

28 – 30 MAY 2013 | HELSINKI | FINLAND

# Leading the way in eGovernment development



CONFERENCE FOR GOVERNMENT CIOs AND KEY OFFICIALS



MINISTRY OF FINANCE  
Finland



# Leading the way in eGovernment development



CONFERENCE FOR GOVERNMENT CIOs AND KEY OFFICIALS

## Conference Day 1

<b>Welcome and opening statements</b>	<b>9.30 - 10.15</b>
<b>The Future eGovernment leader</b>	<b>10.15 - 11.00</b>
<b>Roles and positioning of national CIOs for performance</b>	<b>11.30 - 13.00</b>
<b>Demonstrating the benefits of eGovernment services</b>	<b>14.30 - 16.00</b>
<b>Global and regional outlook for eGovernment</b>	<b>16.00 - 17.00</b>



# Leading the way in eGovernment development



CONFERENCE FOR GOVERNMENT CIOs AND KEY OFFICIALS

## WELCOME AND OPENING STATEMENTS

**Mr. Timo Valli (Finland)**

**Ms. Henna Virkkunen (Finland)**

**Mr. Vincenzo Aquaro (United Nations)**

**Mr. Paul Timmers (European Commission)**

# Leading the way in eGovernment development



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## 2. THE FUTURE eGOVERNMENT LEADER

*Session chair*

**Mr. Timo Valli (Finland)**

*Featured speaker*

**Mr. Ian Goldin (South Africa)**



# Leading the way in eGovernment development



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## 3. ROLES AND POSITIONING OF NATIONAL CIOs FOR PERFORMANCE

*Chair*

**Mr. Reinhard Posch (Austria)**

*Presenter*

**Mr. James Kang (Singapore)**

*Panellists*

**Mr. Peter Batt (Germany)**

**Mr. Wim Sijstermans (Netherlands)**

**Mr. Javier Torres (Colombia)**

# Leading the way in eGovernment development



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## 4. DEMONSTRATING THE BENEFITS OF eGOVERNMENT SERVICES

*Chair*

**Mr. Paul Timmers (European Commission)**

*Panellists*

**Mr. Hendrik Bogaert (Belgium)**

**Mr. Tomi Dahlberg (Finland)**

**Mr. João Vasconcelos (Portugal)**

**Ms. Johanna Pimiento Quinter (Colombia)**

**Mr. Toshio Obi (Japan)**



# Leading the way in eGovernment development



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## 5. GLOBAL AND REGIONAL OUTLOOK FOR eGOVERNMENT

*Chair*

**Mr. Riku Jylhäkangas (Finland)**

*Presenters*

**Mr. Patrick Spearing (United Nations)**

**Mr. Jeremy Millard (United Kingdom)**

# Civil Services and Modernization of the Public Services

Helsinki, May 29th 2013



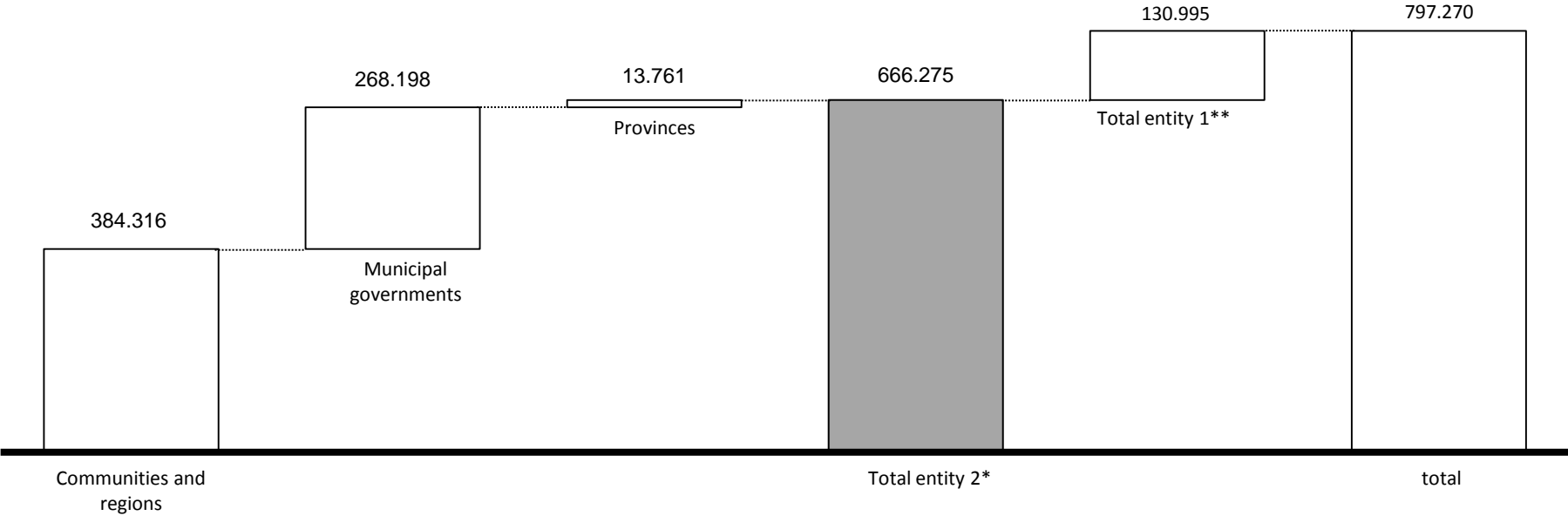
The federal government, or in budget terms entity 1, represents 130.995 or 16.4% of the total Belgian civil service.

Exhibit 1

Civil servants of the communities, regions and municipal governments, 2012

FTE

Civil servants of the communities, regions, provinces and municipal governments

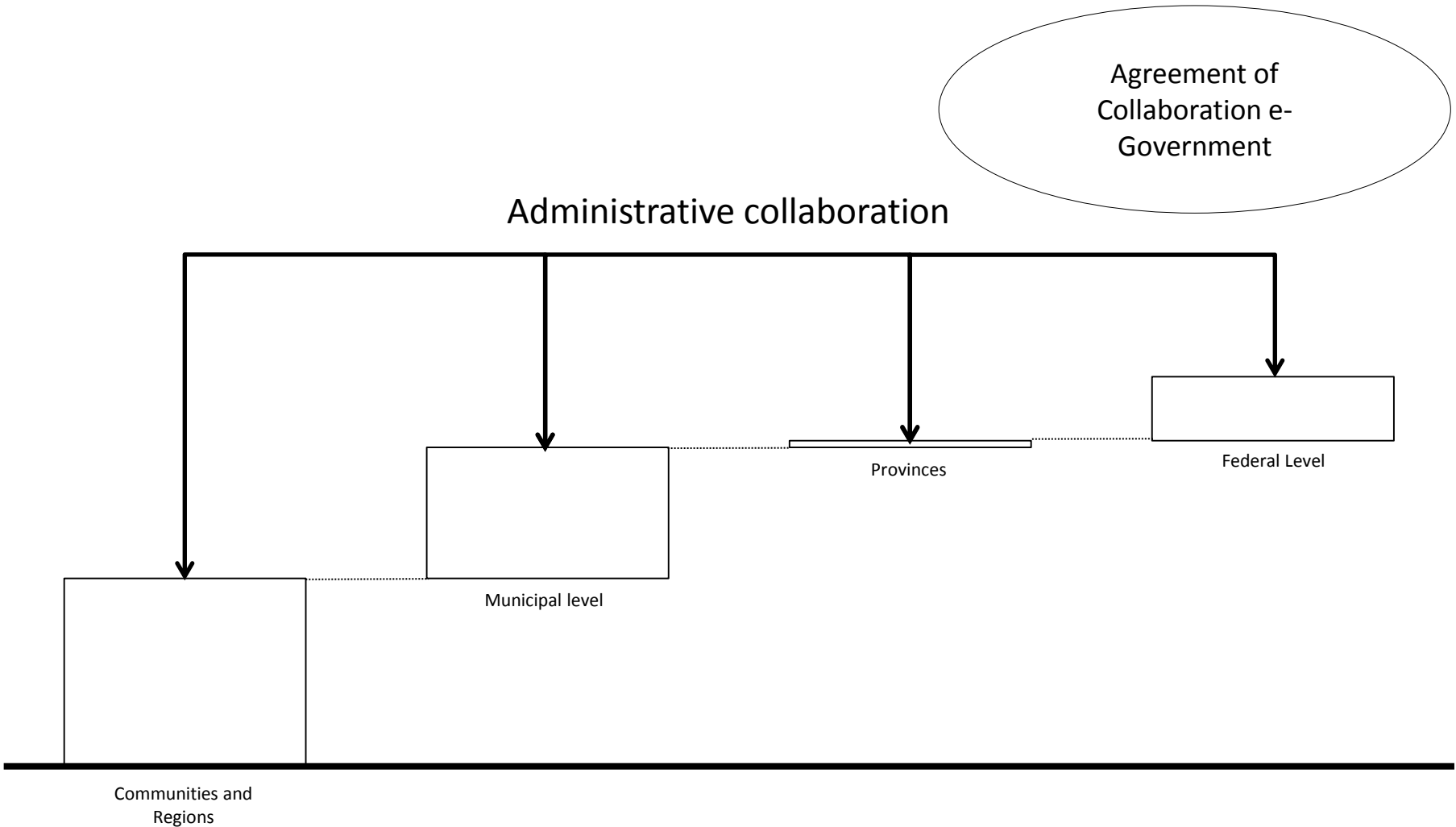


\* Source: NSSO/NSSOLA (National Security Office/ National Security Office of Local Administrations

