



Draft Final Report

Report on Design and Implementation of e-Government (CS-01)
Institutional Capacity Building on ICT Policies in Thailand

Presented by

Institute for Information Technology Innovation
Kasetsart University



for

Ministry of Information and Communication Technology
with the support from International Bank of Reconstruction and
Development (IBRD)

27 June 2013





Topics of the Presentation

Task Cluster 1: Interoperability

Task Cluster 2: Institutional Structures and Governance

Task Cluster 3: Innovation in Public Services

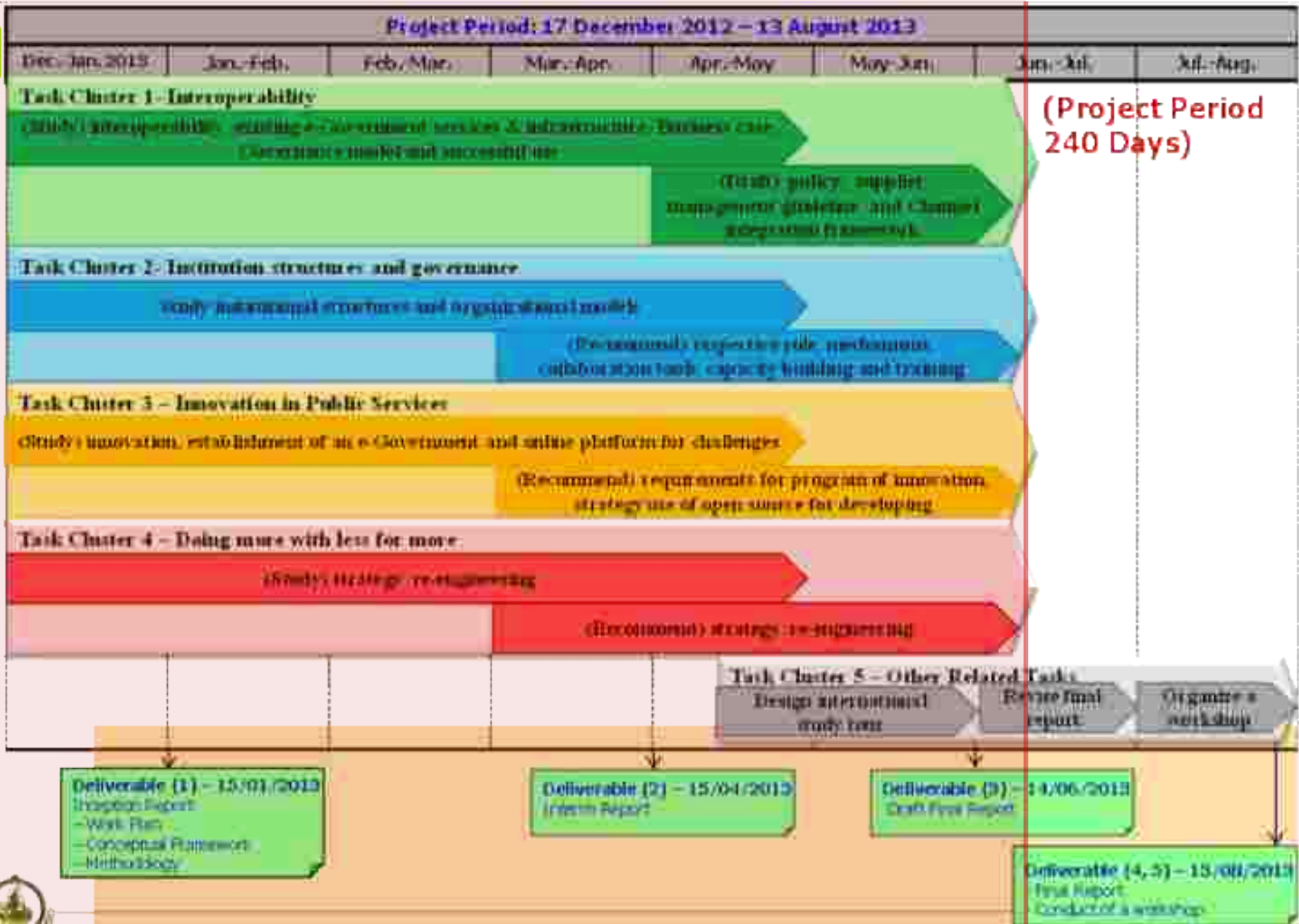
Task Cluster 4: Doing More with Less for More

Task Cluster 5: Other Related Tasks



The Project Work Plan

Today date: 27 June 2013



Next Schedule

- ▶ **Focus Group Meeting:** 30-40 participants from public & private sectors - **Tue. 16 July 2013 (MICT Meeting Room)**
- ▶ **Workshop to present the final project results:** 20 high-level Executives of MICT - **Wed.31 July 2013 (MICT Meeting Room)**
- ▶ **Workshop to present the final project results:** ?? participants from all Ministries - **Fri. 2 August 2013 (venue to be discussed)**
- ▶ **Final Report:** to be submitted within 13 August 2013





Outline of Draft Final Report

- ▶ **Section 1: Introduction** - summarizes the project tasks, activities and progress.
- ▶ **Section 2: Interoperability** – the analysis of e-services development and e-participation development in Thailand, draft of privacy and data sharing policy, draft supplier management guidelines and list of reference models and resources available internationally .
- ▶ **Section 3: Institutional Structures and Governance** - the role of stakeholder relevant for implementation of e-government programs, mechanisms for cross agency collaboration and collaboration with the private sector; collaboration tools/dashboards for management of e-government program; and capacity building and training.





Outline of Draft Final Report

- ▶ **Section 4: Innovation in Public Services** – the enabling structures for fostering innovation in public services; source of funding for innovation in public sector; approaches on sustaining the Innovation Labs; innovative online public services using crowd sourcing ideas; strategy on use of open source; and Open Government Data Initiative; and some recommendations.
- ▶ **Section 5: Doing More with Less for More** - the strategies and implementation concepts of radical/frugal re-engineering and radical cost reduction in the use of and investment in IT.
- ▶ **Section 6: Other Related Task** – the progress of tasks operation, which are 1) Design of international study visit on e-government; 2) Workshop arrangement; and 3) Recommendations on Thailand's direction for the development of e-government to align with related directions of the Roadmap for an ASEAN Community (2009-2015).





Task Cluster 1: Interoperability

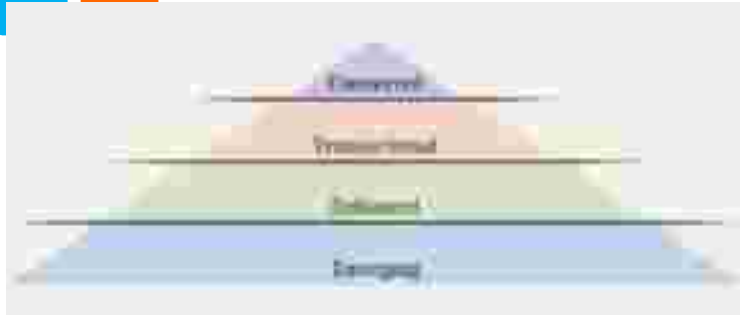


Interoperability

- ▶ Analysis and Recommendations for Advancing Thailand e-Government Services
- ▶ Recommendations for TH e-Gov interoperability development project
- ▶ E-Participation Analysis
- ▶ Draft Privacy and Data Sharing Policy
- ▶ Project Management Approach for Connected and Interoperable e-Government Development – A Basis for Supplier Management Guidelines
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Online Service Index



4 Stages of Online Services

Stage 1:
Emerging information services: Government websites provide information on public policy, governance, laws, regulations, relevant documentation and types of government services provided. They have links to ministries, departments and other branches of government. Citizens are mainly able to obtain information on what is new in the national government and ministries and can follow links to archived information.

Stage 2:
Enhanced information services: Government websites deliver enhanced one-way or simple two-way communication between government and citizens, such as downloadable forms for government services and applications. The sites have audio and video capabilities and are multi-lingual, among others.

Stage 3:
Transactional services: Government websites engage in two-way communication with their citizens, including reporting and monitoring government policies, programmes, regulations, etc. Some form of electronic authentication of the citizen's identity is required to successfully complete the exchange. Government websites process non-financial transactions, e.g. e-voting, downloading and uploading forms, filing taxes online or applying for certificates, licenses and permits. They also handle financial transactions, i.e. where money is transferred via a secure network to government.

