes, and some of the cutbacks having to do on the taxes in order to keep the price of oil and gas down. You know, it is going to impact government spending. It means less money for IT, less money for e-Government. Ageing population will also along with that is the ageing workforce. A lot of governments in North America and Europe, even some other areas, are really being faced with an ageing population, a large impact on an ageing workforce, and then how they deal with that issue. That whole knowledge base that is going to be going out of the door here soon. Economic competitiveness: every country wants to be economically competitive, and they are going to be under even more pressure to do so now. Lastly though, and most important, there are increasing citizen expectations. Citizens are getting to the point where they are finally beginning to expect even more out of government, and being able to interact with government, and that is really what I wanted to talk about today.

Three key changes that we see coming: I will go through these in detail as I go along here. Technology: what is the next big thing? What is going to be impacting you? Citizen expectations, and what is the role of government? Fourth wave of IT – you've seen this, is what Forrester calls IT everywhere. This is coming. And, you know, 2008 I think is being pessimistic on some of the predictions some of my colleagues have done, I think we will see this beginning right now. You used the term yesterday: ubiquitous government, and I will talk to you a little bit about that more, but really what is happening now is we are getting to the point that we have ubiquitous computing. When we went from the mainframe to the personal to the networked, and then when you add chips all over the place you will then have computing power everywhere, everywhere from your handheld to your phone, to your desktop, everywhere you could possibly be. Your car. One of the things that some of the cities in the United States are doing is that, I know this is happening in other countries, they are putting chips in their parking meters, and the parking meters are read from everywhere. Great idea, but the fact of the matter is that those chips are now beginning to be used for other things as part of a wide area national network. So, ubiquitous computing everywhere.

Next thing that you are going to see coming and I don't know if you have heard this term before, is Digital Business Architecture. Let me talk a little bit about that. Essentially what a digital business architecture is on the very bottom, you have what Forrester calls an organic IT which is essentially cheap, virtual hardware with network resources on the bottom, you have a central layer that is essentially a service orientated architecture shirt services and shirt software and at the top you have business intelligence and it is pervasive, interactions, you know unified communications and it all brings it together to really impact the business processes in the business parties: it will completely change how you do your business. It is already changing the way some private enterprises are doing their business. So that is the first thing we see coming. The second thing we see coming, and you have seen already, is what we call the extended Internet, or the x-internet. Essentially what you are seeing is you have your IT systems connected through the internet to all kinds of different technologies that bring things back, information and physical technologies. Essentially what the extended Internet does is that it connects information with the physical asset or a product or in some cases, even a person. So biometrics, verify ID, telmatics, wipe eye, sensors, all this is a brand new flow of information, new types of information, new types of data. How many of you have heard

the term xrbyte? Any of you heard that term? It is ten to the eighteenth power bits of information. At the University of California, Berkley, did a study back in 2004 – they looked at how much information we were producing. Back in 2004 we produced just in the United States alone 22 xrbytes of information: that is enough to fill up our library of Congress 55,000 times. It is an amazing amount of data information that we are producing, and that is all because of this.

Next, innovation networks. This is something you have seen much more in the private sector, but this is something that is coming to government. Essentially what it is innovation is now once again after the whole dot.com bus and the whole dot.com growth and all that area, what happened, innovation is finally beginning to become a key driver for R&D – or R&D'ing innovation will probably be coming as the key drivers for economic growth again. And, this is the way the business model set up for the private sector: with an investor transformer, a financer and a broker. But think about for a minute if you brought that into the public sector. If you are doing shirt services with other agencies, if you are outsourcing some of your processes and stuff to a private company or to a contractor, and they start innovating, and start making those processes better, that whole innovation network, when you combine that with other governments, if you start bringing those things together, really gives you the opportunity to really innovate and bring some new ideas and new concepts, and improve your processes which makes government more efficient and more effective.

Lastly the whole term is social computing. What I call "out with the old, in with the new". It used to be people turn to governments, to corporations and to religious institutions for information. Not any more: that is all changing. Forrester is doing a lot of research on this right now. Next to the US census, we have the largest consumer survey anywhere in the world, and we are pushing this across all the developed countries, primarily North America, Europe, some in the Middle East, some down in South America and then over to Asia Pacific. Search engines: people used to turn to government for answers, they turn to Google now. Blogs. You read everything that is happening about the hurricane down in New Orleans, well if you go out on the blogs there is a news organisation down there that was actually blogging about the hurricane as it was happening, and it was private best source of information in news while the whole hurricane was blowing through. Viral marketing: people are turning to other people through buzz marketing and things to learn about what it is to buy. How many of you asked your friends before you buy your next telephone, your next mobile phone, your next computer? All this is changing things because people aren't looking out to the old institutions for information any more, they are looking back at these things: search engines, blogs, viral marketing. So what role? Government will always play the policy role, but what new roles are you going to play, and where are you going to play at?