\*\*Source: [www.pdata.be](http://www.pdata.be) 30/06/2012

Exhibit 2

Challenge: political decentralisation and administrative collaboration

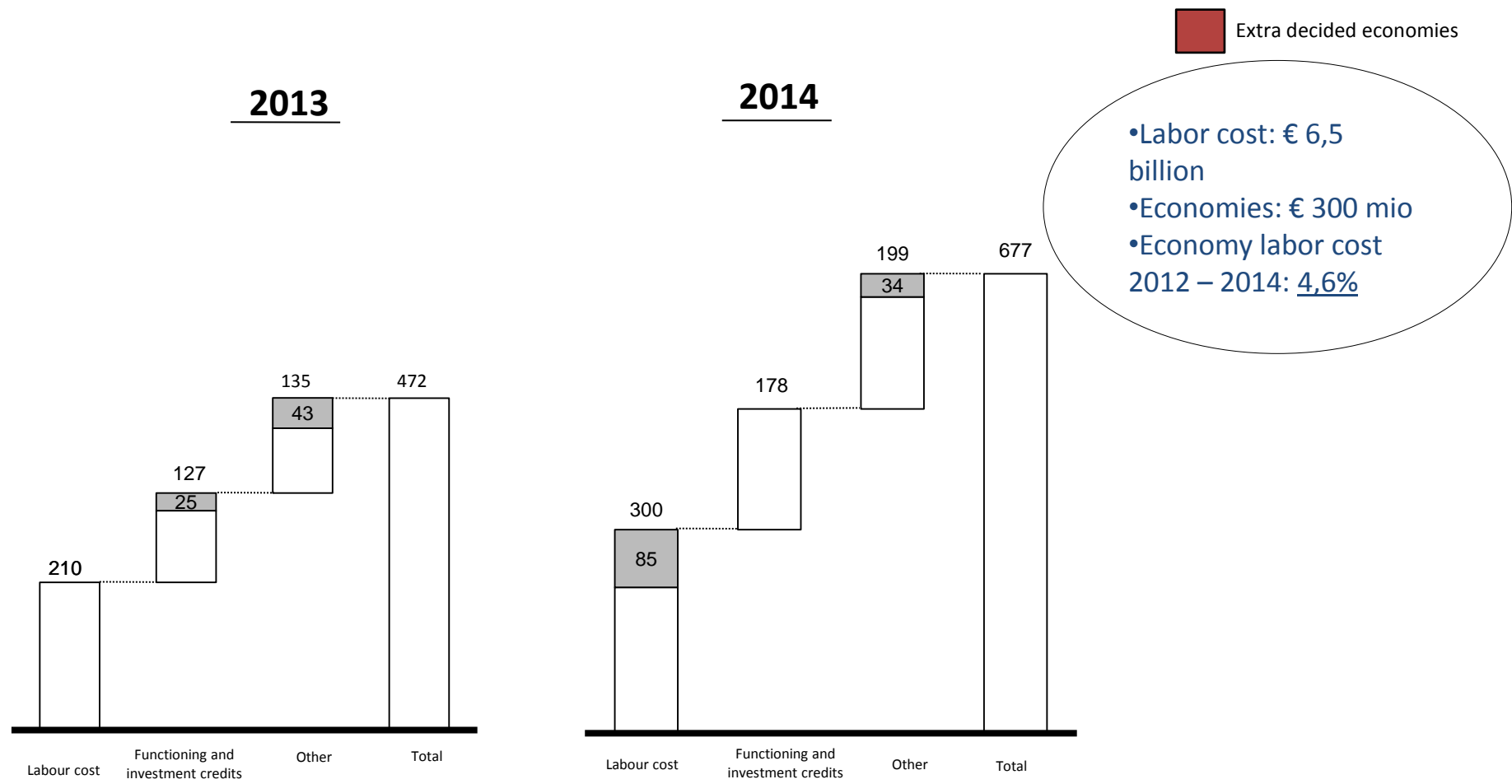




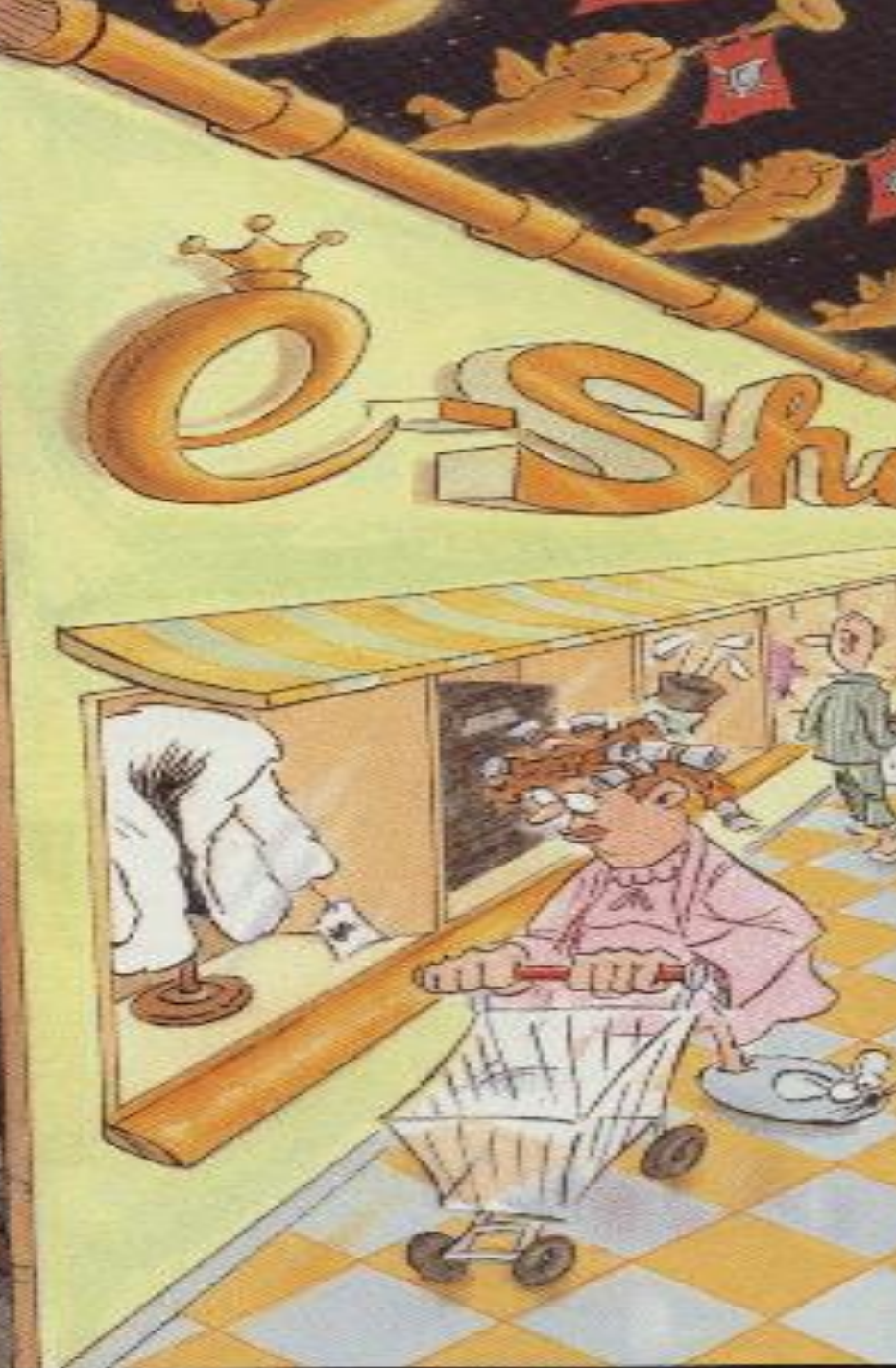
There is a decline in the personnel, functioning and investment credits foreseen during the next years. During the budget preparations of 2013 the government has decided to go further than the initial government agreement.

Exhibit 3

Budget preparations 2013: decrease of personnel, functioning and investment credits

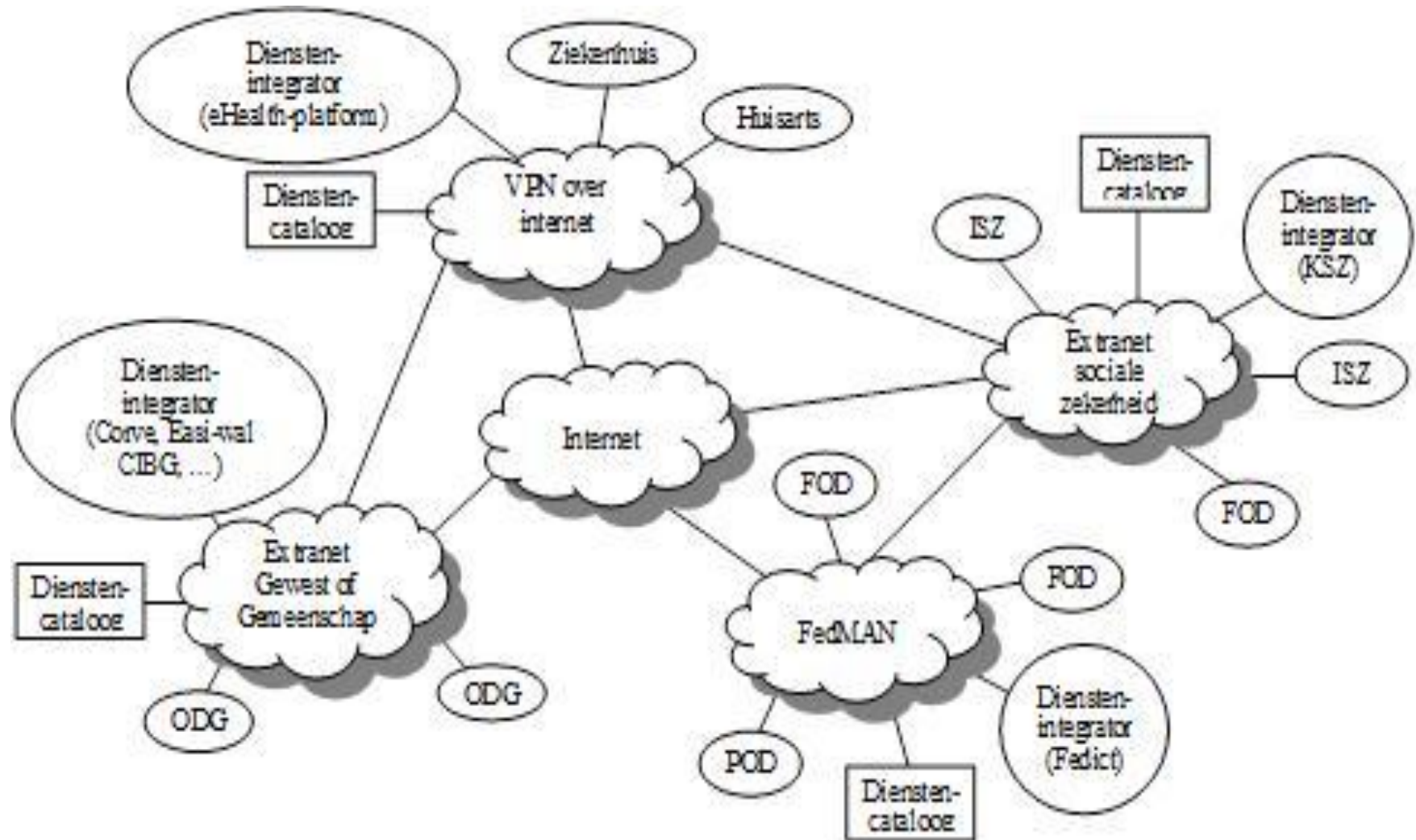


- 
- Multiple Administrations
  - Multiple Regions
  - Multiple technologies
  - Back-Office integration



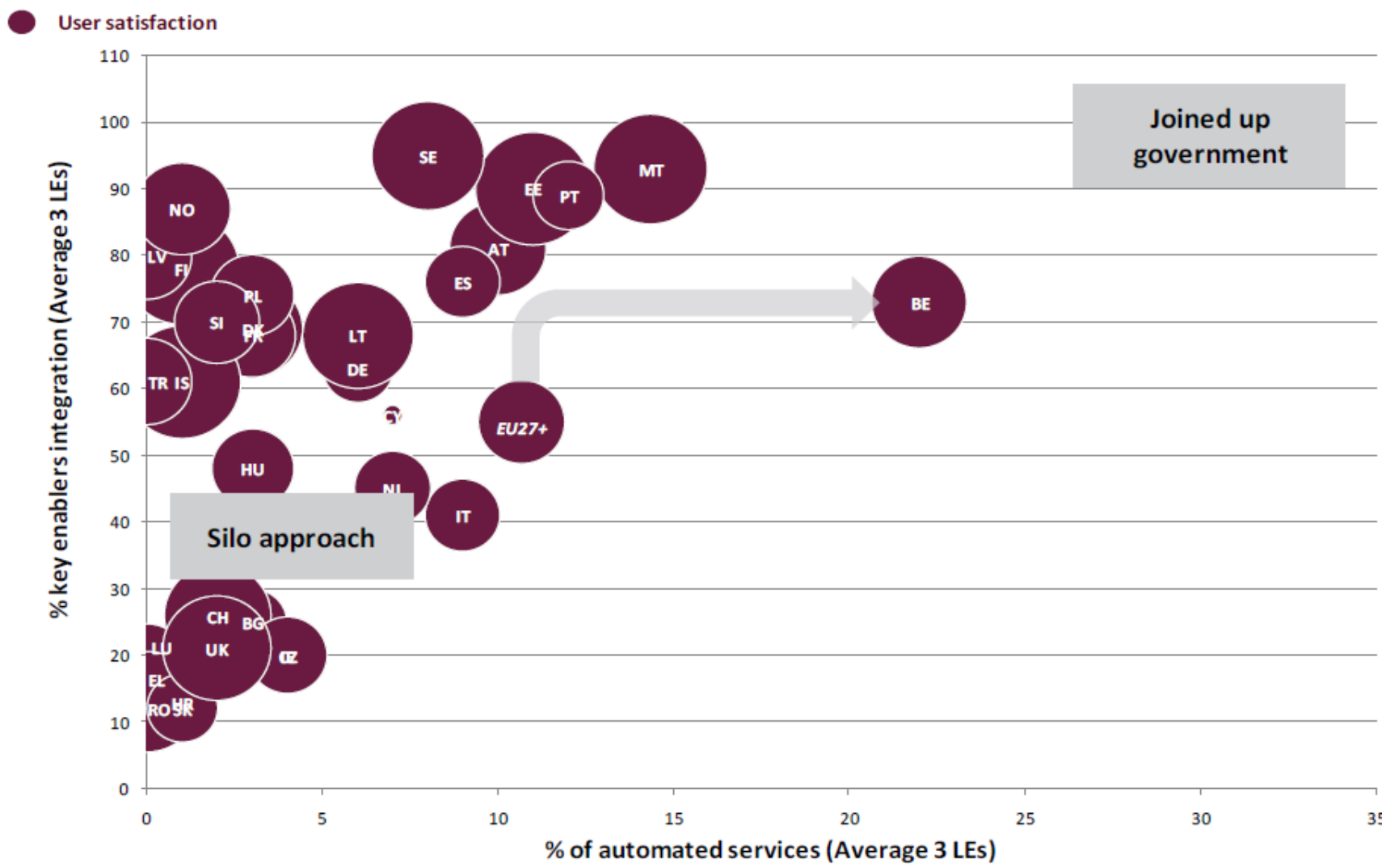


# Information sharing through service integration



# Public Services Online ‘Digital by Default or by Detour?’ Assessing User Centric eGovernment performance in Europe – eGovernment Benchmark 2012

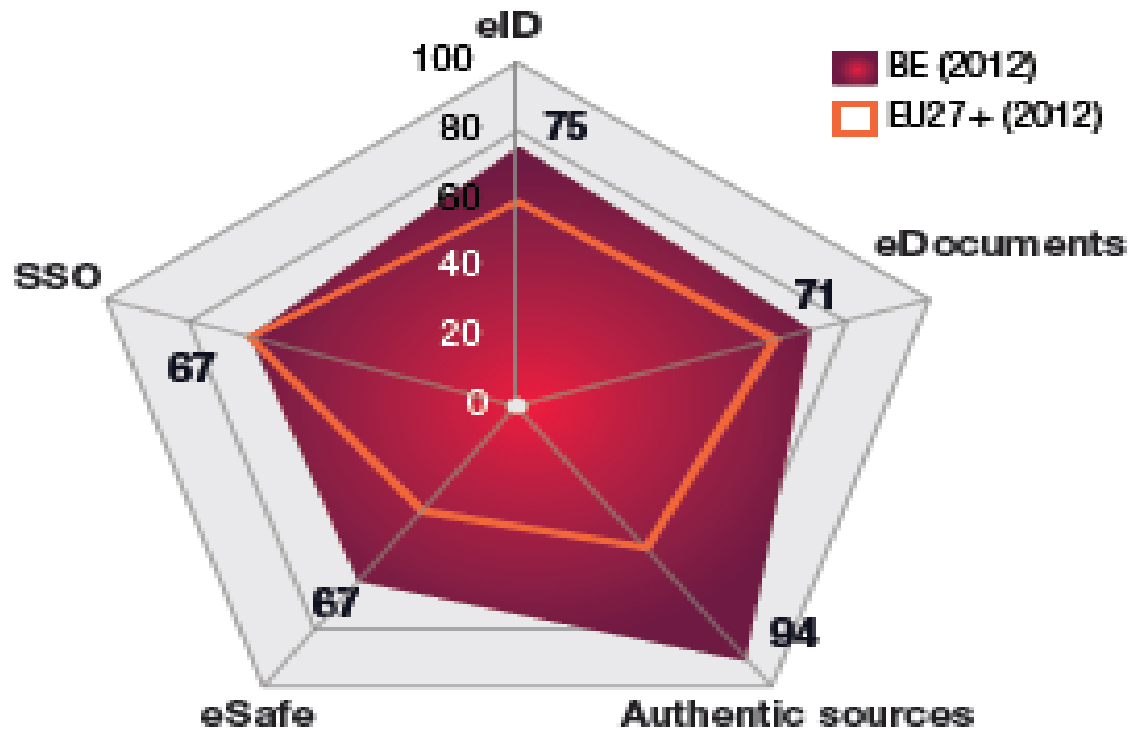
Figure 4.3: Assessment of integration of key enablers, automated services and user satisfaction



## Public Services Online *'Digital by Default or by Detour?'* Assessing User Centric eGovernment performance in Europe – eGovernment Benchmark 2012

### KEY ENABLERS

The extent to which key IT enablers are integrated (available) in the Life Event service models





# Roles and Positioning of National CIOs

By James Kang, Assistant CEO, Government CIO  
Infocomm Development **Authority of Singapore**