Stage 4:
Personal services: Government websites have changed the way government communicates with their citizens. They are proactive in responding to citizens and applications from the citizens using Web 2.0 and offer many new tools, resources and e-solutions that enable departments and ministries to streamline internal information, data and knowledge as they found them government agencies through integrated applications. Governments have moved from a government-centric to a citizen-centric approach where e-services are designed to citizens through their needs, wants and demands to provide tailor-made services. Governments create an environment that requires the citizen to be more involved with government activities and to contribute to social development.



- Our Methodology -

Study of Existing E-Government Services in Thailand by KU-INOVA Consultant Team

- ▶ A survey of e-government services in Thailand is conducted during **the first quarter of 2013** by the KU-INOVA
- ▶ The consultant team applies the similar methodology used for the UN e-Government Survey 2012 (**4 stages of development, with similar characteristics for each stage, but slightly different scoring**)
- ▶ The survey explores the online services of 303 government units in all 20 ministries ranging from the ministries, departments, divisions downward to unit levels, including independent public agencies, state enterprises, and other concerned agencies – **about 1,000 websites**.
- ▶ However, it **excludes public agencies at the provincial and district areas**. This is to learn the position of Thailand at present in term of its development stage of e-government and online public services within the timeframe of the project.

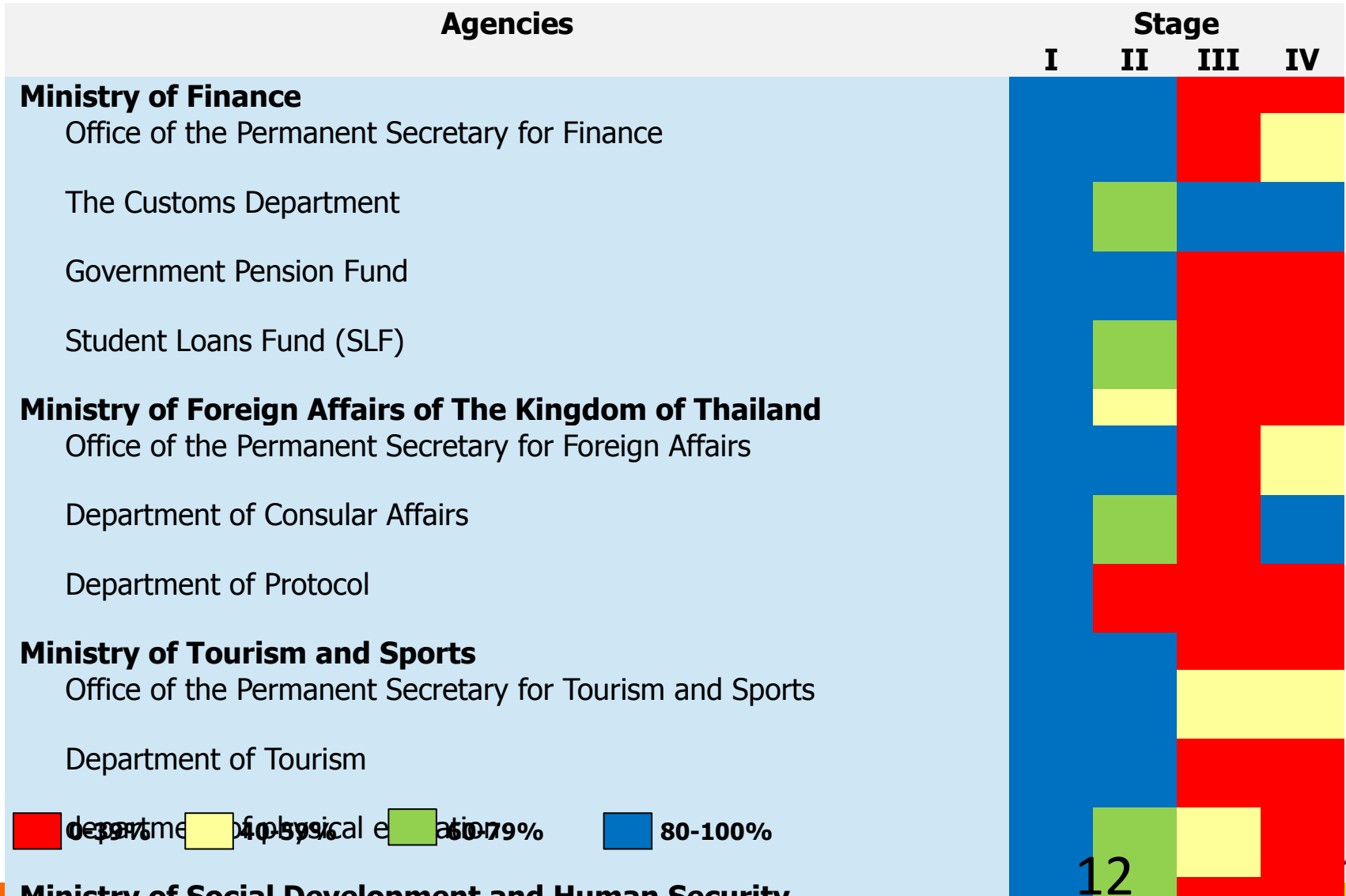


Status of Thailand's E-Gov Online Services

- ▶ **Stage 1** - Emerging Information Services (100%)
- ▶ **Stage 2** - Enhanced Information Services (82%)
- ▶ **Stage 3** - Transactional Services (33%)
- ▶ **Stage 4** - Connected Services (22%)



Status of E-Government Services in Thailand surveyed by KU-INOVA Consultant Team



■ 0-39%
 ■ 40-59%
 ■ 60-79%
 ■ 80-100%

Thailand's E-Gov Online Services

Recommendations

► Stage 1 - Emerging Information Services

- All government agencies must put the policy and adequate resources in place to continuously sustain their websites with updated and useful information and services to the citizen and business users.



Thailand's E-Gov Online Services

► Stage 2 – Enhanced Information Services:

Government agencies which haven't provided any one way or simple two-way e-communication (which is about 18%) should improve their services as following:

- **Downloadable forms:** The policy decision maker(s) of the agencies should provide resources and mandate their staffs to provide any application forms to be electronically downloadable, especially those forms that are needed by the citizens and business entities to interact with the agencies.
- **Audio and video:** Government agencies must provide audio and video information on their web sites for conveying the messages about their the organizations and their work, their service procedures and regulation, and knowledge or news about some specific areas.



Thailand's E-Gov Online Services

► Stage 2 – Enhanced Information Services: (con't)

- **Multi-lingual website:** All government agencies should continuously update the information on their websites, and must provide more than one language, i.e. Thai and English. English information and services should be provided online due to many reasons including **the ASEAN Economic Community (AEC) agreement 2015**.
- **Interaction with citizen :** **All government agencies should promote other communication channels** that seen as appropriate to organizational contexts, e.g. social media and online newsgroups as well as sending text messages through mobile phones and smart phone applications (so called M-Government, or Mobile Government online services).



Thailand's E-Gov Online Services

Stage 3 Transactional Services: The government agencies which haven't provided any electronic transaction and services online should provide their services with the citizens (if any) with electronic application submissions and transactions.

The followings are some examples of recommendations.

Agencies	Lack of Service
The Defense Industrial Department, Ministry of Defence	Transaction online for permission in order, import and manufacture arms.
National Office for Empowerment of Persons with Disabilities, Ministry of Social Development and Human Security	The application and submission online for Identification of the disabled.
The Community Development Department Ministry of Interior	The application and submission online in birth, death and migration.
Social Security Office, Ministry of Labour	Registration or renewal online for insured.
Criminal Court & Civil Court of Thailand	Request for arrest warrant & search warrant online

Examples of the agencies that should develop electronic form submission and e-transaction.

However, these online services require continuous support from the highest policy decision makers as possible, e.g. as the mandate by the Government Cabinet.

Thailand's E-Gov Online Services

Stage 4 Connected Services:

- ▶ Ministry of ICT should spearhead and collaborate with relevant agencies to develop **Connected e-Government services especially**
 - **One-stop online Services for Citizens (similar to Singapore eCitizen):** e.g. Ministry of Interior, Ministry of Education, Ministry of Culture, Ministry of Transport, etc.
 - **One-stop online Services for Business:** e.g. Ministry of Commerce, Social Security Office, The Revenue Department, The Excise Department, and The Customs Department
 - **One-stop online Services for Health:** e.g. Ministry of Public Health, Ministry of Social Development and Human Security.
 - **Connected e-Gov for Homeland Security:** e.g. Ministry of ICT, Internal Security Operations Command (ISOC), The Ministry of Transport (Department of Land Transport), Ministry of Defence, and The Royal Thai Police.
 - **Connected e-Gov for Justice Process:** e.g. The Royal Thai Police, DSI, Office of the Attorney General, Court, Department of Probation, Department of Juvenile Observation and Protection, and Department of Corrections.