So bringing it back to what this whole conference is about, namely the citizen. What is it that they need in the 21st century? Who are you talking to? Is it a customer? A consumer? A citizen or a partner? I will tell you a little story. I got in trouble when I worked for US federal agency because I referred to our constituents as customers, and I wanted us to look at our constituents, at our citizens, as customers and treat them as such. I had my agency director all over me for that. She said no, no, no. They are citizens and that is all we are going to call them. And I said, but they are so much more, they are partners in everything else, and we really need to figure out how we can get in partnership with them to make this work, because they are just as interested as we are. So, what's ending up is that the boundary between government and the boundary between citizens is blurring with the new technologies.

Forrester is doing, a lot of research right now, on what this new digital citizen is going to look like, and what it is they are interested in, and curious about what it is they like to buy. There will be a document coming out of Forrester later on, in the fourth quarter, sometime in November, so I can't give you actual numbers yet but I will go over what it is, our research is showing, our initial research, what these new citizens are interested in. Obviously they have

an innate ability to use technology, these are primarily focused on what we call the 'millenials', age group 20-30/35 around that area. They are comfortable with multi-tasking while using digital media: they will sit there and listen to their ipod, do their email and talk on their phone all at the same time. They are very well connected and informed. And they read not only information that you would see on CNN or on the BBC but they are reading blogs from around the world. They are reading about what is happening in Palestine right now; they are reading about what is happening in South Africa off of a blog. They are very well informed, very well connected. Because of this, they have access to diverse perspectives. They are going to be bringing in and asking questions that you probably have never heard about, and say "you know what, I read this somewhere, what are we doing about what is happening over in Ireland, or what is happening over in the Middle East? What are we doing about this?" And they demand interactivity. They want to be able to communicate and work with you, me and go back and forth with you and your systems as they construct their knowledge base.

There are three things that are driving this: three indicators of where you will see the new digital citizens next, or first. First one is Internet as broadband penetration. So where we are starting in these CV's people, this type of a person, this type of a citizen, pop up are in places like South Korea, Hong Kong, Canada, and on down the list. This is pretty much the main area that you see this in. The second thing is mobile phone adoption. It's a great indicator of this new digital citizen. Since I was in Europe, I am using this as an example. Great ideas, great indicators of where the next digital citizen is going to be. The last indicator is the mobile Internet. And if you look at the numbers here, look at the range 16-35, this is for Europe. That is going to jump significantly in the next 5 years. Right now, our modelling says it goes from about 19% to 9%. Our models estimate that will jump nearer 60% in the next 5 years. People are going to be accessing the Internet and accessing their government sites through a mobile phone or some other mobile technology, over 60% of them in the next 5 years.

So what does the new citizen want? They require security and privacy. I know there is a whole issue about transparency that is out there and this is where we really get into the term ubiquitous government. Great idea, great concept. Our survey research shows that that kind of a term scares a lot of people. Not only in the United States and North America but also in Europe, also in other parts of the world because how much information do they want to give up to government. Obviously, it is social and it is cultural and it changes by country and changes by nation and it changes by continent but in general people are afraid, they are afraid of giving up too much information. They read the news reports; they see too many people getting their ideas swiped. They want more choices and services. What used to be acceptable yesterday is not going to be acceptable tomorrow. They expect more because they are getting more from the private sector right now. They want you to communicate with them not to them but with them. They want to have an interaction and a relationship with you. They want to work back and forth with you to solve their problems because believe it or not when most people come to the government it is because they have a problem and they want help solving it and they want you to communicate with them to help them solve it.

They want more of an input role in government and this gets into the whole e-democracy thing which I won't cover in this presentation but it is you know they want more of an input role and whether sending e-mails to their MP, whether it is sending e-mails to the Member of Congress whatever, they want more of an input role and they want some indication of that input matter that you actually looked at it.

One of the things that has happened in the United States is a lot of the non-profit organisations have used e-mail and viral marketing to essentially inundate congress with e-mails and opinions about things. What has happened is that they have been hit with so much information, so many of these form e-mails is that they don't take them into account any

more, they don't look at them and that is exactly what people don't want. They want an input role and they want to know they actually had an input.