**Presented** at e-Government Conference - Helsinki  
**29<sup>th</sup> May 2013**

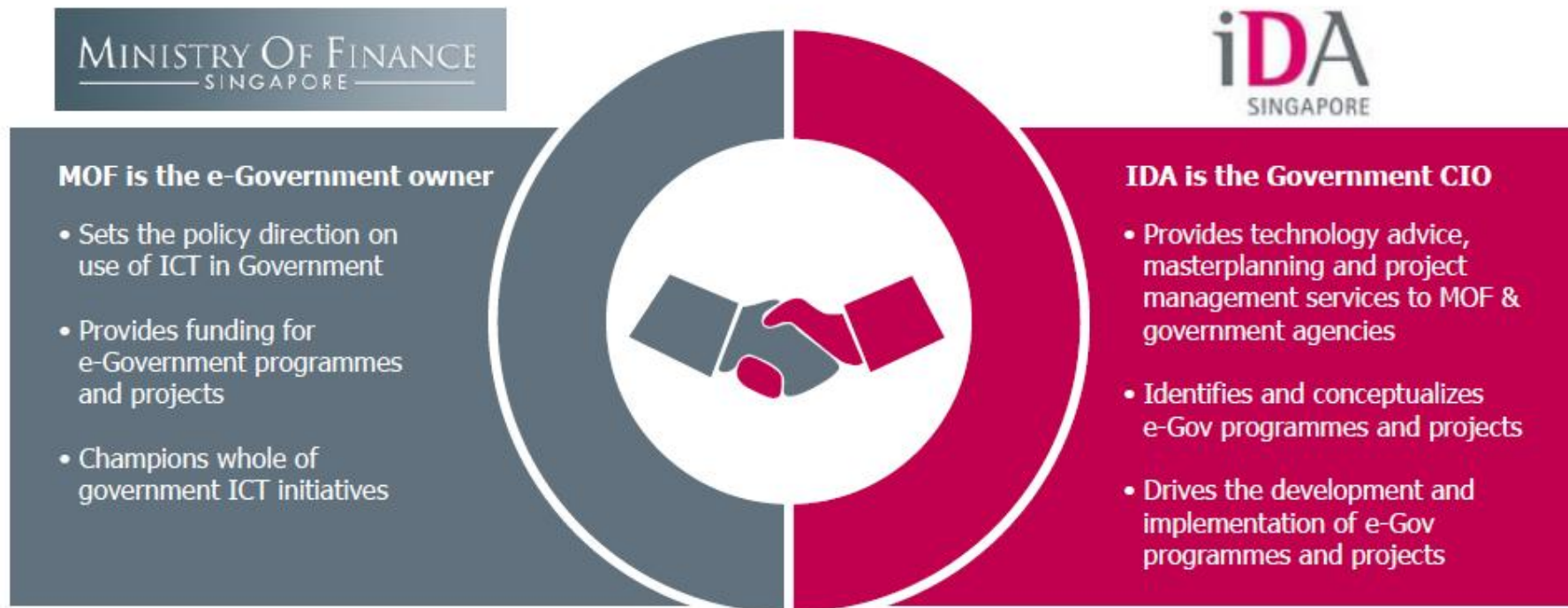


# Uncertainty is the New Normal



# IDA's Role in Driving e-Government

- *Effective partnership with MOF,*
- *close cooperation with agencies.*



# IDA GCIO's Role

---



## CIO to Government

- Whole-of-Government e-Gov Masterplanning
- WOG ICT Architecture, Infrastructure, Applications and Resilience
- ICT Policies & Standards



## CIO to Govt Agencies

- Provide ICT Professional Services to 50 Government Agencies
- Plan, Implement and Manage Agency's ICT Programmes, Infrastructure, Systems, Operations and Processes

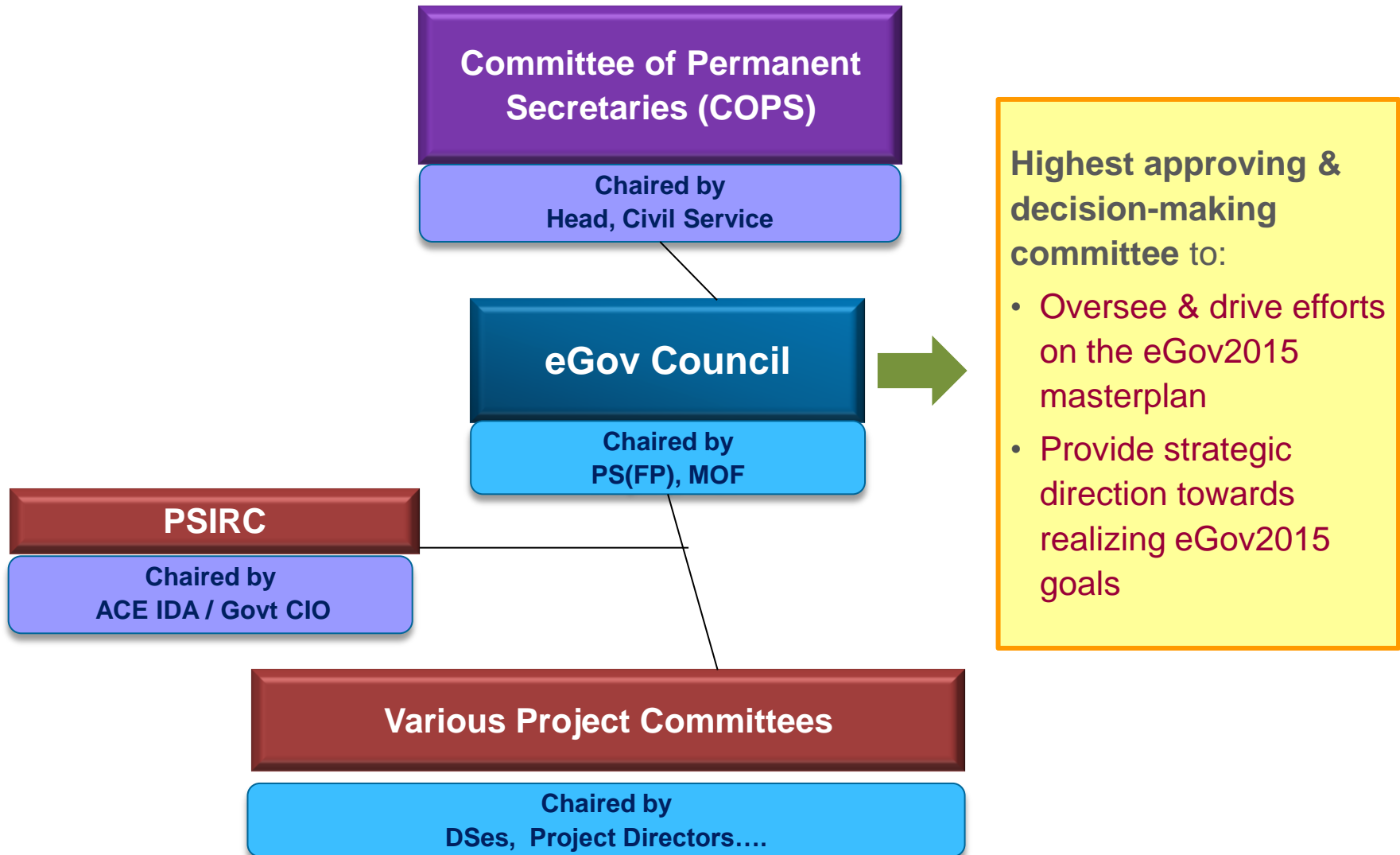


## Catalyst for Sectoral Transformation

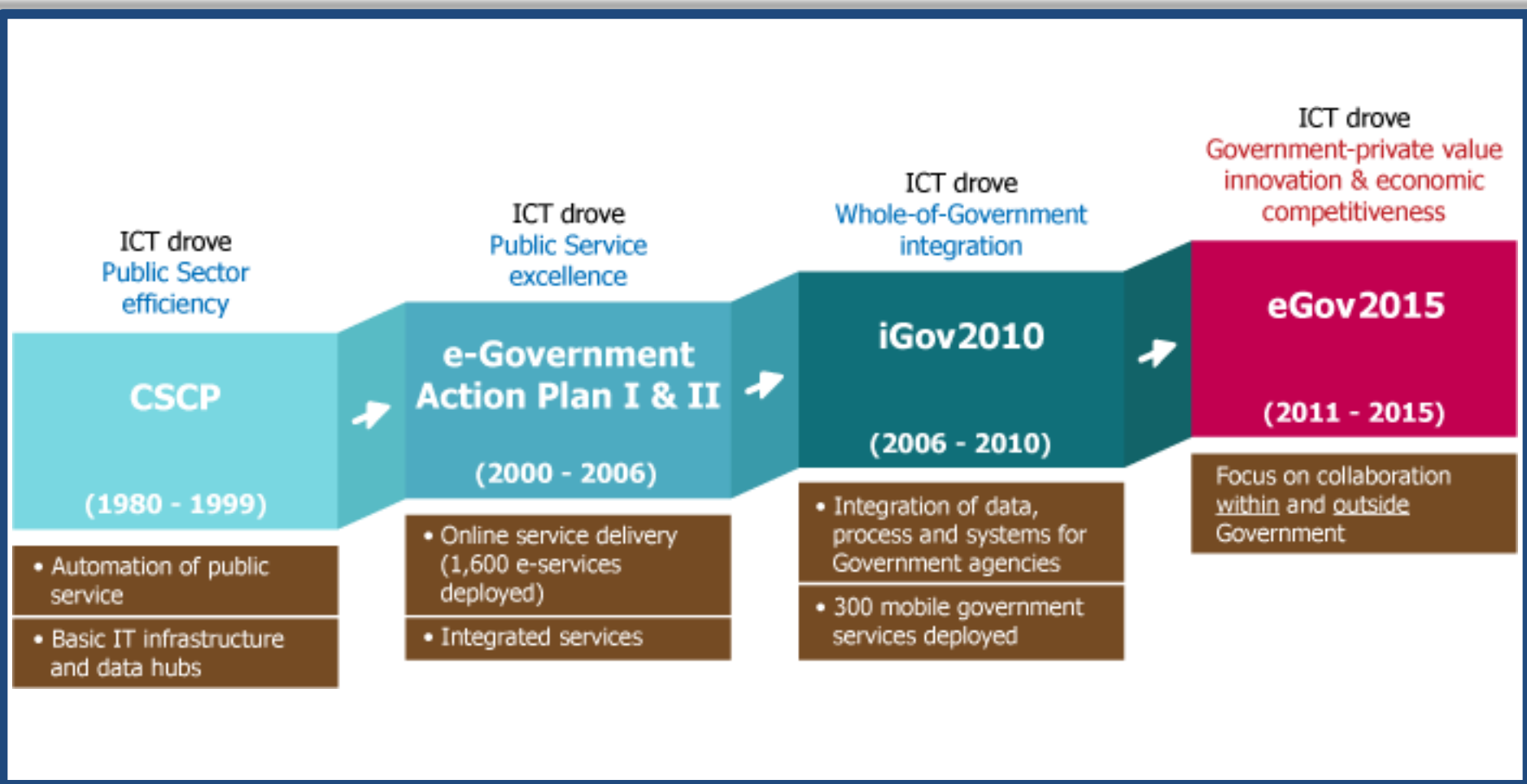
- Spearhead ICT Projects in Key Economic Sectors in Partnership with Private Sector and Sector Regulators
- Develop Cross-Sectoral Capabilities



# e-Government Governance Structure



# e-Government Masterplans



# eGov2015 Masterplan

To be a Collaborative Government that  
Co-creates and Connects with Our people



# New Relationship Between Govt and People

Moving From

Govt **For** The People

To

Govt **With** The People



- Complex Operating Environment

- Citizens more sophisticated

- Technology becoming easier to use



Change in mindset and approach necessary



# Our Changing Environment

## Citizens Engagement



## Convergence of Technology



## Citizens Rising Expectation



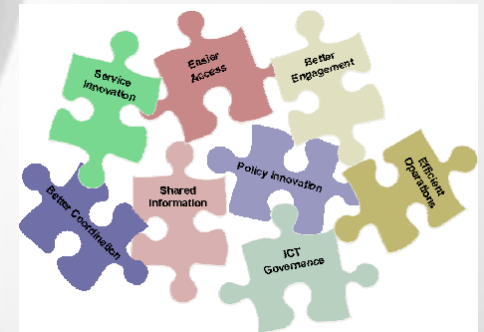
## What Does It Mean For Public Service ?



## Government as a Platform



## User Experience Design



## Integrated Solutions Across WOG

# Social Connectivity Between Govt and People



Capturing Citizens' Feedback Across Multiple Touchpoints and Utilising Social Analytics to Support Citizen Engagement

## Citizens Participate in Shaping the Future

S'pore dialogues 'have influenced policymaking'



Govt Crowdsourcing Platforms  
Citizens Having a Say in Topics Close to Their Hearts

reach reaching everyone for active citizenry @ home

**Response to Feedback on Proposed WSH (Work at Heights) Regulations**

The Manpower Ministry has provided a summary of response to key feedback received during the public consultation on the proposed Workplace Safety and Health (Work at Heights) Regulations. Read [MOM's response](#) for more details.

**Reach Portal**  
Official Channel for Govt Consultation Exercises with Loop Closure



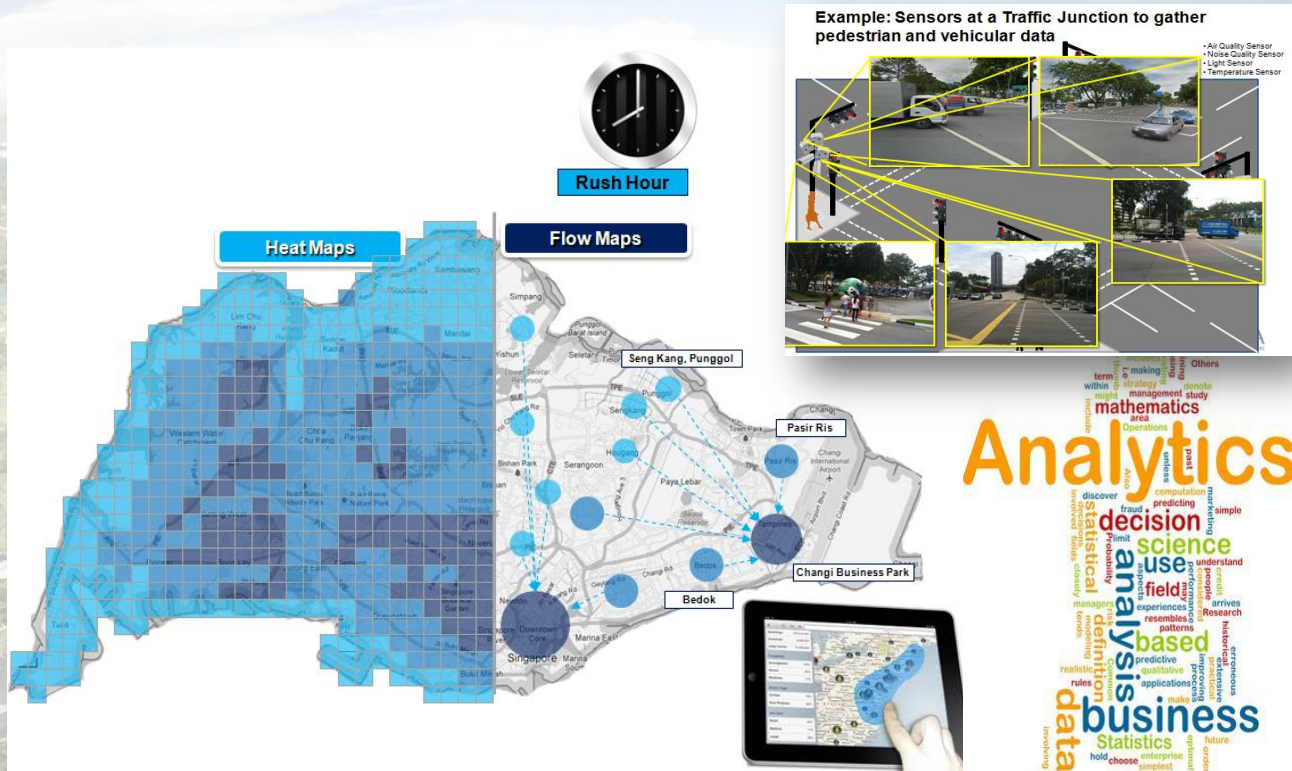
# Empowerment Through Data

Encourage people and private sector to harness the value of data

**Transform the work of Govt Agencies (efficiency, transparency, informed decision making)**

Use data technologies to extract insights and keep track of citizens' specific needs

## Social and economic benefits realised through access to Govt databases



# Our Changing Environment

**Citizens Engagement**



**Convergence of Technology**



**Citizens Rising Expectation**



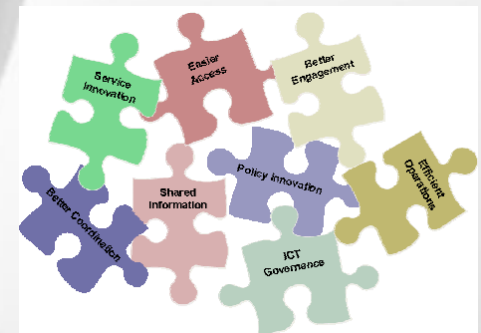
What Does It Mean For Public Service ?