Interoperability

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The Proposed Recommendations for Thailand e-Government Interoperability Development Projects

▶ e-Gov interoperability: two projects/scenarios.

➤ Connected e-Government for Homeland Security

- To develop a collaboration and information exchange platform to improve government operations for the homeland security, especially those related to the unrest in Pattani, Yala and Narathiwat (e.g. to prevent the problems of Ambush, Committed Arson, **Car bombs** etc.)

➤ Connected e-Government for Justice Process

- To develop a collaboration and information exchange platform to improve the justice operations, e.g. those processes and information flow related to notification to the policies, recordings of criminal cases, information gathering for primary investigation, consideration and the issues of prosecution orders by prosecutors, and court investigation.





Connected e-Gov for Homeland Security

- ▶ The Ministry of ICT should take a leading role with Internal Security Operations Command (ISOC) to lead the development of “Connected e-Government for Homeland Security”.

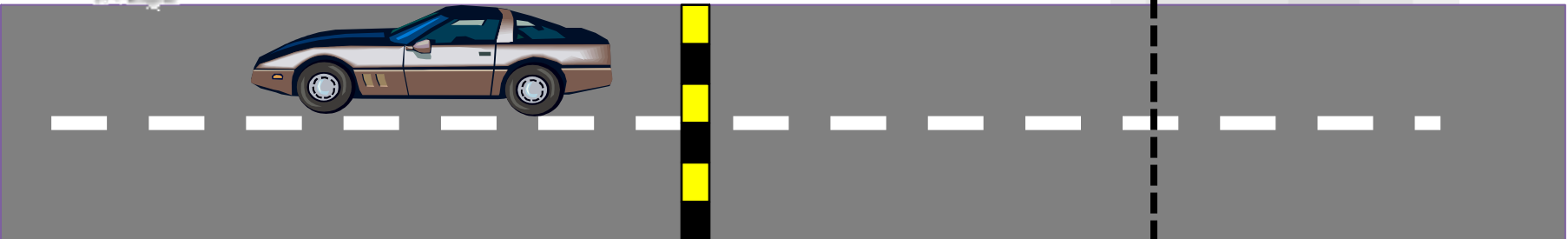
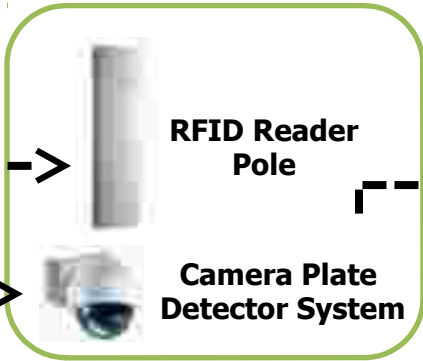
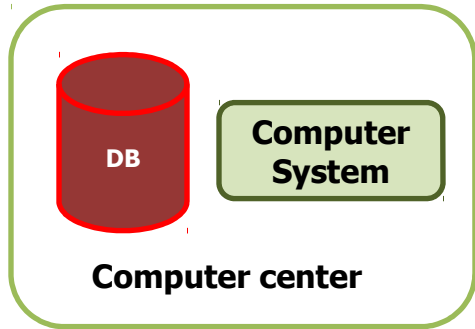
- ▶ The electronic information exchange and interoperability among different Government agencies and telecom operators can support safety and security in the three southern border provinces. Let us call this platform, "National Security Single Window (NSSW)" system.

- ▶ Integration and interoperability among different systems include, at least,
 - Optical Character Recognition (OCR) for recognizing vehicle licenses from images
 - Radio-Frequency Identification (RFID) tags for vehicle identification
 - Citizen card readers
 - Efficient and Intelligent Search Engine System
 - Information exchange among several relevant agencies



The preliminary detections or automatic database connectivity systems

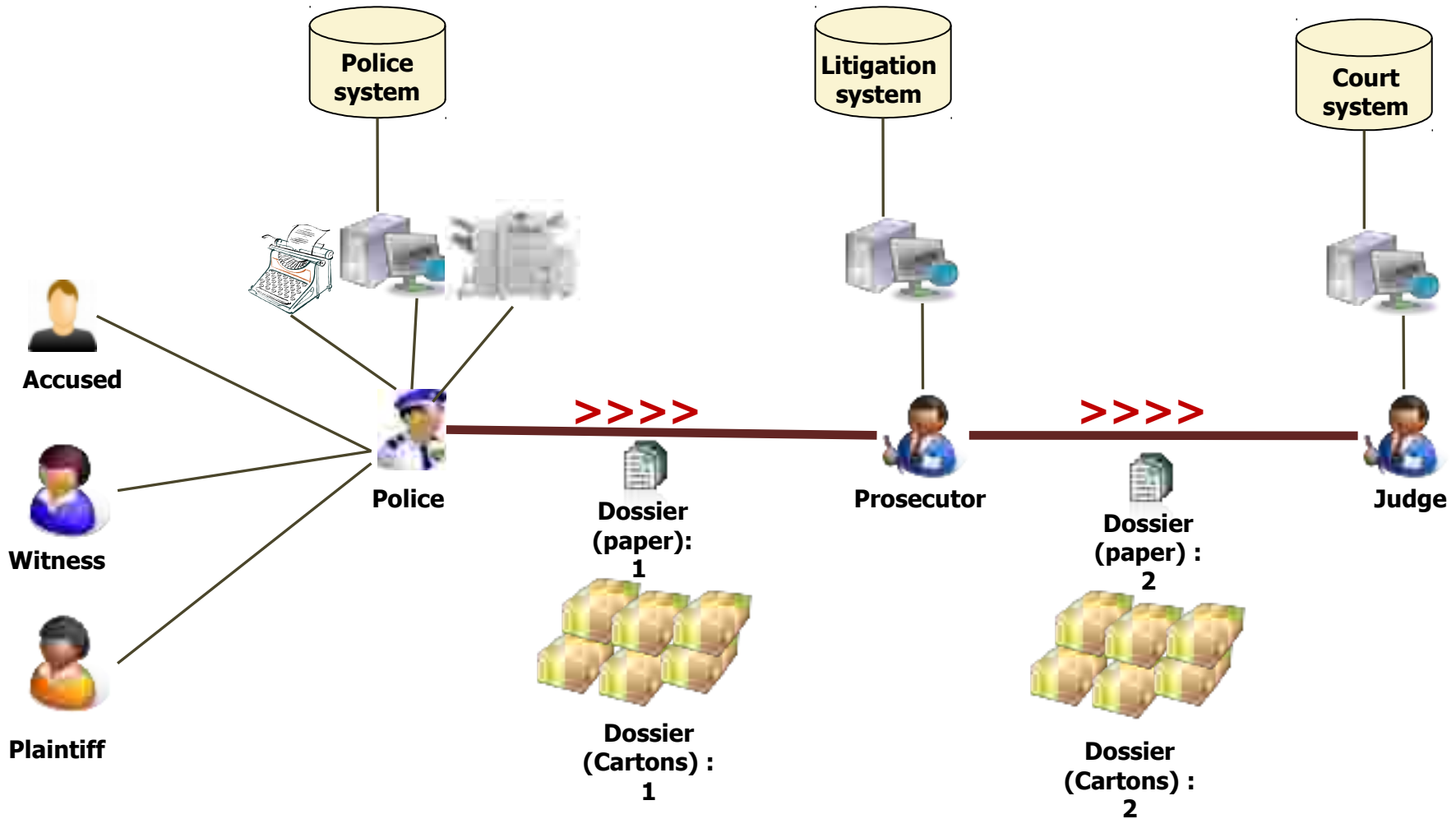
- History of criminal
- Registration
- Lost-cars database
- Vehicle registration
- Driver's licenses