So, coming back to the big questions for government, what models of governments are going to work tomorrow because the old models won't. You know, I think David Askew spoke with this group a few years ago, is that correct - from Digital Foresight. One of the things that they talked about a lot was their whole g-web concept. Web networks and stuff for government is going to be the way with the future. How many countries right now are looking at out-sourcing a lot of the stuff it is you deal. One of the things we are looking at in the United States, one of the potential models we are looking at for some of the agencies that I work with and some of the agencies we work with over in Europe is at the centre a policy maker surrounded by a group of government subject matter experts surrounded by a group of contractors who actually implement the programme surrounded by the group of citizens.

Okay, it is these types of new models and things instead of just the top down bureaucratic old style models. Some of these new models are partnership models that you are going to have to adopt. The roles and powers of government will shift – how, I don't know. I wish I had that answer but I don't know that yet but I will guarantee they will change.

And lastly the role of technology, if you read the thing in your notebooks and I said e-Government is dead, e-Government is dead because e-Government was focused on technology and what is coming in the future is so much more than technology, it's changed, it's partnerships, its process. Technology will be the enabler but it is so much more than technology.

What Forrester is now calling i-Government is what we are looking at for government of the 21st century and the way it's working is it is based upon a concept of ex-internet technology as a base, as a strategic structure that supports this. On top of that you've got the social computing that is happening both in society and cultures and the information flaws that are happening so, and on top of that is where we built i-government and this is still a model that we are building. We are still working through it, we are still talking with a number of countries, a number of agencies and things but i-government is focused on four things. It is focused on a) being informative, really giving information back and forth, it's the flow of information b) it is intelligent. Now what do I mean by intelligent, there is a limit there. It's when the person comes to your website, you know who they are and they know who you are and you are able to have an intelligent interaction based upon a ready known information. I'll give you an example. A few years ago my accountants made a mistake on my tax return and the internal revenue service came back to me and said you owe $10,000. I ended up calling the internal revenue service ten times, spending an hour on the phone or more each time trying to get that issue solved. Every time I called I had to start from the beginning and tell my story all over again. You know how incredibly wasteful and frustrating and inefficient and ineffective that is. That's what intelligent government is going to be about. It's integrated, information has to flow both horizontally and vertically. It's across agencies, across programmes and it is going from the State, to the Provincial to the local level.

There are some really neat things happening right now with integrated information sourcing. Right now a lot of that is focused on the whole area of security because of some of the terrorist threats we are under and some countries have done much better jobs with this than others but that is when it becomes even more important and especially in the areas of social services and health and human services. It's going to become incredibly important.

Lastly, innovative, and what's going to happen there is that innovation is not just going to come from government. Innovation is going to come from citizens, it is going to come from partners, and it's going to come from other levels of government. You've got to innovate to stay ahead of the game.

Forrester's have gone ahead and plotted this as working on our research and we have put it in three phases. Essentially the first phase is an access phase. It covers up to about 2006 and this is just a lot of the original building that governments are going through or have gone through. It's just beginning to understand the technology. Once we get into the fourth wave we are really going to get into the efficiencies and we are starting to see some of this already with limited service with some of the e-procurement things that are happening and some of the e-payments, integrated information and data centres. You know the e-filing of taxes, things like that and the first places you are going to see this, or I would expect to see from outside of government again are in the revenue agencies, the postal agencies and the social services agencies and then it will spread to other parts of the government from there.

Lastly, is when we finally figure out how to make the citizens focus and this is where we get back into what our government is really about. It's personalised, you have the identity and content security, they are necessary, it's interactive and adaptable and we're really working on some short services models.

Growth by government. The first thing that is going to happen is we are going to see more of a cultural shift within government and we are beginning to see that now and speaking with some of you, speaking with some of the agencies all over the world that I get to talk to are really finally beginning to see some of the cultural shifts that are going to be necessary.

The second thing is that governments have learned from enterprise and they are finally beginning to look at their processes and say okay, how can we make our processes better? What is it we need to do to improve our processes and as we see those changes made i-Government will grow even more.