**Government as a Platform**



**User Experience Design**



**Integrated Solutions Across WOG**





### Popular Searches

buy a flat driver's licence season carpark marriage registration primary one registration  
PR application hospitalisation subsidies financial aid

### Life's easier with eCitizen

We'll alert you before your taxes and licences are due, update you with CPF details, and more.

[Connect via SingPass](#)

### Popular Topics

[SEE ALL](#)

Getting a driver's licence for Class 3 & 3A vehicles



How to apply for Singpass



Long-term care for seniors

### Popular eServices



Access myTax portal



HDB resale application & valuation request



my CPF online services

### Highlights



Release of Secondary One posting results



One-off tax rebate to reduce the impact of increase in property tax



Marina Bay Singapore Countdown 2012



[Home](#) > [Topics](#) > [Savings, Money & Taxes](#) > **Assistance for low-income individuals and households**

## Assistance for low-income individuals and households

UPDATED: 20 FEB 2012

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**Overview**[FAQs](#)[Useful Links](#)[Contact Info](#)

### Introduction

The Singapore Government administers various types of assistance programmes to low-income and needy households and individuals. The types of assistance available under each scheme are as follows:

Type of Assistance	Public Assistance	Comcare Transition	Work Support Scheme	CCC Comcare Fund	Medical Fee Exemption Card
Cash	✓	✓	✓	✓	✗
Food & Vouchers / Rations	✗	✗	✗	✓	✗
Medical Assistance	✓	✗	✓	✗	✓
Education Assistance	✓	✗	✓	✗	✗
Rental & Utilities Vouchers	✓	✗	✓	✗	✗
Training	✗	✗	✓	✗	✗

### Contents

- [Introduction](#)
- [Public Assistance Scheme](#)
- [CCC Comcare Fund](#)
- [Comcare Transitions Scheme](#)
- [Work Support Scheme](#)
- [Medical Fee Exemption Card](#)

### You might like

[Health subsidies for low-income households](#)[Senior citizen concession card for cheaper bus & train rides](#)[Long-term care for seniors](#)

# Our Changing Environment

**Citizens Engagement**



**Convergence of Technology**



**Citizens Rising Expectation**



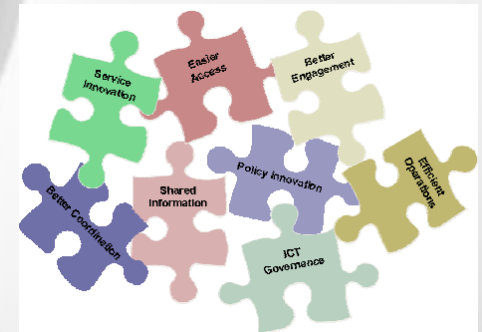
What Does It Mean For Public Service ?



**Government as a Platform**



**User Experience Design**



**Integrated Solutions Across WOG**



# Who is in charge of birds and monkeys?

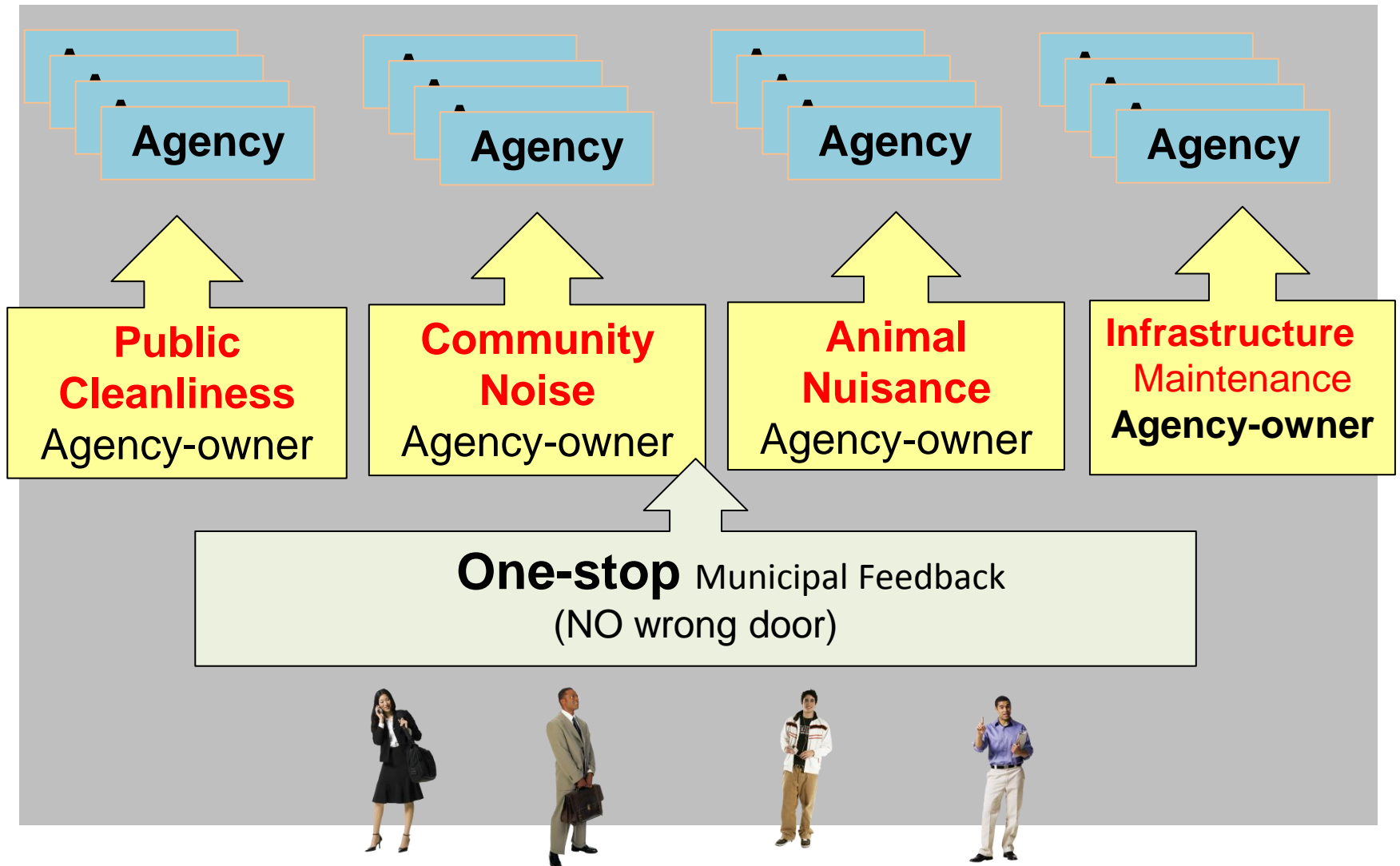


*Brain-teaser : can you name the bird's owner ?*



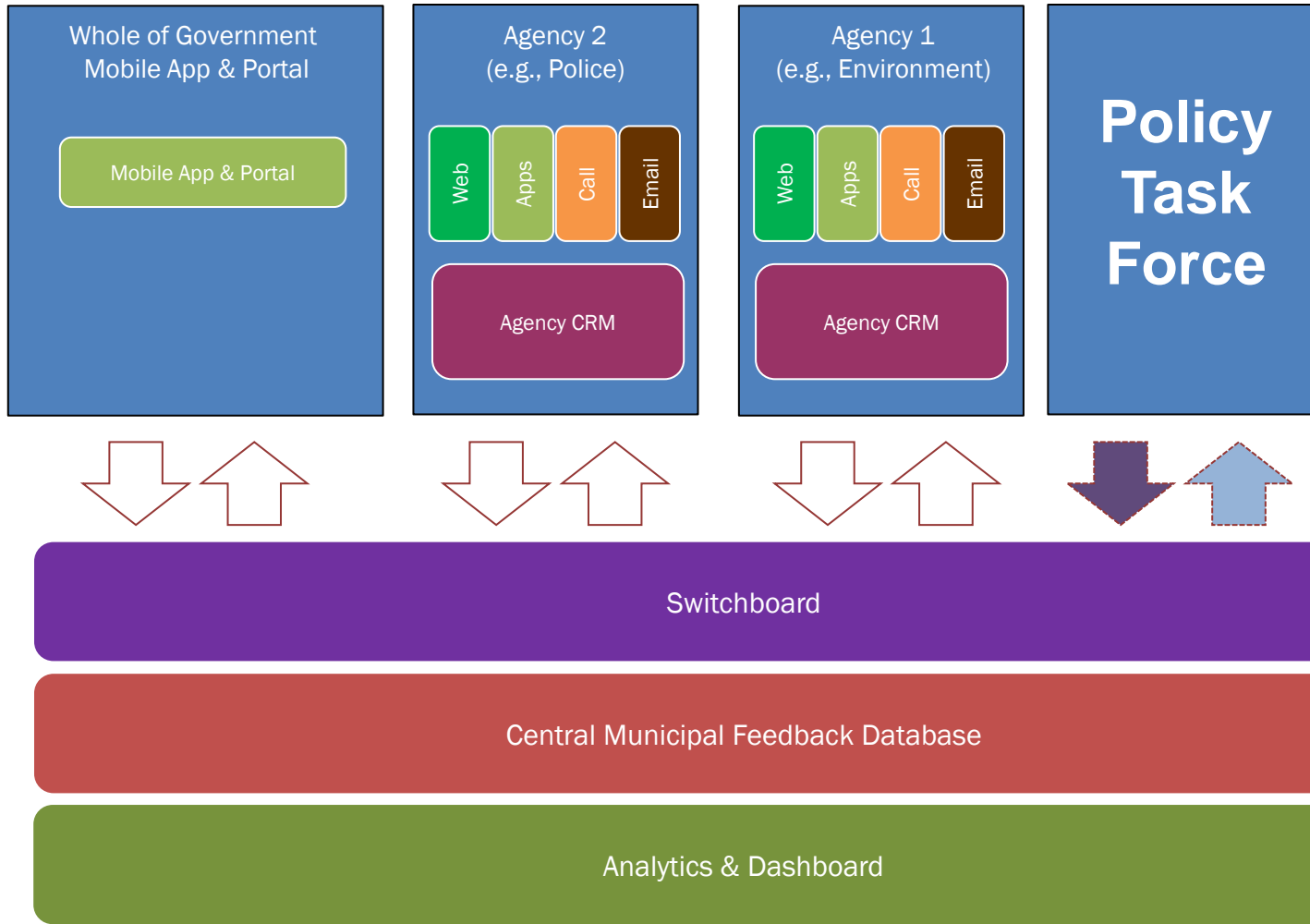


# Municipal Feedback



# Municipal Feedback System

## Overview



# Citizen Dashboard

\* illustration purpose only

→ Feedback → Contact Us → Sitemap

Welcome back **Jet Lee** [edit profile](#) | [change password](#)

[Search](#)

Dashboard

One Inbox <sup>6</sup>

Finance

Health

Education

Misc

Tools

Documents Storage

Feedback

## Recommended content for your dashboard

### My eServices

Lorem ipsum dolor sit amet, consectetur adipiscing elit.

### OneInbox Notifications

Lorem ipsum dolor sit amet, consectetur adipiscing elit.

### Calendar

Lorem ipsum dolor sit amet, consectetur adipiscing elit.

### Reminders

Lorem ipsum dolor sit amet, consectetur adipiscing elit.