Connected e-Government for Justice Process

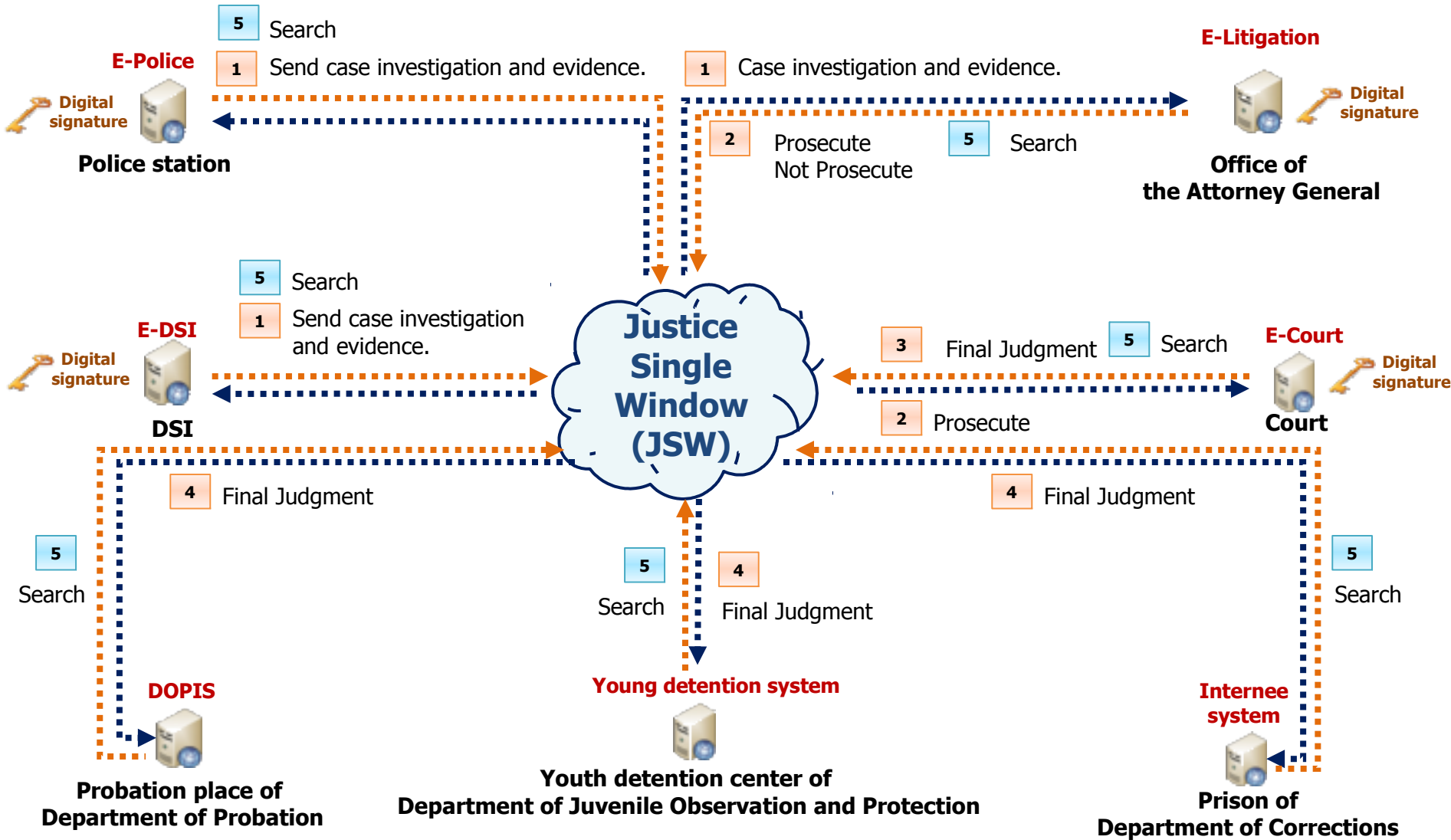
- ▶ A case scenario is presented here as the Connected e-Government for Justice involving **polices, prosecutors, courts, probation and prison-related agencies.**
- ▶ There are several potential benefits of this Justice Single Window (JSW) interoperability platform, for example:
 - **Electronic applications for detainers/summons** from the local police station to the public prosecutor in charge can be very useful. Since electronic information and digital signature can be obtained without any long-distance and physical visit, especially for the remote applications for subpoena even in the night time.
 - 📁 There is a **48-hours rule of primary investigation** in some certain cases. Therefore, the electronic JSW can support the police processes by reducing of time and cutting out physical travelling.
 - 📁 **The electronic information flow** between the policy station, Office of Attorney General, and the Court can streamline the justice processes.

Data Transfer between Justice Agencies (As-Is Justice Process Analysis)



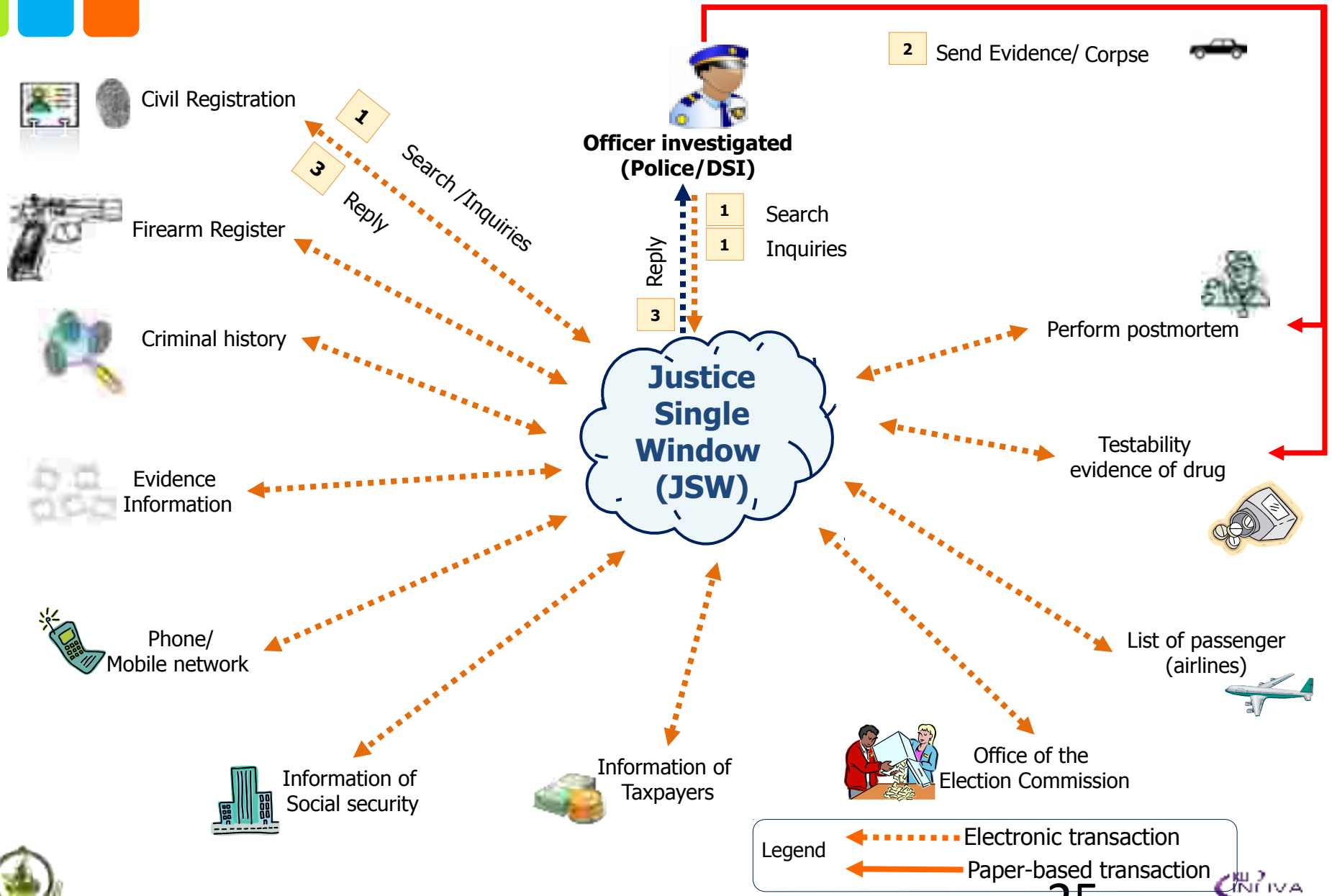
The figure illustrates some part of complexity of as-is processes and cooperation between justice agencies.