The agility of developing countries, I have been looking and I was talking to Choy Peng before, looking at some of the things that are happening in some of the developing countries, they don't have the impediments in place like the silos and things that you are all familiar with. It
really stops them re government implementation, that and some of them have quite a bit more money per capita than other countries do. If you look what is happening in Calcutta a great example. Some of the new e-Government things that are happening there. Dubai is another example. A lot of these countries are teaming up with companies like Intel to do government-assisted pc purchases and getting a deeper broadband penetration out there. I know there are some countries here that are also doing that, the UK I think, Finland and there are some other countries.

Lastly, look at your own local level, because that is where the greatest innovation is happening, because they are closest to the citizen and really what is happening now is a devolvement from a state national level back down to local level that is being pushed there, and they are closest to the citizen. And they are doing some of the most innovative things at the local level, and that is all over the world. If you look at the emerging digital cities across the world, and we have done some work with some other companies on this, parting these out, they are everywhere. They are everywhere. I mean, from Portland to Sydney, from Rio up to Poland, Sweden, Berlin, they are everywhere. This is where the innovation is happening; there are some amazing models here. I want to talk a little bit as I finish this up. I am not sure how I am doing on time?

e-Government is more than technology, and that is the reason we have gone away, documents you will see coming out of Forrester and some other places that I'm pushing. We won't call it e-Government anymore we will call it i-government. Cultures are hard to shift and some of us are going to continue to stun the efforts – you have got one of the hardest jobs that anybody could ask, because you don't have a profit bottom line that you can turn to and push change with. Its got to come from a different area, and governments, like all institutions, are going to be forced to change and grow even more now with new technologies. Technology is

going to relentlessly impact government organisations and here is one I always get into a fight with somebody about, is an incremental purchase to modernisation won't work. You will die on the vine if you try to implement, do this. The agencies and the governments that I have seen that have been the most successful with e-Government efforts are ones that have done large dramatic impacts very quickly. And it might be just within an agency, or might be just within one type of a group, but incremental purchase tends not to happen. And everybody is going to be impacted. So, how did I do on time? I have time for questions. Does anybody have any questions?

Robyn Fleming, Australia.
Your social analysis about the modern user or citizen of services to be 20-35 is not the traditional person that uses government services in, at least in the Australian context. How do you see the emergent trends for that kind of person and the call on government services which is a different demographic?

Alan Webber
Robyn asked the question – and I hope everybody heard it – about the traditional use of government services is not the person from the ages 20-35. And that is very true. But what you are seeing is that that core age from 20-35 is going out in educating that core government usage age group from 55-70. And they're hoping them put their pc's out and getting them used, and getting them to access those things. The largest growth in Internet users is between the age of 45 and 65. It is because they are going back and getting educated by this younger cohort and bringing them forward. That is what is going to change this, and it is that information flow that change, that is going to push it up into the core government user group. So we have had some research, some preliminary indications that that is happening in certain countries. We don't have a big enough end to go out there and actually say yes this is happening but there is some indications that is happening.

Tomas Orozco from Mexico. You said that e-Government is dead and couldn't i-Government be very rapidly, could it rapidly tire as well? Because you see in government, we want to plan for everything and have the big strategy, the big framework, the big model and now that you are talking about integrated government in reformative, innovative and so on, we may fail to realise that with social computing. There is no organisation or no solution automatic self-organisation, people didn't get organised to have social encyclopaedias we can provide, it didn't get organised to have the logs, they are not organised to have social bookmarks and so on. And we may feel tempted to figure out ubiquitous computing and have big models, big information models for e-Government.

Alan Webber
You are absolutely right. It could die just as fast, I don't think so because people are going to call this e-Government for a while yet and it is going to take time to transition to this type of a model, but this is where things are headed and citizens are going to force the issue. They are not going to continue to accept things the way they are. And social computing is a great example; I was in Washington DC during the…since that is where I live and that is where I worked during some of the International Monetary Fund and world bank riots and actually got to sit and watch from the top of our building and watch the groups, and watch how they would co-ordinate using cellphones and how they would stay ahead of the police officers. Because as soon as the cops would come, somebody was on the phone and they were moving before the police could ever get organised. It's the same sort of thing: people are going to continue to move, they are going to exchange information through blogs, through other types of social computing, and government is going to be forced to adapt, and adopt an i-Government type of a model in order to be able to keep up with those types of changes. Now, is it going to be easy? Or simple? or pleasant? No, its not. And you are absolutely right; government likes large ideas, large models, and large strategic plans. Government has the luxury of being able to do that right now. I am not confident that that is going to hold in the future.