### OneInbox (6 unread emails)

From	Subject	Date	Flag
IRAS	Lorem ipsum dolor sit amet constancit	21/01/11	!
CPF	Ututu purus sed tortor veneratis	18/01/11	!
LTA	Pallentesu haitat morbi torstique	16/01/11	!
MOE	Loreum utu purus sed tortor veneratis	15/01/11	
IRAS	PDeriu allentesu haitat morbi torstique	10/01/11	
CPF	Utdjeuru kdutu purus sed tortor veneer	09/01/11	
CPF	Oaeentesu haitat morbi tretique erwaof	05/01/11	
CPF	Ututu purus sed tortor veneratis	25/12/10	
IRAS	Pallentesu haitat morbi torstique	22/12/10	
CPF	Ferutu purus sed tortor veneratis	08/12/10	

### Statements

▶ IRAS Statement

▼ CPF Statement

#### My Account Balance as at 13 Feb 2011:

Ordinary Account	\$0.35
Special Account	\$5,534.34
Medisave Account	\$6,877.57
Last Contribution	\$2,025.00
Ordinary Account	\$1,330.83
Special Account	\$289.17

### Calendar

September						
S	M	T	W	T	F	S
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	1	2	3

**4th September**

Last day to file IRAS Income Tax Return

### Payment

LTA fines	<b>\$ 210.00</b> / Pay
IRAS Income Tax	<b>\$ 8,650.50</b> / Pay
IRAS Property Tax	<b>\$2,350.00</b> / Pay

### Reminders

- ☐ Pay LTA fines
- ☒ Fill up IRAS Income Tax Form
- ☐ Pay IRAS Property Tax
- ☐ Pay TV License
- ☐ Pay NEA fines
- ☐ Check Medisave account balance

### My RSS Feeds

[Add new](#)

Personalised dashboard for citizens on all government-related interactions

One-stop access to

- Favorite e-services & news feeds from government
- Personal digital records & documents lodged with government
- Payment summary
- e-Calendar, alerts & reminders

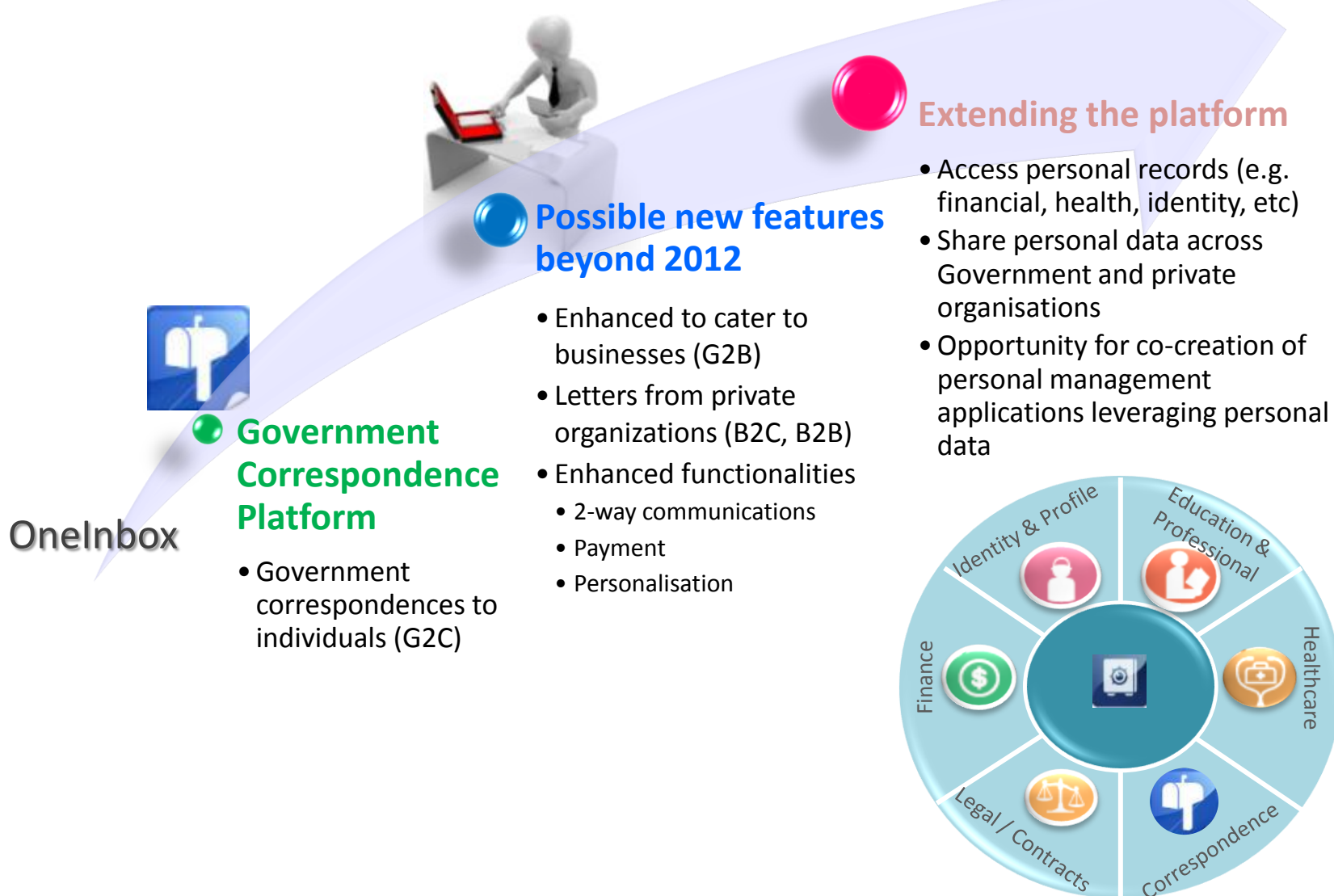
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**Thank You**

THANK YOU



# Beyond OneInbox...



# Citizen Exchange

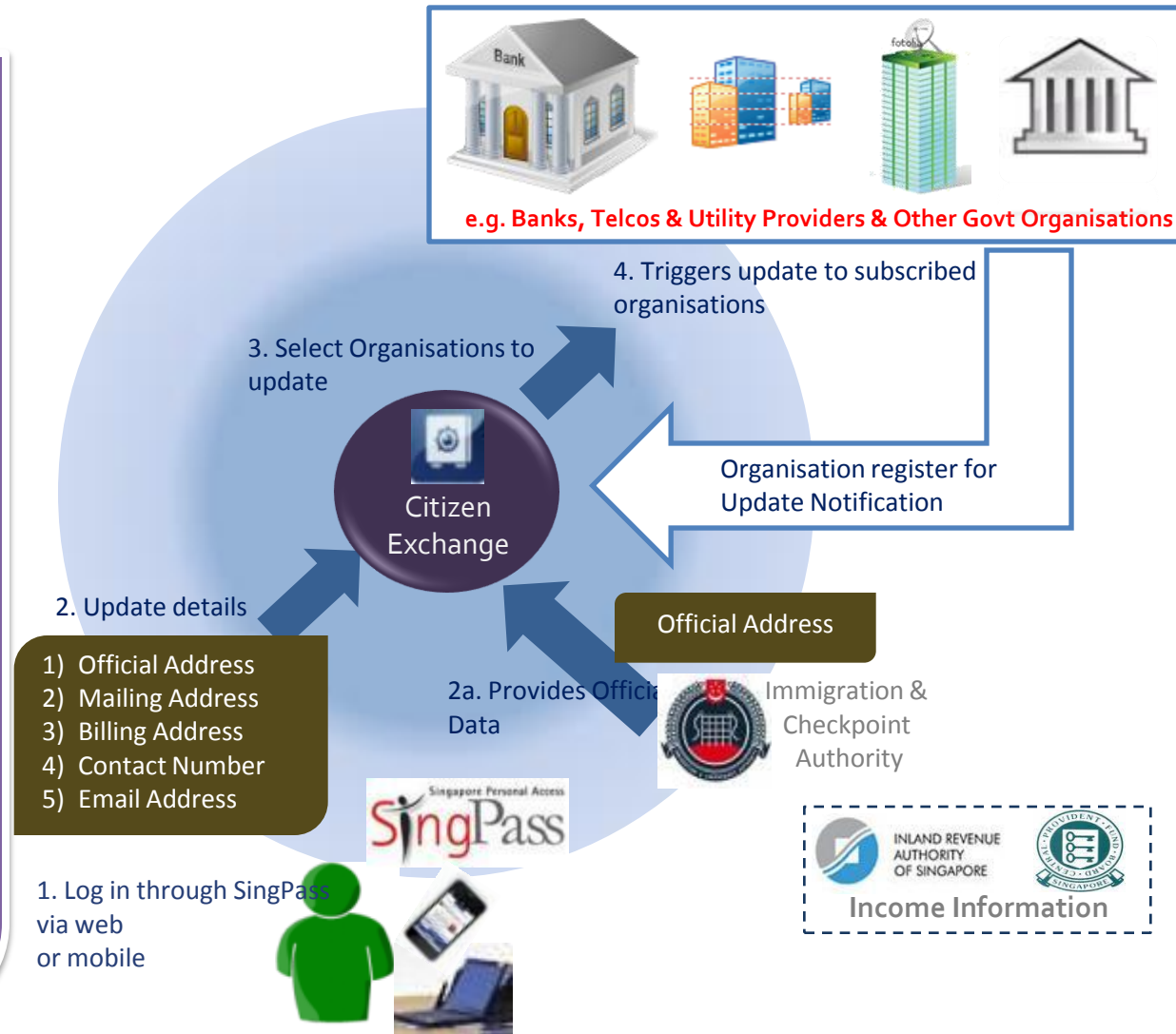
Central e-service for citizens to update & authorise sharing of personal particulars with public & private sector organisations

## Benefits:

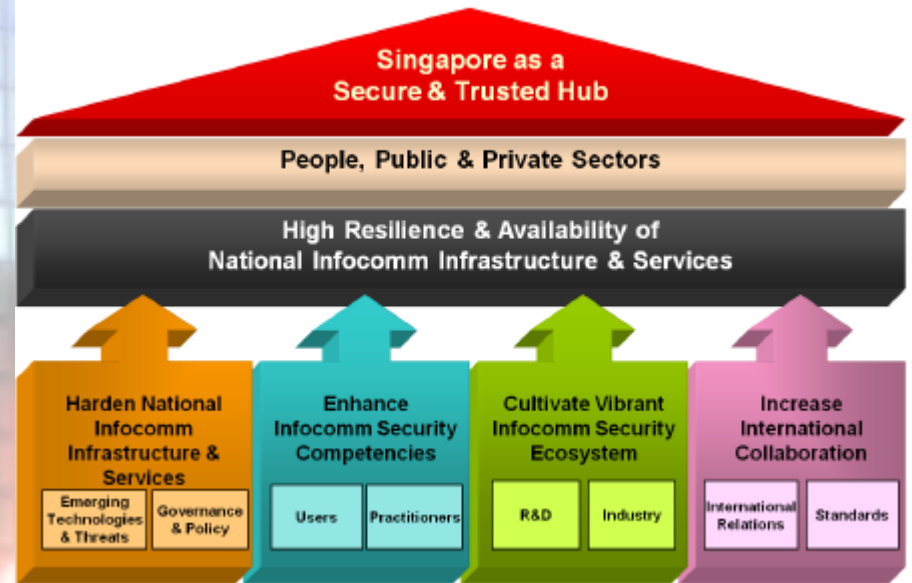
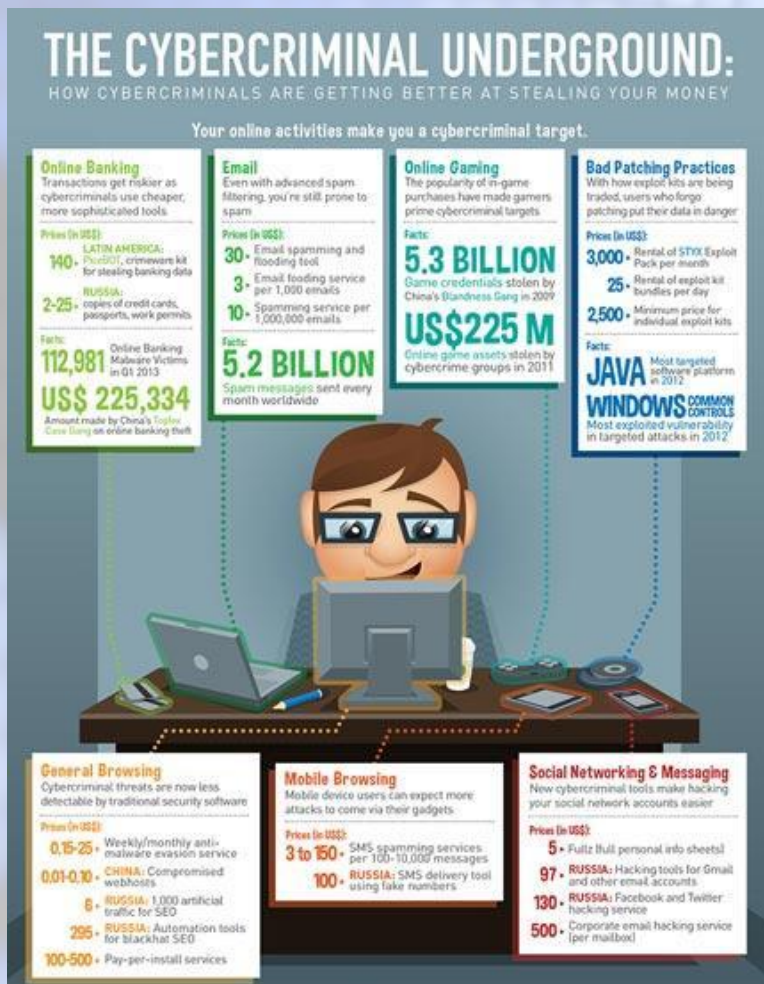
1. Reduce inconsistency of personal information lodged with different organizations
2. Convenience to citizens

## Challenges:

- Regulations & Policies
- Security and Privacy issues
- Readiness of Agencies, Businesses & Citizens



# Securing the Cyberspace

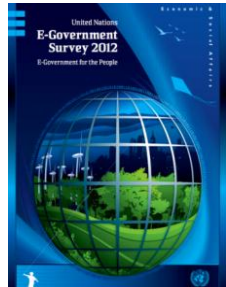


## Infocomm Security Masterplan 2 (MP2) Establishes Singapore as a Secure and Trusted Infocomm Hub



# Singapore's e-Government Performance

## International Performance



United Nations Survey

10<sup>th</sup> on eGov Development Index;  
2<sup>nd</sup> on e-Participation Index (2012)



1<sup>st</sup>  
(2009 – 2013)

World Economic Forum Global Information Technology Report



2<sup>nd</sup>  
(2010 – 2013)

## Domestic Performance

Annual e-Government Customer Perception Survey 2012  
“Satisfaction with quality of e-Services”



94% of the **people** are satisfied with the quality of government's e-services



90% of **businesses** are satisfied with the quality of government's e-services



# FRONTIER

## Whole-of-Government Integrated Business Licensing System

18 agencies, 250 business licences, over 400,000 transactions/year

The screenshot shows the Frontier website, a Whole-of-Government Integrated Business Licensing System. The header features the 'frontier' logo, the Singapore Government logo with the tagline 'Integrity • Service • Excellence', a search bar, and navigation links: Feedback, Contact Us, Help, FAQ, and Sitemap. Below the header is a navigation bar with links: HOME, eADVISOR, ABOUT, and RESOURCES. The main banner area has a background image of the Singapore skyline with the text 'Serving Singapore Business Community'. On the right side of the banner is a 'Frontier Login' section with input fields for 'Frontier ID' and 'Password', 'Login' and 'Reset' buttons, and a link for 'Forgot Username/Password'. Below the login section is a 'Login via' section with 'SingPass' and 'CorpPass' logos. The main content area is divided into three columns: 1. 'eAdvisor' with a compass icon, describing an online self-help tool for license identification and application, with a 'Get Started >' button. 2. '360 Portfolio' with an icon of license documents, describing a next-generation portfolio for license management, with a 'Login to Explore >' button. 3. 'Licences' with a power button icon, listing actions like 'Apply for a New Licence', 'Renew / Update the existing Licence', 'Terminate the Existing Licence', and 'Amend Appeal for an Application', with a 'Login >' button.

**frontier**

Singapore Government  
Integrity • Service • Excellence

Search within the website

Feedback | Contact Us | Help | FAQ | Sitemap

HOME eADVISOR ABOUT RESOURCES

Serving Singapore Business Community

Frontier Login

Frontier ID

Password

Login Reset

Forgot Username/Password

Login via

SingPass CorpPass

Serving Singapore Business Community

**eAdvisor**

eAdvisor is an online self help tool to help you identify the licenses to startup and operate your business. It provides you information on license processes, pre-qualification requirements, evaluation and license processing criteria and areas to look out for when applying for a license.