The Proposed To-Be Process for Justice



Legend
 ←····· Electronic transaction
 ← Paper-based transaction

Proposed Processes for Evidence Gathering





Justice Process (Connected e-Government for Justice)

- ▶ The Office of Justice Affairs has developed a Data Exchange Center (DXC) to support information and transaction exchange among different justice-related agencies . **The integration of DXC and JSW will lead to a high value and successful justice-supported system.**





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Citizen Inclusion and e-Participation

- ▶ The U.N. e-Government Survey 2012 assessed the performance of countries around the world in citizen inclusion and e-participation and ranked Thailand the 48th out of 193 countries (or 20th out of 32 rankings)
- ▶ E-participation is classified into 3 levels according to the UN e-Government Survey, which are:
 - e-Information
 - e-Consultation
 - e-Decision Making



e-Participation score in the U.N. Survey

Country	Rank	Index value	E-information	E-consultation	E-decisionmaking	total
Republic of Korea	1	1	75	78	100	81
Thailand	48	0.3158	0	30	17	26



Thailand's e-Participation

1. E-Information:

- The E-Government Promotion and Development Bureau, Ministry of ICT should engage actively and provide information with the U.N. e-Government Survey.

3. E-Consultation:

- All agencies should improve interactive tools e.g. Online Polls, Online Surveys or Feedback Forms & weblogs, Chat Rooms or Instant Messaging and social media (e.g. facebook).
 - These agencies should allocate sufficient resources on both people and budgets for implementation



Thailand's e-Participation

3. E-Decision Making:

- ▶ . The online voting/online election tool.
 - Office of The Election Commission of Thailand, Ministry of Information and Communication Technology should prepare the online election project for the Bangkok governor election for the next term.





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Draft Privacy and Data Sharing Policy

Thailand has drafted and enacted laws concerning personal data including

- ▶ **Official Information Act, B.E. 2540 (1997)**
- ▶ **Personal Data Protection Bill, and**
- ▶ **Data Protection Policy and Practice Statement B.E. 2553 (2010)** - declared by the Electronic Transactions Commission





Recommendations

Draft Privacy and Data Sharing Policy

All government agencies must establish and maintain personal data protection policy and procedures, and provide adequate resources to comply with that policy and procedures.





Suggested Topics and Key contents of Personal Data Protection Policy

The Policy must contain at least:

- ▶ Scope
- ▶ Objectives
- ▶ Prohibition of personal data disclosure
- ▶ Proper personal data security measures
- ▶ Declaration of personal data policy and procedures to the public
- ▶ Covenant that the government agency shall not refuse to provide proper explanation when requested.
- ▶ Covenant that the government agency shall undertake the above measures



Suggested Topics and Key contents of Personal Data Protection Procedures (1/2)

- ▶ Principles of the procedures consist of:
 - Name of the government agency
 - Detail of the compulsion and scope of the personal data protection
- ▶ Collecting, Categorizing and Using of personal data.
- ▶ Government agency that involves with data interoperability must declare names of involved agencies as well as categories of the information in use
- ▶ Clear intention of merging data (merging information with other agencies)





Suggested Topics and Key contents of Personal Data Protection Procedures (2/2)

- ▶ Identify persons who are allowed to access and use the collected information in their personal data protection policy or operational manuals.
- ▶ Provide options for information owners whether they will allow the usage of their personal data outside the previous agreed conditions or not.
- ▶ Identify and declare procedures of updating personal data.
- ▶ Identify and establish any necessary security measures.
- ▶ Provide appropriate communication channels.



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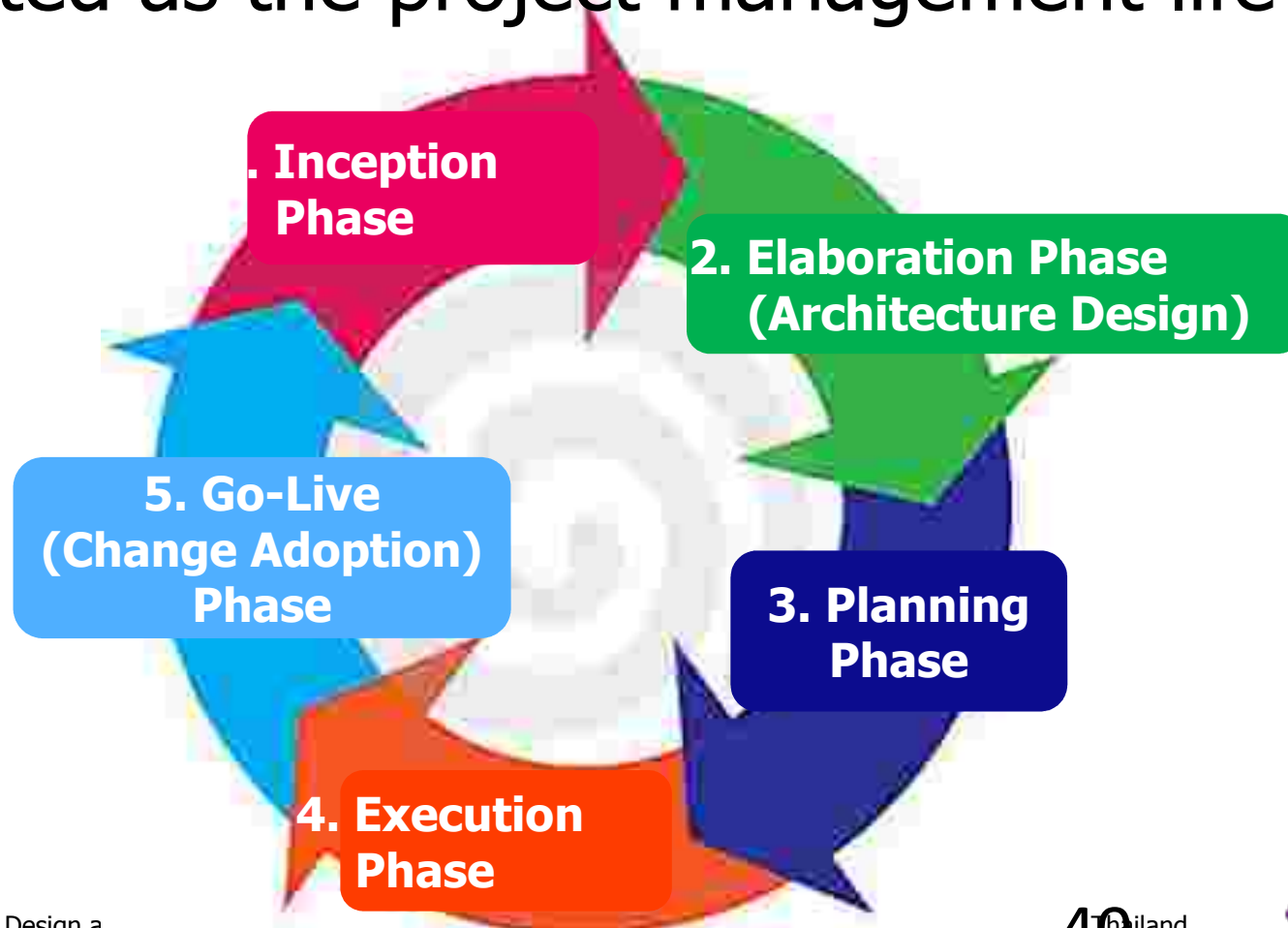
Project Management Approach for Connected and Interoperable e-Government Development – A Basis for Supplier Management Guidelines

- ▶ **All Government agencies with any large scale e-Government Project (e.g. more than 10 million baths) especially** Connected e-Government must conduct the “architecture design” project before the “implementation” project
- ▶ They should follow the **5-phases** project management approach.
- ▶ During those e-Government project management, **the 10 Critical Success Components** must be addressed during each of these 5 project management phases.



Project Management Phases

Recommend that **5 phases** should be conducted as the project management life cycle.