Edwin Lau, OECD.
The types of changes that you are describing are going to require very deep changes into the regulatory, budgetary and performance models for government. Who is going to be responsible for those changes? Of course, heads of agencies will be but who under them is supposed to lead that change?

Alan Webber
I think you are going to see an interesting shift, and we are starting to see this already in some places of what a CIO is. In a lot of cases a CIO, within a federal agency, has been focused on technology and really the role of the CIO should not be so much focused on technology but should be focused on information and knowledge, and really the integration of that information, the integration of that knowledge – so who is going to be really responsible for this? It is probably going to be this new CIO that you see emerging in things, that is really going to become the custodian of this type of information shift and stuff within the federal agencies, and it is going to be the one that is going to be pushing the budget and the regulatory changes and the policy changes that are necessary to make these programmes work. That is who we are seeing right now that is beginning to play the real key role, and it is only happening in a few places, there have been a few CIO's in Europe and in the United States that we have seen who have come out as champions of this type of thing, and they have really been able to push those types of changes.

Jan Timmermans, The Netherlands.
I was interested in the security and privacy implication as you were telling others that citizens are afraid sometimes. But we as governments will have to integrate as much information as possible to give them the best service that we can give them. So we have been thinking about that also in the Netherlands, perhaps we can give this citizen a role in that process as a custodian of his own information, things like that. So we think about personal Internet pages, things like that. Do you think that that will be a means of getting the citizen involved? Or do you think that the citizen thinks that is too much trouble? If he just expects of government that it will be done very well?

Alan Webber
I think the question was security and privacy and getting the citizen involved. Our research and again a lot of the analysis is preliminary, but our research right now shows that citizens not only in North America but across Europe and some other places that we've looked at are essentially afraid of giving too much information to government. There is a multitude of reasons that we have been able to tease out because of that but essentially they are afraid. Because of that it has turned into a lower level of interaction so there is a certain relationship that needs to be developed between citizen and government that says okay, we are actually going to protect your information, we are actually going to treat you correctly, we are actually going to use that information for the right purposes. One of the biggest fears citizens have is information collected by one agency being transferred to another agency that they did not intend to. That was not, an outcome that we expected, when we put this survey together. It was actually a kind of a surprise to us that that actually was one of the largest, so it is that relationship. Some governments have done a much better job at it than others. The United States, which is the one I am most familiar with, has done a moderate to, what I would say, a poor job on the whole Choice Point, just wiping out the data, Choice Point. A lot of people don't realise this but Choice Point is a very large US federal government contractor from those that they get information from. So there needs to be transparency in that relationship that is not there yet. And it is coming. We have, again, I am looking primarily at the local and provincial level: there have been some amazing examples of in Portland, Oregon is one I am familiar with, there are a couple of others that I would be glad to lay out for you and stuff, that say, okay who developed a type of relationship that allows us, digital based relationship, that allows us to share this type of information. And citizens actually feel fairly secure with that. Now its not abused, or if it is abused in some way, we will see. But we have seen some

transitions in those places where this type of relationship has been established; that they actually now trust government more than they trust business, in almost as much as they trust the religious institution.

Hyeon Kon Kim, Korea.
You mention that incremental approach is to come to us, modernisation will not work in the computer. I guess based on your lecture that it is because technology development and the silos in government continue but could you elaborate a little more about the reason, can you introduce us a password no incremental approaches to government organisation that will be possible in the next 5 or 6 years?

Alan Webber
I tell you the reason why I said that. Some of my research has shown that what happens in personal experience from when I worked inside government is that they go out and they put out a request for whatever, a request for quota, product or something like that, to do a large modernisation programme. And they get these bids in from contractors to do it, and it's the technology and it's the process change. And what happens is that they never get the amount of funding necessary to implement the whole thing, no government has unlimited funds, not everybody gets all the money they want. So what happens is that most agencies will say, well okay we will buy the technology and we will do the process change later. And what happens then is that the process change never takes place, and it continually incrementally try to change that process and it doesn't happen because it is so hard, an organisational change from what we call old change, approach from the inside, to change those processes after you have already got the technology. What happens is that you get technology on top of old processes, which just gives you, automated back processes. It doesn't improve anything. We found out that there was a research done, and I believe it was done in England and I will have to go back and look, that if you actually do the process changes first before you ever go out to procure the technology your outcomes improve by over 35%. Huge improvements! And so you have to get the sequence right. If you don't get the sequence right that is why incremental purchase don't work, because people try to incrementally adapt technology without doing the process changes, and then they try to catch the business policies and models and processes and it never catches up. What that leaves us with is actually doing things the other way around, and doing large-scale change first, and then bringing the technology forward to adapt to that. I have worked with some private enterprises, some very large, some 4 to 500 companies and doing some of those things with some of their groups and the outcomes that we have seen within those groups have been 50 to 60% better than what we expected. Does that answer your question?