Get Started >

**360 Portfolio**

Visit our next generation 360 portfolio regarding all your licenses needs. It provides you with a 360 degree perspective on your licenses. You can check licenses by different views from cases, location, license type, payment and inbox.

Login to Explore >

**Licences**

Apply for a New Licence  
Renew / Update the existing Licence  
Terminate the Existing Licence  
Amend Appeal for an Application

Login >

# FRONTIER: Key Benefits

## ➤ To businesses

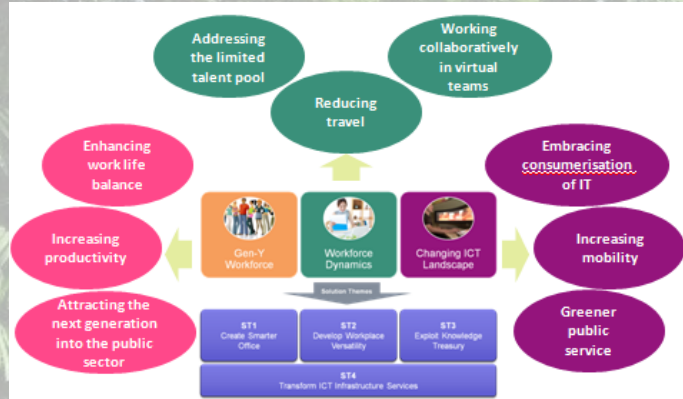
- Improved **transparency**
- Improved **discovery** of licenses
- Increased **convenience** and reduced waiting time

## ➤ To agencies

- Integrated **business intelligence**
- Improved **integration** across agencies
- Improved operational **efficiency** and greater **consistency** of decision

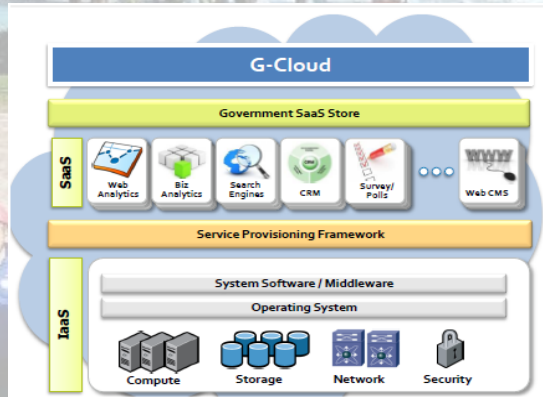


# One Integrated Whole-of-Government



## Workplace of the Future

Whole-of-Govt ICT Infrastructural and Workplace Services



## G-Cloud

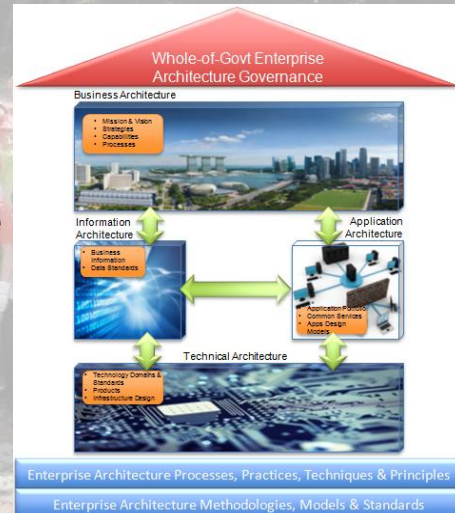
Standardisation and Sharing of Computing and Application Resources



Municipal Feedback Management Platform  
Citizens Send Feedback on Municipal Issues  
and Agencies Collaborate to Close the Loop

## Whole-of-Govt Enterprise Architecture (EA)

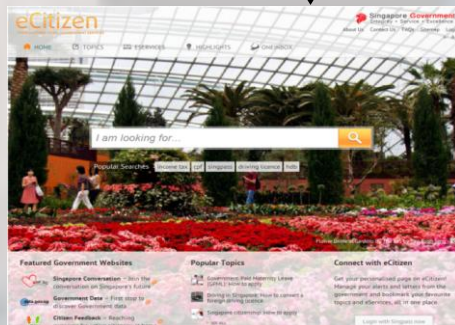
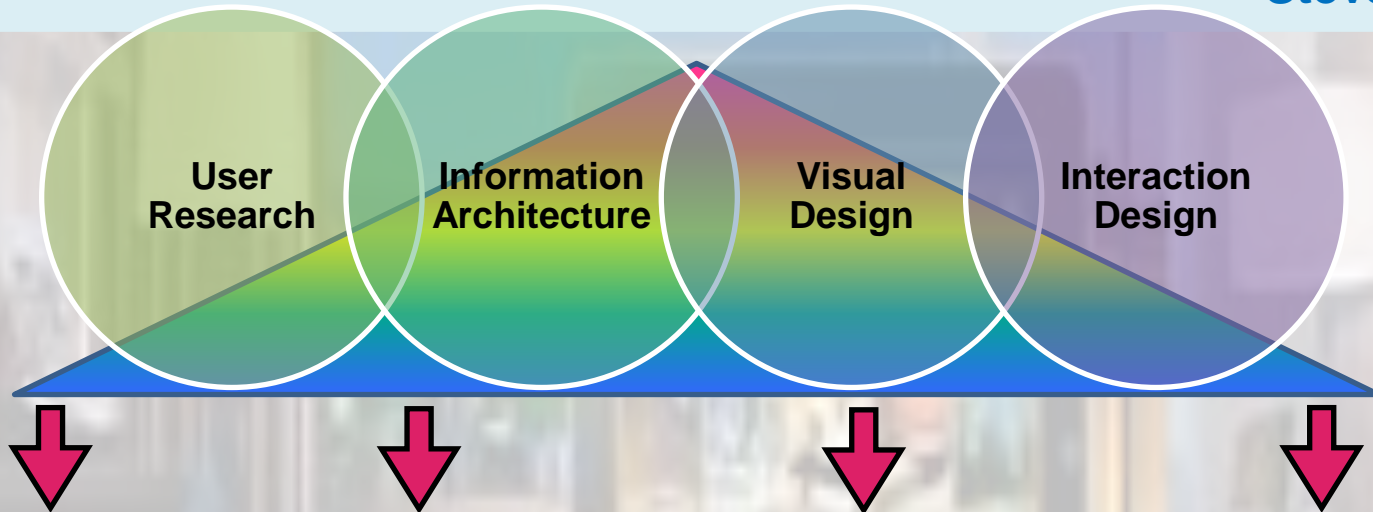
Optimal Use of Business and Infocomm Assets on Whole-of-Govt Level





# Citizen-Centricity and Experience

Design is not just what it looks like and feels like. Design is how it works.  
-Steve Jobs



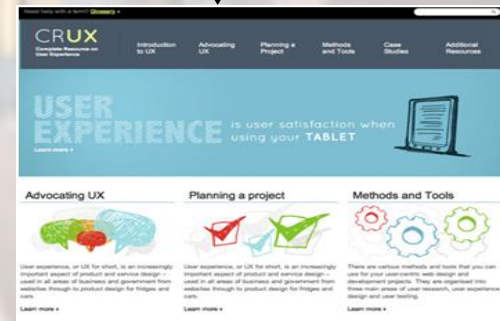
**eCitizen Portal**  
User Centric  
Approach



**Inland Revenue  
Authority of  
Singapore**  
Mobile-First Design

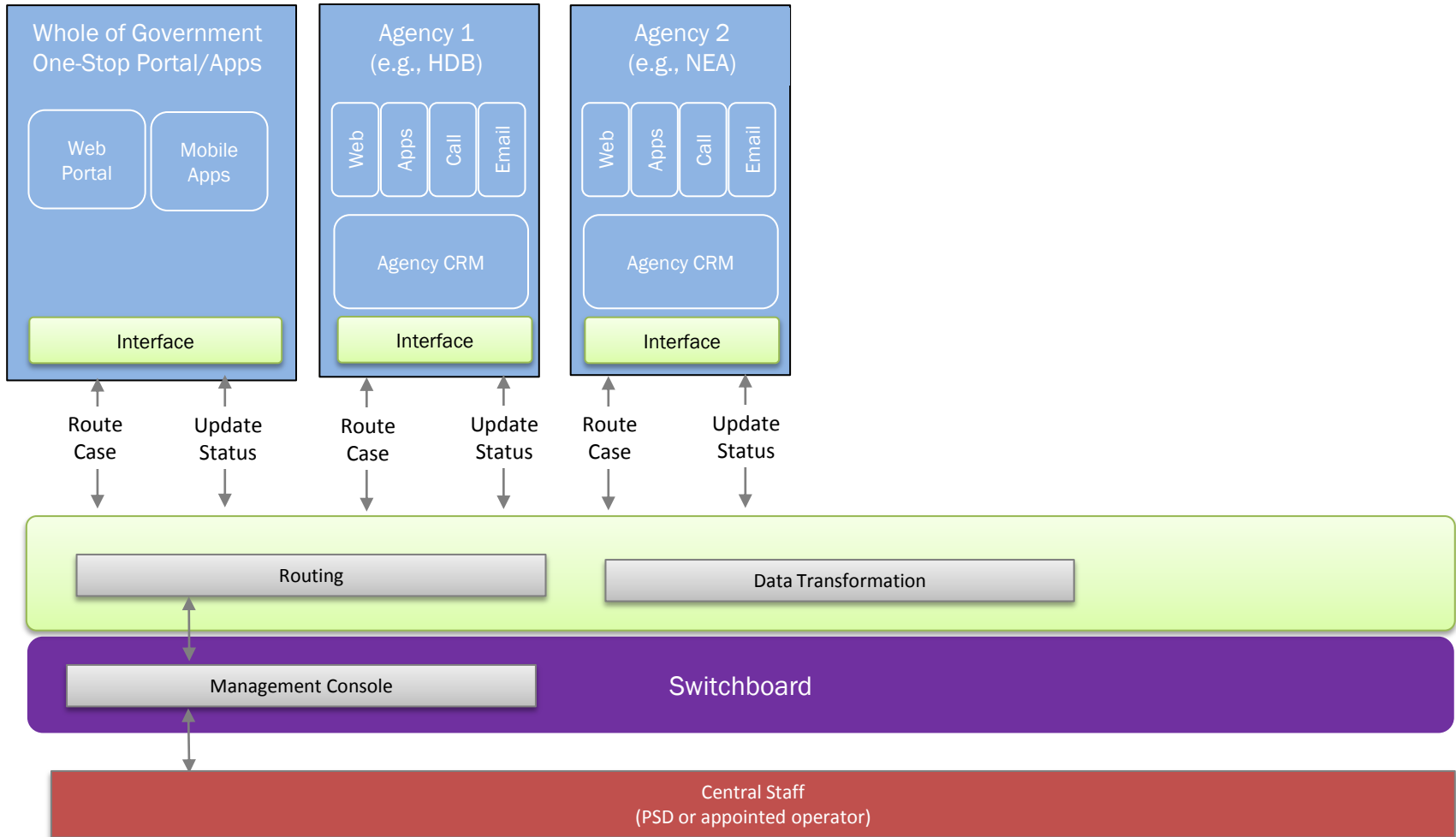


**iCollect**  
Sophisticated  
Kiosk



**Crux.sg**  
User Experience  
Design Resource  
Center

# Integration with Agencies



28 - 30 MAY 2013 | HELSINKI | FINLAND

# Leading the way in eGovernment development

CONFERENCE FOR GOVERNMENT CIOs AND KEY OFFICIALS

***Europe in the world:  
leading and staying ahead?***



MINISTRY OF FINANCE  
Finland

Jeremy Millard

*Danish Technological  
Institute*





# Global eGovernment development

## **Global focus has shifted:**

- from only infrastructure & information
- to include service delivery
- ...now also first signs of thinking about 'e-governance'
- ...and tackling global challenges

## **In developing and emerging economies:**

- laying foundations for 'good governance' as well as services
- digital divide, multi-channel, usage

## **In vanguard countries:**

- whole-of-government
- social media, open data, cloud
- tackling low usage

*Mahatma Gandhi*

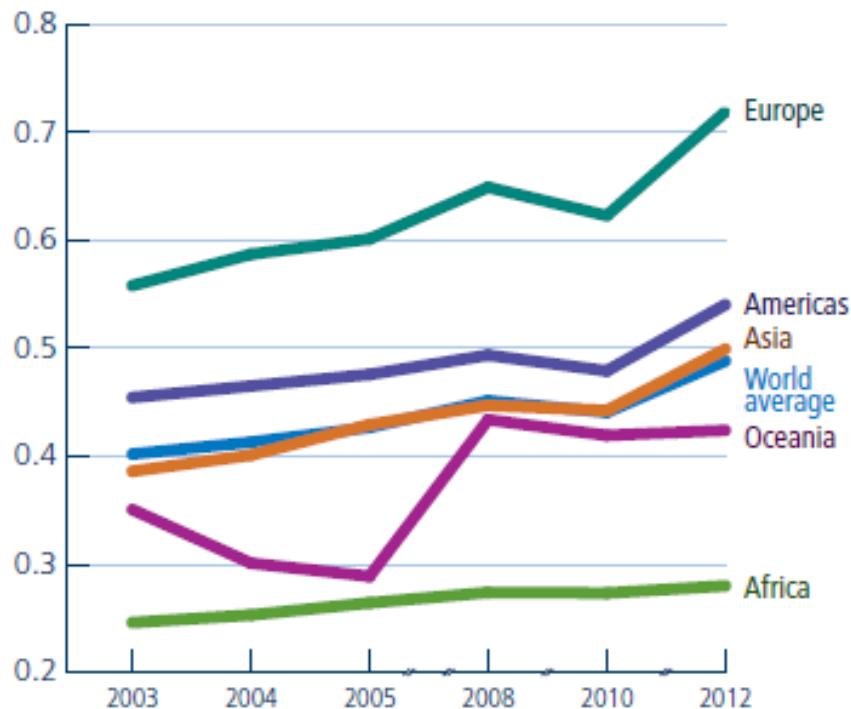


*"After attaining Swaraj (Self Governance)  
We need to have Suraj (Good Governance)"*

# UN e-government development index – international benchmarking, 193 countries

## *Regional comparisons*

Figure 1.5 Advances in regional e-government development in the last decade<sup>4</sup>



Source: UN "E-Government Survey 2012", page 13

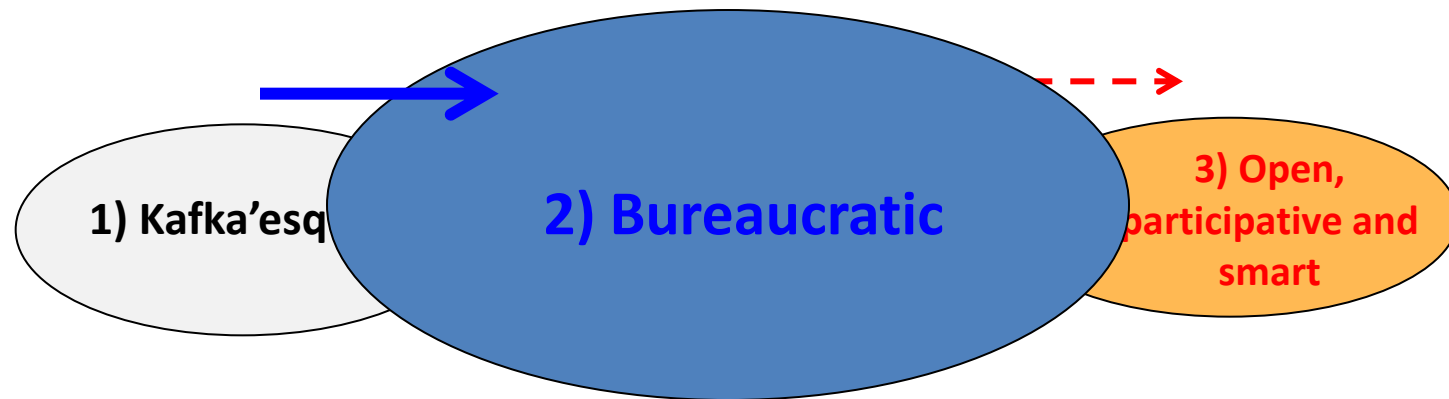
# Why is Europe (as a region) "leading" the world?