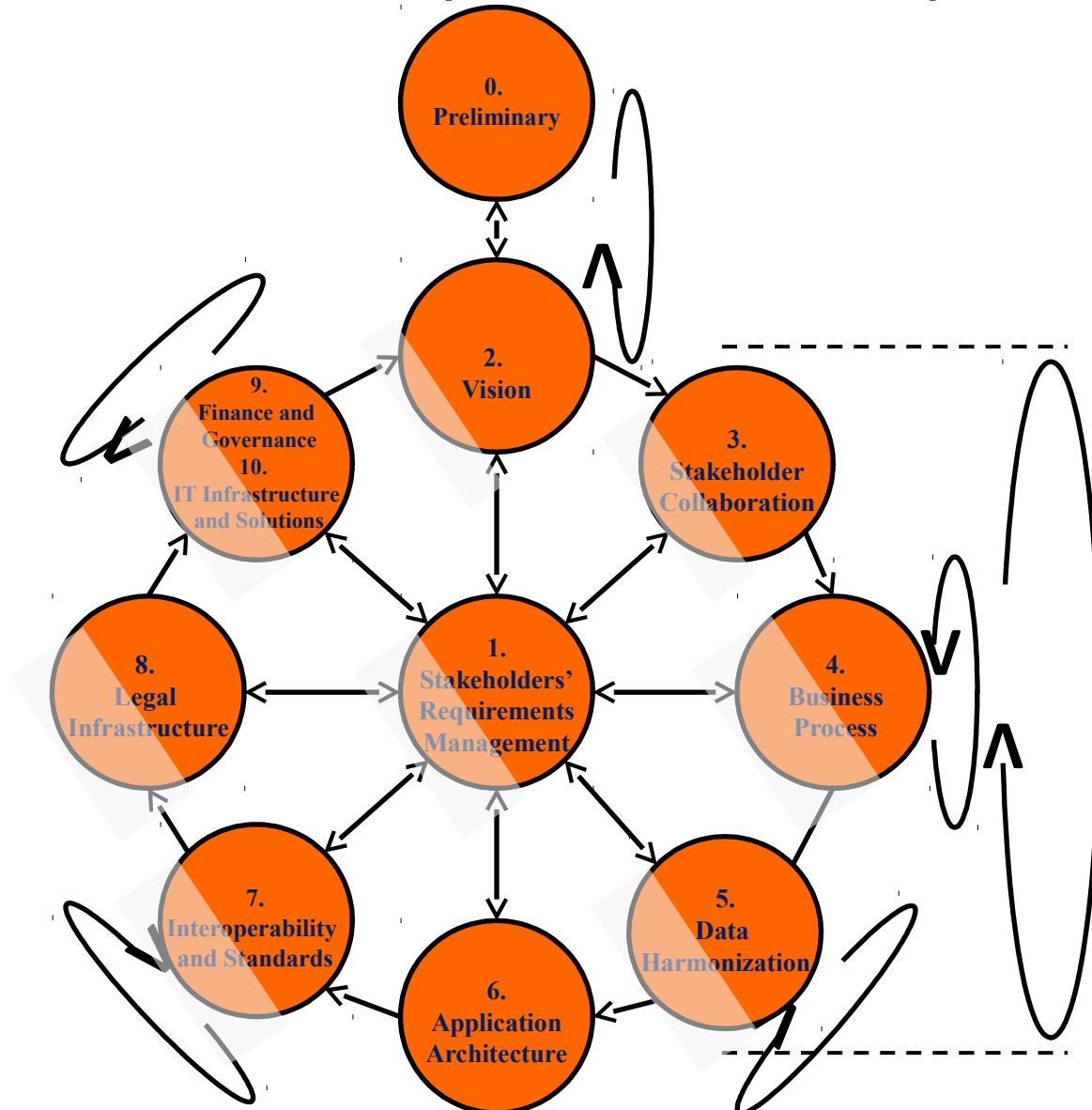


10 Critical Success Components for Connected e-Government Projects

- ▶1. Stakeholders' Requirements Management
- ▶2. Vision articulation
- ▶3. Stakeholder Collaboration
- ▶4. Business Process Analysis and Simplification
- ▶5. Data Harmonization and Document Simplification
- ▶6. Application Architecture
- ▶7. Technical Interoperability and Standards
- ▶8. Legal Infrastructure
- ▶9. Finance and Governance
- ▶10. IT Infrastructure and Solutions

10 Critical Success Components

should be analyzed in iterative styles





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Channel Integration Framework

A framework to guide the strategy for providing proper media channels to the right sectors of citizens and business users

Source: Multi-Channel Management: Recent Developments in PES and E-Government, Analytical paper, Dr Willem Peterson & Zachary Johnson July, 2011

Report on Design and Implementation of e-Government : Institutional Capacity Building on ICT Policies in Thailand



Channel Integration Framework

- ▶ The **approach adopted** in the framework to use **electronic transaction** services based on:
 - **Personal Characteristics:** e.g. Farmers, Students, Employees, Citizens
 - **Service Characteristics:** e.g. Market prices, Scholarships, Welfares, ID card
 - **Channel Characteristics:** e.g. Counter services, Websites, Kiosks, Mobiles
 - **Organizational Characteristics :** e.g. Cooperative, Office of The Basic Education Commission, Social Security Office, Department of Provincial Administration
- ▶ Key Factors for Channel Integration:
 - Government Agency Databases of citizen's historical services use
 - Interoperability of Database



Recommendations for Improvement of Government Service Channels (1/2)

- ▶ Government agencies should **collect statistics** related to **online usages and services** for further analysis and improvement.
- ▶ MICT and relevant agencies should **invest and establish** more telecommunication infrastructure and ICT access points to bridge the digital divide gap, e.g. Community ICT Centers in the rural areas.
- ▶ MICT should expand the nation-wide network infrastructure and **Free Wi-Fi** access points.



Recommendations for Improvement of Government Service Channels (2/2)

- ▶ MICT develops and publishes **security user guidelines to the citizens.**
- ▶ Government agencies should **improve websites** with the options for **presenting** some of their important information suitable **for smart phones.**
- ▶ MICT and all relevant government agencies should mandate and provide resource support for **creating more electronic transaction services** accessible **through smart phones.**





Task Cluster 2: Institutional Structures and Governance

Deliverables

- ▶ Respective roles of ministers, permanent secretaries, departmental directors and CIOs for implementation of e-government programs
- ▶ Mechanisms for cross agency collaboration and collaboration with the private sector
- ▶ Collaboration tools/dashboards for better management of e-government program
- ▶ Capacity building and training



Respective Roles of Ministers, Permanent Secretaries, Departmental Directors and CIOs for Implementation of E-Government Programs

Methodology

- ▶ Study the roles and responsibilities of Ministers, Deputy Ministers/Permanent Secretaries/Senior Managers, Departmental Directors/Program Managers, and Government CIOs in implementing ICT-related and e-government-related programs in other countries and also in Thailand



Respective Roles of Ministers, Permanent Secretaries, Departmental Directors and CIOs for Implementation of E-Government Programs

Findings

- ▶ There is **not any specific roles and responsibilities** of those government official positions for implementing e-government programs **having been particularly and clearly defined**.
- ▶ The roles for e-government implementation are mostly **adapted and extended based on the existing regular portfolio and duties of each position but needing to take into account the e-government nature and characteristics** (e.g. interconnection, integration, innovation, coordination & collaboration, for work assignment).



Respective Roles of Ministers, Permanent Secretaries, Departmental Directors and CIOs for Implementation of E-Government Programs

Recommendations

- ▶ The roles are necessarily defined based on...
 - the e-government characteristics and scope of work (which are mainly interconnection, integration, innovation, coordination & collaboration) in complement with regular portfolio and roles of each position.
 - For effective use, these defined roles shall be applied properly to suit specific mandates of each ministry and department, as well as their e-government priorities, objectives and requirements.





Respective Roles of Ministers, Permanent Secretaries, Departmental Directors and CIOs for Implementation of E-Government Programs

▶ **Ministers**

- Direct and approve e-government policies and strategies of their ministries
- Direct and approve e-government priorities, objectives, and requirements of their ministries
- Promote the significance of e-government and innovations for social and economic development of the country



Respective Roles of Ministers, Permanent Secretaries, Departmental Directors and CIOs for Implementation of E-Government Programs

► Permanent Secretaries

- Manage to ensure the achievement of e-government policies and strategies for efficiency of e-government services delivery and administration
- Drive the e-government agenda across their ministries
- Approve e-government implementation plans of their ministries
- Drive and oversee e-governance
- Provide high-level advice on innovation in e-government services



Respective Roles of Ministers, Permanent Secretaries, Departmental Directors and CIOs for Implementation of E-Government Programs

► Departmental Director Generals (1/2)

- Direct the development of e-government implementation plans for effectiveness and efficiency of e-government services delivery and administration
- Strategically manage and evaluate e-government implementation to ensure its alignment with organizational goals and priorities
- Create aligned and uniform institutional mechanisms for supervision
- Strategically oversee e-government security policy, standards, and contingency plans for critical national infrastructures



Respective Roles of Ministers, Permanent Secretaries, Departmental Directors and CIOs for Implementation of E-Government Programs

▶ **Departmental Director Generals (2/2)**

- Strategically monitor major e-government projects and give advice on major investment decisions
- Mandate the roles and responsibilities of ministerial staff with respect to e-government
- Establish effective coordination and collaboration among ministerial staff both within and across ministries
- Assign adequate resources on capacity building and training for effective e-government implementation