Shimon Bronner, Israel.
I understand that during the process for moving from e-Gov to i-Gov we are trying to reach as many citizens as we can. On the other side, there is a large percentage of people or citizens that do not have access to the Internet, what do you think the government should do? It won't get better, it can only get worse.

Alan Webber
Okay, here is the way I am going to answer that. I think everybody here is familiar with the company called Intel? Intel is putting in a huge investment into government assisted PC purchase programmes around the world. It is working with a number of countries – if you go out and look it is going to be working with even a larger number of companies next year, it is one of the companies that I have been working with on this. You are absolutely right, there is a huge digital divide there, what we call the digital divide. But, the thing about it is that when you think about that, you are thinking about a PC. You are thinking about a laptop or a desktop. But if you are looking at what the mobile phone penetration numbers are, and the mobile internet numbers are, in 3 to 5 years PC's are not going to matter because people are going to be accessing government from their mobile phone, from their palm, from their handheld PC, something that is much cheaper, much more ubiquitous, everybody has one. So

will you still need to access it via a PC? Yes, and I think that what you will see is the rise of things like kiosk, open computing centres, things like that that people use, even more to access it. A lot of the access is going to be happening from a mobile or a handheld perspective. At least, that is what the research is pointing to right now.

Marty Wagner, United States
This is more of a comment than a question. e-Gov initiatives actually they may look big bang but they are more incremental than they look. We are not technologically incremental but we are business incremental. You don't do it in one huge leap, you have a huge leap and then you have a lot of incremental steps to get to the huge leap, it is the way we have implemented those things, so basically I don't want to give the impression that, you know, just blow up your agency – there are some people who threaten to do so!! And then take steps in that direction.

Alan Webber
You are very right. Even though if we look across the 20, the 25 PMA e-gov initiatives, less than a third of citizen facing and out of those third, success rates have varied, and there has been a lot of issues with incremental approaches there. But you are absolutely right Marty.

Des Vincent, UK
You haven't said too much about the use of the telephone other than the mobile phone. e-Government, from my perspective, the telephone is still the most important technology rather than laptops, desktops or pc's.

Alan Webber
You are absolutely right. Essentially what you are talking about are different channels and there is the Internet channel, there is the telephone, there is the in person. Those are the three primary channels for government. There is still a huge shift of trying to get people out of the heavy civil service assisted in person and not so much so but still fairly heavily civil service assisted telephone, into the Internet. You are absolutely right. Call centres are amazingly important; all the things that you can actually do through a telephone, amazingly important. But problems governments are still facing are integrating across those channels. The honest truth about it is that it is a lot easier to integrate on one channel, if that is the Internet channel than it is across those other channels. It's a huge issue governments are facing. It is still more expensive on the telephone channel than the Internet channel; we are getting there. The telephone channels are extremely important, its not my specific area of research but it is one of the areas I have looked, on this slide now. Yes, you are absolutely right, it is very important. Last question?

Philip O'Reilly, Ireland
Just a comment related to the comment about the importance of the telephone. There is a inclination sometimes to actually link telephone with call centres only but I think the bigger obligation in integrating systems within government to think in terms of direct telephone channels to specific agencies so that, I think you made the point earlier about citizens want you to know them, to know their information. So that when somebody gets a call, just very simple stuff, when they get the call it is integrated with the information via the caller number or whatever but it is integrated with the information so that people expect to be able to do their business efficiently and, as you say, not have to repeat information over and over again. So I wouldn't necessarily, because there will be quite an amount of government business that will not shift to call centres that will be done within agencies and what have you, but it is open for huge improvement there.

Alan Webber
And then there is a huge back office system, back office modification that needs to take place there in order to be enabled, and a lot of it does have to be with call centres, but a lot of it has to do just with actually just shifting the processes and things, and the back office system to be

able to deal with those calls and have their personalisation in that information. So, you are absolutely right.

Thank you so much for allowing me to have the opportunity to come here and speak with you. If you have any questions or if you want to discuss things with me if you think I am totally wrong please come and tell me, I would love to have that discussion with you. Thank you very much.