- Infrastructure, human capital, strong institutions
- Many vanguard countries, many leapfroggers
- Open Method of Coordination (OMC):
  - eGovernment framework > 10 years
  - Strong vision & leadership, Action Plans, benchmarking, awards, etc.
  - Large Scale Pilots (eID, eProcurement...)
  - European Interoperability Framework
  - cooperation + 'friendly' competition
- Strong public funded research & support
- Strong link to European policy: Single Market, efficiency and effectiveness
- Continued insistence on European values
  - social economy, values, ethics
  - inclusion, data protection, civil society



# But ..... threats to Europe's 'hegemony' ?

*Context: the three long ages of (European) government*



- |                |                     |                              |
|----------------|---------------------|------------------------------|
| • Arbitrary    | • Rules-based       | • Open & transparent         |
| • Random       | • Administrative    | • Responsive & participatory |
| • Disconnected | • Professional      | • Innovative                 |
| • Splintered   | • Top-down          | • Both bottom-up & top-down  |
| • Coercive     | • Gov-centric       | • User-centric & user-driven |
|                | • Fragmented        | • Personalised               |
|                | • Opaque, closed    | • Evidence-based             |
|                | • One-size-fits-all | • Smart                      |



# Europe at a turning point: threats?

- Europe hit 'hardest' by crisis
- Budget cuts and 'austerity'
- Loss of trust in the political system:
  - Differences across Europe more visible
  - European welfare under extreme strain
  - In turn impacts governance and eGovernment
- Trust is a double edged sword
- Poverty is (back) on the agenda
- 'Aftermath': Manuel Castells in Barcelona (2012)
- The big public sector challenge is the need both for:
  - transformation and a paradigm shift
  - continuity, stability and sustainability

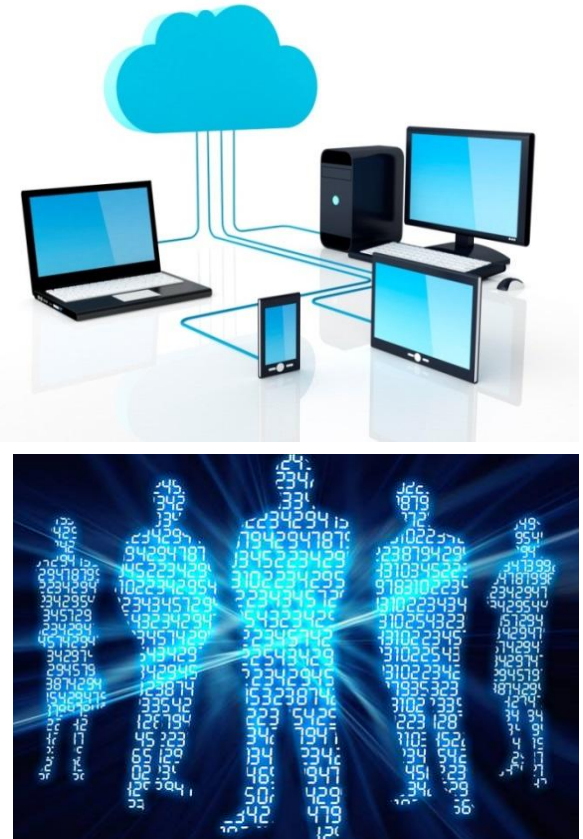


***"This crisis is too good to waste"***

Aide to President Obama,  
2008

# Europe at a turning point: opportunities?

- The bottle is (at least) half full: new agenda !
- Open government and open governance
- Government as a platform for public value creation, but still the *essential* player
- *Doing more with more...*(NOT less!)
- New service approaches
- Big infrastructures, big processes cyber security
- Open data and big data – also ‘soft data’
- Opening up participation
- Experimentation and bottom-up innovation
- Open and social innovation
- E.g. Community Awareness Platforms



***"A new vision for ICT-  
driven public sector  
innovation"***

EC's Public Service Unit,  
2013

# What Europe can learn from elsewhere and lessons for leaders

## Learning from others

- DON'T shun the market but DO insist on accountability and responsibility
- The local agenda; cities as the *sweet spot*
- Necessity is the mother of invention, e.g. mobile
- See the similarities
- Users don't do gratitude – but don't take them for granted



## Leadership lessons

- Learn to open-up both inside government and with other legitimate actors
- Stop wasting assets! Learn how to harness all of society's assets to build public value

***"Every European Digital"***

Neelie Kroes on the DAE, EC  
Vice President, 2010

# Briefing on the UN post-2015 development agenda

Leading the Way in eGovernment Development  
Conference for Government CIOs and Key Officials  
29 May 2013, Helsinki, Finland



# What is the UN development agenda?

Despite commitments to development, benefits of globalization unevenly shared

→ **MDGs 2000-2015**



**8** goals

**18** targets

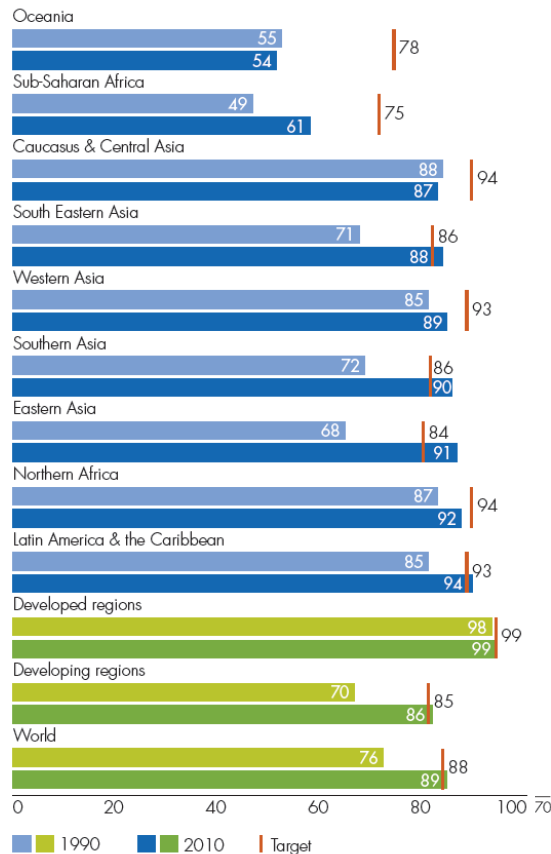
**48** indicators

# Much has been accomplished...



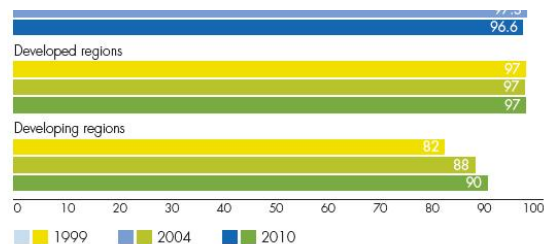
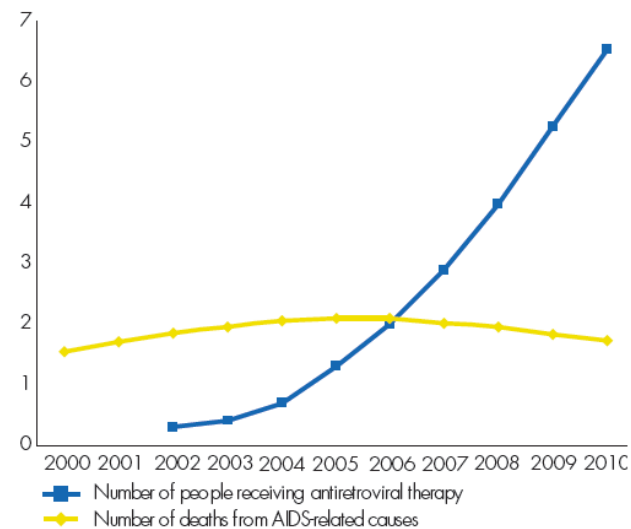
## Proven water

Proportion of population using an improved water source, 1990 and 2010 (Percentage)



## Disease prevention

Number of people receiving antiretroviral therapy (Millions), 2002-2010, and number of deaths due to AIDS-related causes (Millions), 2000-2010



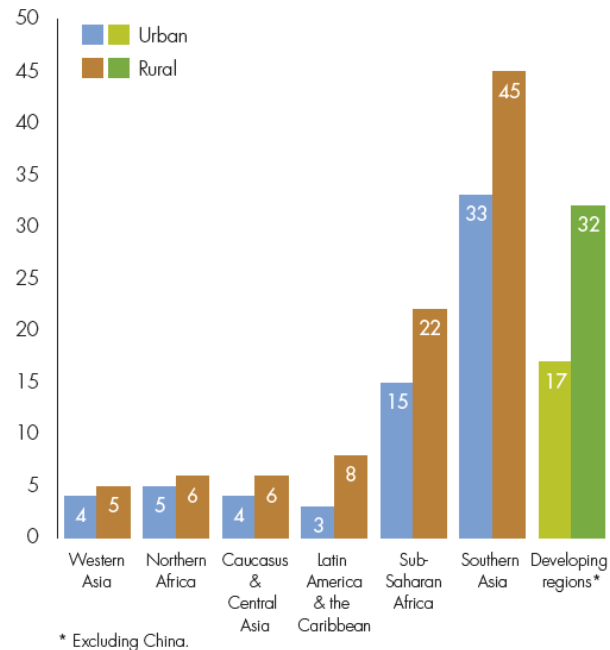
United Nations MDG Report 2012

# ...yet, much remains to be done



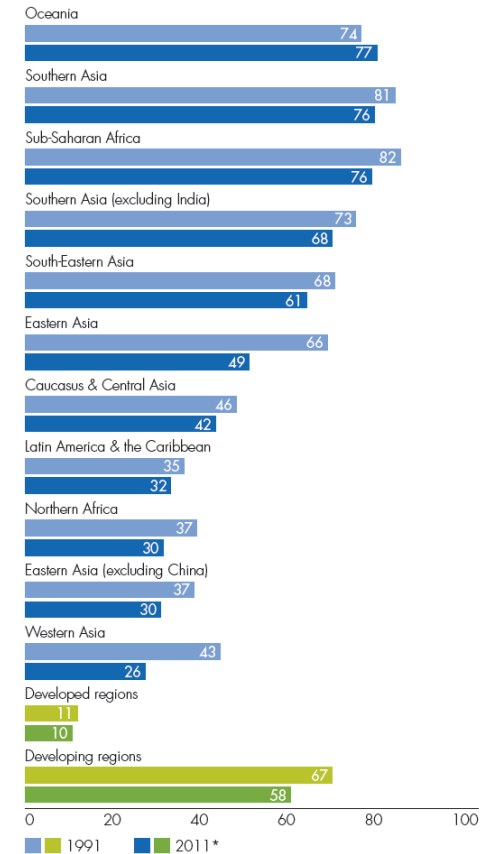
## Urban-rural disparities

Proportion of under-five children who are underweight, developing regions, urban and rural areas, 2006/2010 (Percentage)



## Vulnerable employment

Proportion of own-account and contributing family workers in total employment, 1991 and 2011 (Percentage)



# Today's global challenges

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Persistent inequalities within and across countries

Food and nutrition insecurity

A growing environmental footprint

Climate change

Conflict and violence

Governance deficits at all levels

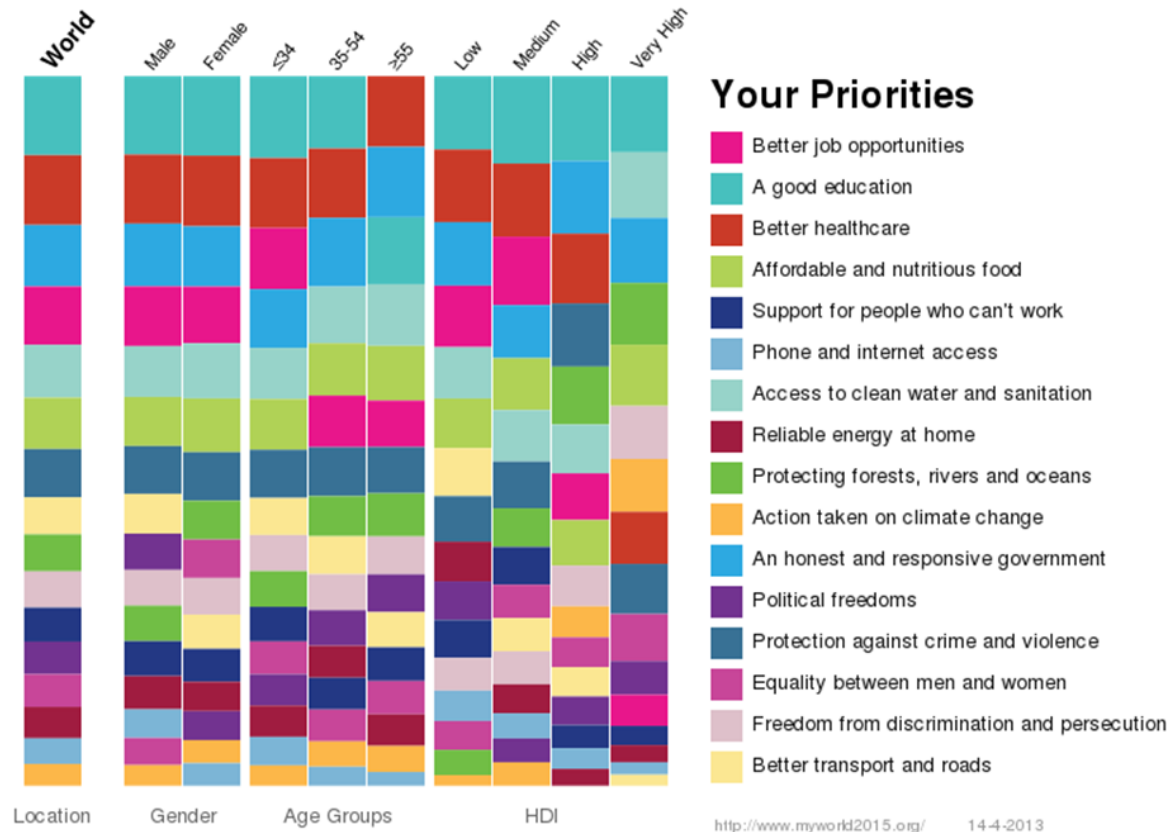
Shifting demographics (migration, urbanization, ageing)