Respective Roles of Ministers, Permanent Secretaries, Departmental Directors and CIOs for Implementation of E-Government Programs

► CIOs (1/2)

- Involve in e-government policy and strategy formulation
- Provide advice and assistance on e-government management
- Promote effective and efficient design and operation of all major e-government processes for ministries
- Oversee and support interagency partnerships and innovation in implementing e-government
- Involve and direct the activities of the CIO Council



Respective Roles of Ministers, Permanent Secretaries, Departmental Directors and CIOs for Implementation of E-Government Programs

► CIOs (2/2)

- Provide consultancy and direction on ICT innovation for online services development
- Approve the ICT investments
- Identify opportunities for joint and government-wide ICT projects with other agencies
- Promote and institutionalize enterprise architecture capability within their ministries
- Oversee specific IT reform initiatives and activities



Respective Roles of Ministers, Permanent Secretaries, Departmental Directors and CIOs for Implementation of E-Government Programs

► Operational Directors (1/2)

- Provide advice and guidance for effective implementation of e-government (based on specific mandates of specific departments)
- Facilitate implementation of all e-government aspects
- Address issues of e-government integration/ interoperability with other levels of management
- Manage to deliver citizen-centric online services
- Identify and communicate key trends, opportunities, threats and risks of e-government

Respective Roles of Ministers, Permanent Secretaries, Departmental Directors and CIOs for Implementation of E-Government Programs

► Operational Directors (2/2)

- Manage top-level relationship with strategic suppliers to their ministries
- Participate actively in the planning, coordination, collaboration, and implementation of e-government, including the use of new technologies
- Promote best practices of e-government across departments
- Establish collaborative relationships (both internal and external relationships)



Respective Roles of Ministers, Permanent Secretaries, Departmental Directors and CIOs for Implementation of E-Government Programs

► **ICT-related Directors (1/2)**

- Manage necessary information and communication technology and infrastructures significant to the success of e-government systems and implementation
- Lead and monitor implementation of ICT/e-government standards, including common standards for interconnectivity and interoperability, categorization of government electronic information, and computer system efficiency and security
- Leverage enterprise architecture as the enabler of continual transformation



Respective Roles of Ministers, Permanent Secretaries, Departmental Directors and CIOs for Implementation of E-Government Programs

► **ICT-related Directors (2/2)**

- Lead IT reform initiatives and activities relating to:
 - budget planning and investment control for IT
 - development of enterprise architectures
 - information security
 - privacy
 - access to, dissemination and preservation of government information
 - accessibility of ICT for persons with disabilities
- Establish collaborative relationships (both internal and external relationships)



Deliverables

- ▶ Respective roles of ministers, permanent secretaries, departmental directors and CIOs for implementation of e-government programs
- ▶ Mechanisms for cross-agency collaboration and collaboration with the private sector
- ▶ Collaboration tools/dashboards for better management of e-government program
- ▶ Capacity building and training





Mechanisms for Cross-Agency Collaboration and Collaboration with the Private Sector

Methodology

- ▶ Studied the Mechanisms for Cross-Agency Collaboration of the U.S.A.
- ▶ Studied the Mechanisms for Cross-Agency Collaboration and Collaboration with the Private Sector in Thailand
 - “Harnessing Interagency Collaboration in Interorganizational Systems Development: Lessons Learnt from an e-Government Project for Trade and Transport Facilitation”



Mechanisms for Cross-Agency Collaboration and Collaboration with the Private Sector

Recommendations

- ▶ Government agencies use the following **framework** to establish a linkage team as a platform for interagency collaboration:
 1. (Stakeholders) Perceiving **needs & climate** for interagency partnership
 2. Identifying **stakeholders** for the linkage team
 3. Forming the **cross-agency team**
 4. Establishing **a collaborative relationship** to be enhanced by
 - i. regular contact through purposeful meetings
 - ii. frequent communications through phones and e-mails
 - iii. A client-centered focus
 5. Designating **leadership** that helps develop & maintain a shared vision & to be accountable for an initiative



Mechanisms for Cross Agency Collaboration and Collaboration with the Private Sector

Recommendations

- ▶ Government agencies use these selected mechanisms to facilitate cross-agency collaboration and with the private sector:
 - **Establish Collaboration Structures within the Ministries** (permanent or temporary groups e.g. task forces, commissions, committees, working groups)
 - **Formulate National Collaboration Strategies and Initiatives** (as a broad framework for addressing issues in a national scope)
 - **Designate Leadership** (to be accountable for an interagency initiative requiring efforts of different agencies)
 - **Create Special Interagency Office** (with responsibility to cover a policy area that crosses a number of separate agencies)
 - **Sign Interagency Agreements/MoU** (for cross-agency collaboration)
 - **Use Collaboration Technologies/Tools** (e.g. shared databases and web portals to facilitate collaboration)

Mechanisms for Cross Agency Collaboration and Collaboration with the Private Sector

Recommendations

- ▶ Government agencies undertake these **key practices** to enhance and sustain cross-agency collaboration
 - Define and articulate **a common outcome**
 - Establish mutually **reinforcing or joint strategies**
 - Identify and address **needs** by leveraging resources
 - Agree on **roles and responsibilities**
 - Establish **compatible policies, procedures, and other means** to operate across agency boundaries
 - Develop **mechanisms to monitor, evaluate, and report** on the results
 - Reinforce **agency accountability** for collaborative efforts
 - Reinforce **individual accountability** for collaborative efforts

Example: The U.S. President's **SAVE Award** to Increase Collaboration among Government Employees by requesting ideas from employees on how to make government more efficient and effective



<p>Working Smarter, Faster, Flawless</p> <p>Working Smarter, Faster, Flawless</p> <p>Working Smarter, Faster, Flawless</p>	<p>Maximize Employee Working Hours</p> <p>Maximize Employee Working Hours</p> <p>Maximize Employee Working Hours</p>
<p>Use Digital Transmissions</p> <p>Use Digital Transmissions</p> <p>Use Digital Transmissions</p>	<p>Use Outgoing Information, Information Center</p> <p>Use Outgoing Information, Information Center</p> <p>Use Outgoing Information, Information Center</p>

Example: Wikified Army Field Guide to Increase Collaboration among Government Employees by inviting military professionals to participate in writing army tactics, techniques, and procedures on all aspects of military life collaboratively.



The screenshot shows the homepage of the Wikified Army Field Guide. The header is dark blue with the title 'Wikified Army Field Guide' in white. Below the header is a search bar and a navigation menu. The main content area features a video player with a play button and a title 'The Wikified Army Field Guide'. Below the video player is a list of articles or sections, each with a title and a brief description. The page is designed to be user-friendly and informative, with a clear focus on military tactics and procedures.



Example: "One Stop Shop" for Federal Government Recalls to Increase Collaboration Across Six Government Agencies with vastly different jurisdictions to provide consumers with up-to-date product safety information



Example: **Community Health Data** to Increase Collaboration

with the **Private Sector** by inviting people across the U.S. to develop novel software applications that transform raw Health and Human Services data into powerful knowledge

The screenshot displays the HealthData.gov website. At the top, the 'HealthData.gov' logo is visible. Below the header, there is a large banner image showing three people in a professional setting. To the right of the banner, there are two featured application cards, each with a profile picture and a brief description. Below the banner, the page is organized into three main columns: 'Search Data', 'Recent Content', and 'Recent Blog Entries'. The 'Search Data' column contains input fields for 'Keywords', 'File Agency', and 'Agency Size', along with a search button. The 'Recent Content' column lists several data items with their respective agency names. The 'Recent Blog Entries' column features a list of blog posts with titles and dates. At the bottom of the page, there is a horizontal navigation bar with five categories: 'Electronic', 'E-Program', 'E-Technology', 'E-Resources', and 'E-Physical Systems'. Each category has a corresponding icon and a brief description. The footer of the page includes the 'HealthData.gov' logo and a small text block.



Mechanisms for Cross-Agency Collaboration and Collaboration with Private Sector

Recommendations

- ▶ Government agencies follow these **4-step interagency collaboration process** when implementing e-government projects

Interagency Collaboration Process

Step 1: Perceive needs for interagency partnership

Step 2: Identify stakeholders

Issues in Interagency Collaboration

The ideal needs are those that combine factors of human needs, public sentiment, legislative priorities, and institutional readiness.

Stakeholders include those impacted and affected by the system, and those who will win or lose from existence of the system.