# The future we want

## How the World Voted

Rankings of priorities (so far)



[www.worldwewant2015.org](http://www.worldwewant2015.org)

# Implications for e-government policy?

## Policy drivers

- Social **complexity** and dynamism
- Policy coherence and **integration**
- New models of **innovation**
- Enhanced **collaboration** focussed on problem-solving
- Access to public service on general terms of **equality**
- Honesty, **transparency, accountability**
- Opportunities for **participation** in public affairs
- Resource **efficiency** (not a goal but a reality)

# Thank you

Report of the Secretary-General's High Level Panel

31 May 2013

<http://www.post2015hlp.org/>

AGENCY FOR THE PUBLIC  
SERVICES REFORM



THE PORTUGUESE APPROACH

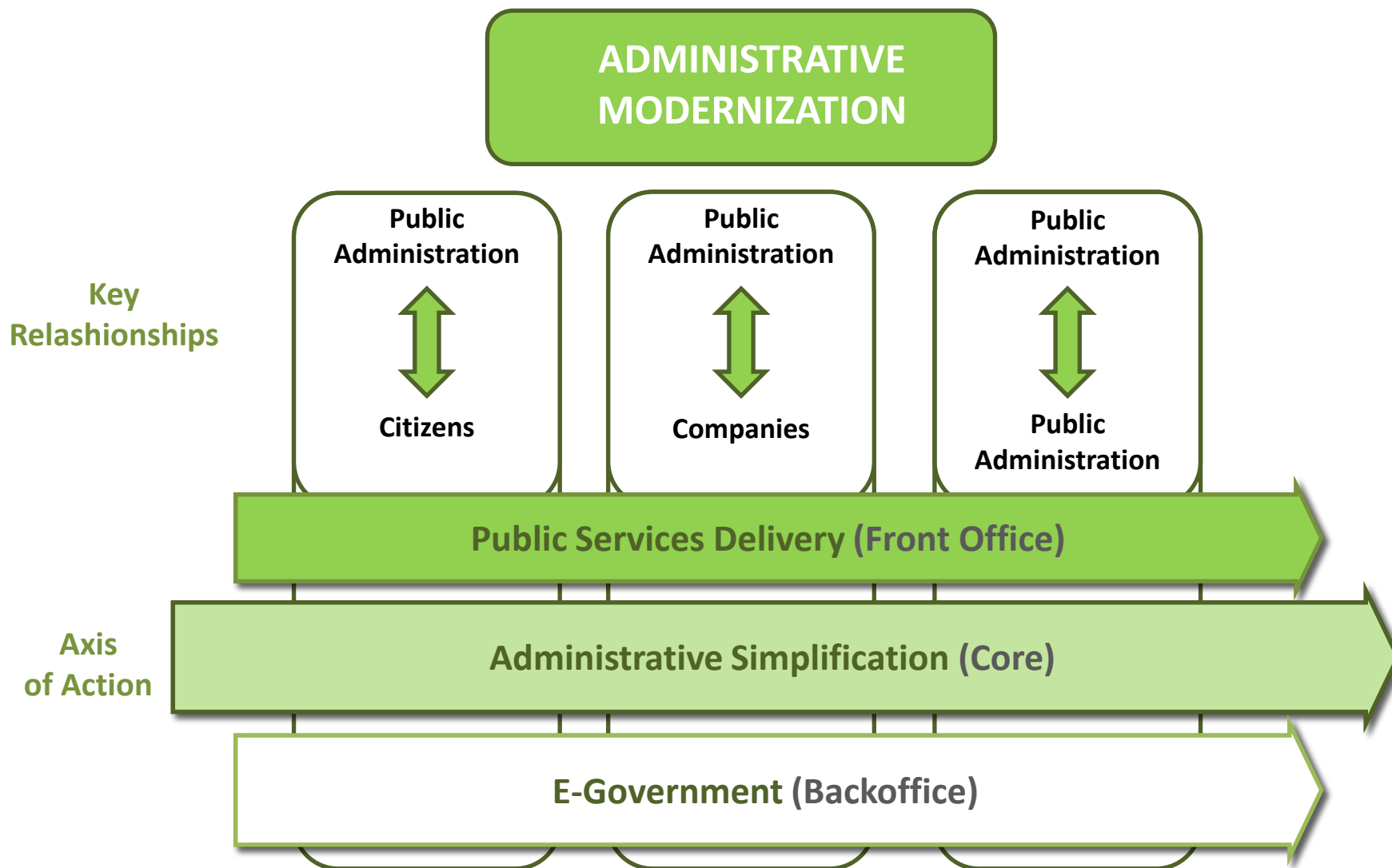


AGENCY FOR  
THE PUBLIC  
SERVICES REFORM  
PRESIDENCY OF THE COUNCIL OF MINISTERS

**JOÃO RICARDO VASCONCELOS**  
INNOVATION AND INTERNATIONAL RELATIONS







## 1. ONE STOP SHOPS

## 2. LIFE EVENTS

## 3. MULTICHANNEL



**Public Services Delivery (Front Office)**

**Administrative Simplification (Core)**

**E-Government (Backoffice)**



*REVISION PROCESS OF DIPLOMAS WITH  
IMPACT ON ADMINISTRATIVE MODERNIZATION*

Public Services Delivery (Front Office)

**Administrative Simplification (Core)**

E-Government (Backoffice)

# Global Action Plan

## CENTRALIZATION OF IT FUNCTION IN EACH MINISTRY

BINDING ICT PROJECTS AND  
EXPENDITURE

*ESTABLISH A REFERENCE INFORMATION  
SYSTEMS' ARCHITECTURE*

MANDATORY ELECTRONIC SERVICES ON SINGLE  
CONTACT POINTS

## RATIONALIZATION OF DATA CENTERS

*CREATE THE STATE'S SOFTWARE CATALOGUE*

MANDATORY USE OF INTEROPERABILITY  
SERVICES

## PROMOTE THE USE OF OPEN SOFTWARE

*IMPLEMENT AN OPEN ADMINISTRATION PROGRAM*

## CLOUD COMPUTING IN PUBLIC ADMINISTRATION

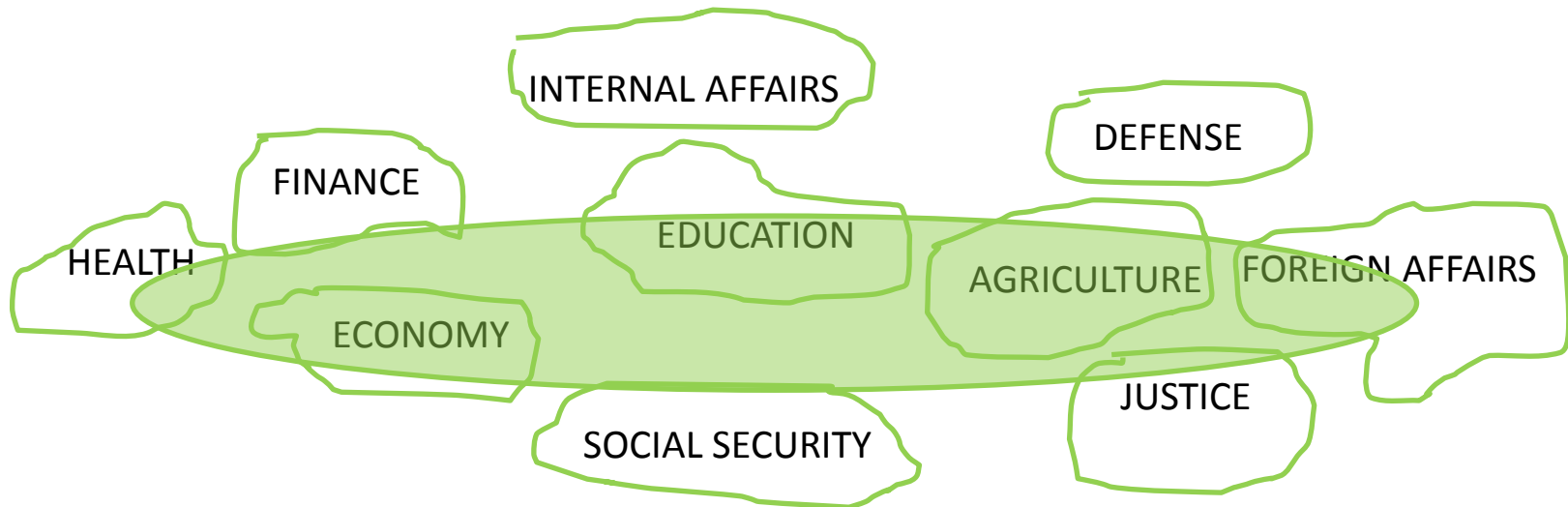
Public Services Delivery (Front Office)

Administrative Simplification (Core)

E-Government (Backoffice)



# Sandwich Effect



Public Services Delivery (Front Office)

Administrative Simplification (Core)

E-Government (Backoffice)

AGENCY FOR THE PUBLIC  
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THANK YOU!

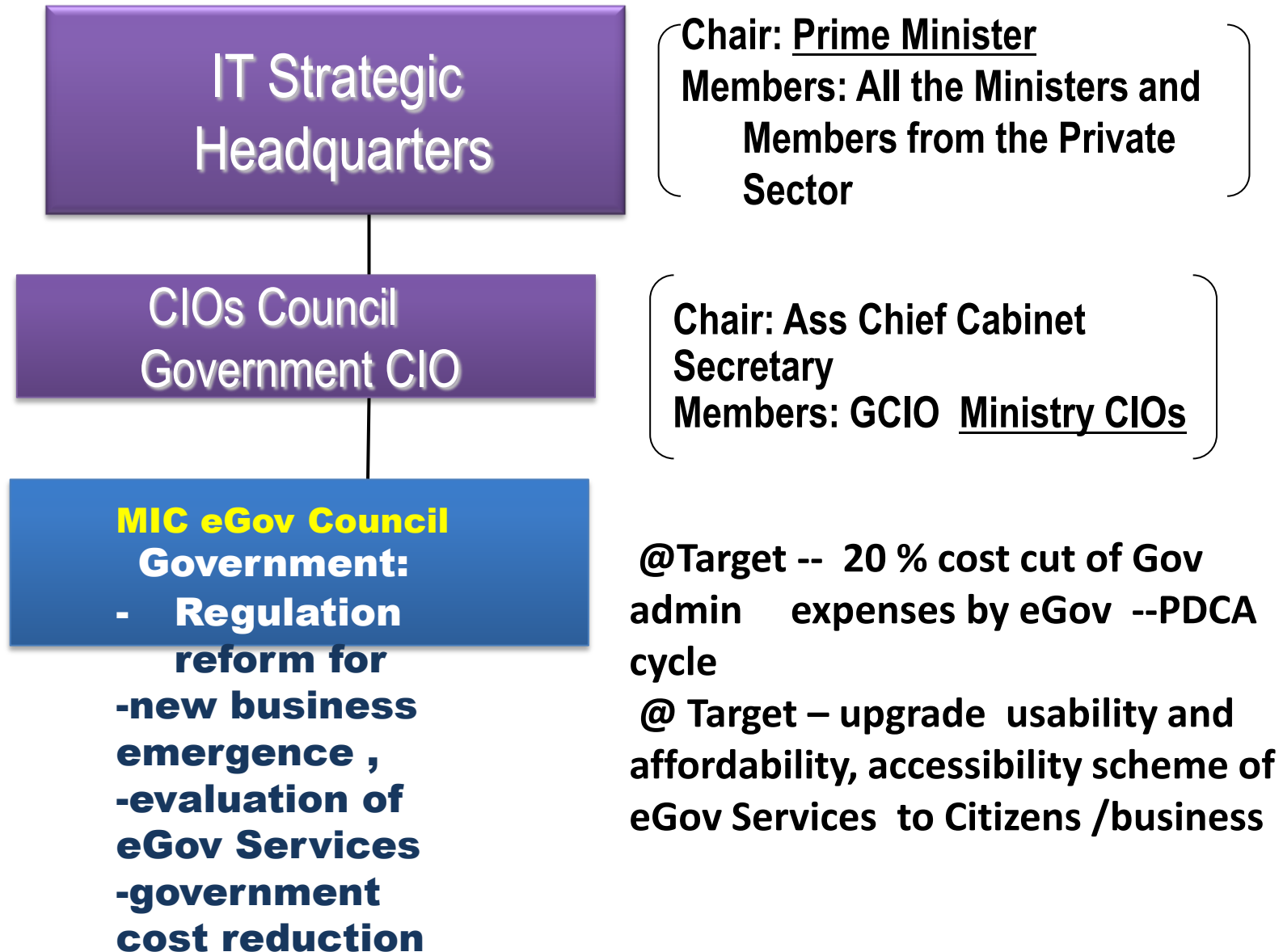
JOAO.VASCONCELOS@AMA.PT



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### The Organization for Promoting & Evaluating e-Government



# ICT leader CIO = Information/Innovation/Investment

CTO / CRO / CFO / CKO

## Core Competences for ICT Strategy



**Leadership / Communication / Global Standard / Knowledge  
Management**



# Abenomics Economic Growth Scenario—Japan ICT Strategy



the Governor of Bank of Japan explains 2% inflation target in 2 years, 2 times of money supply.

**Ends Deflation in one decade**

- Benefits of E-Government for competitiveness
- Promoting Efficiency, Cost reduction by Cloud, One stop service; Big Data, Digital Inclusion

**TPP, Japan-EU EPA  
RCEP(ASEAN+6)**

**Government Task Forces for Growth**

**- Drastic De-regulation  
- New ICT strategy**



Government makes big public Investment to social Infrastructure



Promote ICT Solutions for issues i.e. Energy, Aging, Environment

**ICT Deployment to Public and Social Infrastructure**

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