Interagency Collaboration Process

Step 3: Form the interagency team

Step 4: Establish a collaborative relationship

Issues in Interagency Collaboration

The most productive team requires the integration at five levels

- Strategic integration
- Tactical integration
- Operational integration
- Interpersonal integration
- Cultural integration

Factors that contribute to collaboration:

- Regular purposeful meetings; frequent mediated communications; client-centered focus; and leadership that promotes shared vision
- Interagency collaboration capacity, i.e. formal agreements; resources; administrative services; accountability associated with each task; individuals' expectations of others; and their availability and competency for delegated tasks

Mechanisms for Cross-Agency Collaboration and Collaboration with Private Sector

Recommendations

- ▶ Government agencies take into account the following **critical factors** to ensure the effectiveness of the interagency collaborative platform:
 - **Collective needs** for the common good
 - **Official mandate and legitimacy**
 - Formal and informal aspects of **communication**
 - **Expert/Consultant** as one of the collaboration driving forces
 - The role of **standards and communication-enabled technology** in collaboration
 - Stakeholder **collaborative platform** establishment

Deliverables

- ▶ Respective roles of ministers, permanent secretaries, departmental directors and CIOs for implementation of e-government programs
- ▶ Mechanisms for cross agency collaboration and collaboration with the private sector
- ▶ Collaboration tools/dashboards for better management of e-government program
- ▶ Capacity building and training





Collaboration Tools/Dashboards for Better Management of E-Government Program

Methodology

- ▶ Studied the use of dashboards in the U.S. Government
- ▶ Studied the National Collaboration Framework of the Australian Government



Collaboration Tools/Dashboards for Better Management of E-Government Program

Findings

- ▶ A dashboard - an effective and efficient electronic instrument for evaluation and improvement of the performance of e-government applications.
- ▶ Dashboards provide an instant view of organization's performance metrics on selected dimensions.
- ▶ 3 types of dashboards as per their use:
 - Operational dashboards for monitoring performance
 - Tactical dashboards for analytical purposes
 - Strategic dashboards for tracking progress toward goal
- ▶ Dashboards are used to both monitor internal organizational performance and management and make available performance information to the public for transparency and accountability.

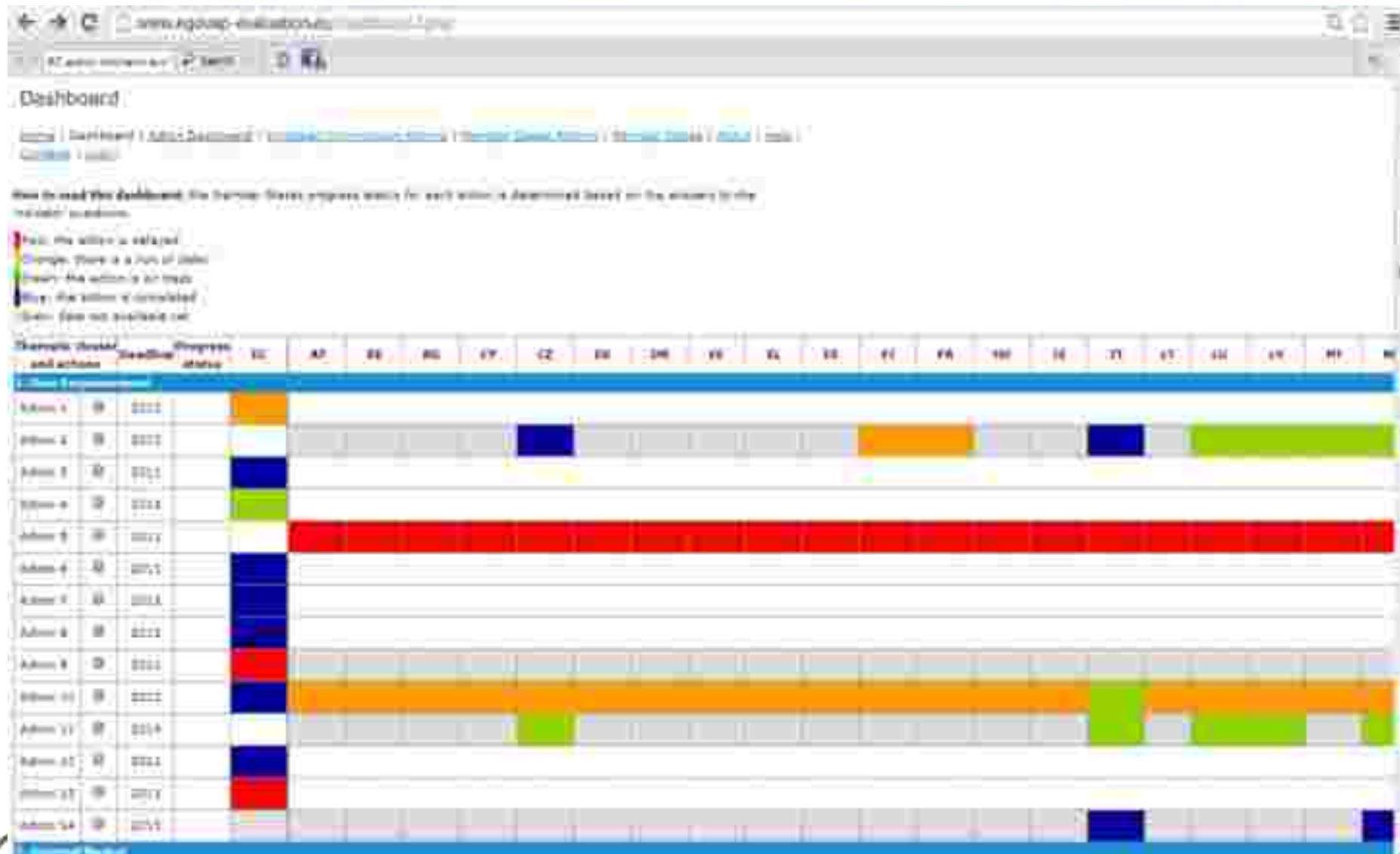
Collaboration Tools/Dashboards for Better Management of E-Government Program

Findings

- ▶ Two key elements for effective use of dashboards
 - **Dashboard design** - for easy grasp of actionable data & information
 - **Dashboard performance measures** - to reflect organization's strategic goals
 - **Key Results Indicators (KRIs)** - how an organization has performed on a specific perspective or a critical success factor.
 - **Results Indicators** - what an organization has done.
 - **Performance Indicators** - what an organization does.
 - **Key Performance Indicators (KPIs)** - aspects of performance that are most critical for the current and future success of the organization.
- ▶ However, there are **other tools** to be used for management of the e-government program.



Example: Dashboard for Mid-Term Evaluation of the e-Government Action Plan of European Commission



Example: Dashboard for Report of Progress in Implementing the Digital Government Strategy (U.S.)

www.usdashboard.gov

View: All Projects | Completed | 7 Rows

ID	Description	Due Date	RTM	Strategic	100%	90%	80%	70%	60%	50%	40%	30%	20%	10%	0%
2.3	Engage with customers & agency employees to identify ways to improve service delivery and reduce costs (e.g., self-service, mobile, and web 2.0 tools)	August 31, 2011	Y	Y	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
6.1	Engage with customers to identify ways to improve service delivery and reduce costs (e.g., self-service, mobile, and web 2.0 tools)	August 31, 2011	Y	Y	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
4.1	Engage with customers to identify ways to improve service delivery and reduce costs (e.g., self-service, mobile, and web 2.0 tools)	December 31, 2011	Y	Y	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
6.2	Engage with customers to identify ways to improve service delivery and reduce costs (e.g., self-service, mobile, and web 2.0 tools)	December 31, 2011	Y	Y	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
3.2	Engage with customers to identify ways to improve service delivery and reduce costs (e.g., self-service, mobile, and web 2.0 tools)	January 31, 2012	Y	Y	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
1.2	Engage with customers to identify ways to improve service delivery and reduce costs (e.g., self-service, mobile, and web 2.0 tools)	July 31, 2011	Y	Y	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
2.3	Engage with customers to identify ways to improve service delivery and reduce costs (e.g., self-service, mobile, and web 2.0 tools)	July 31, 2011	Y	Y	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
5.2	Engage with customers to identify ways to improve service delivery and reduce costs (e.g., self-service, mobile, and web 2.0 tools)	July 31, 2011	Y	Y	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
4.2	Engage with customers to identify ways to improve service delivery and reduce costs (e.g., self-service, mobile, and web 2.0 tools)	July 31, 2011	Y	Y	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
1.4	Engage with customers to identify ways to improve service delivery and reduce costs (e.g., self-service, mobile, and web 2.0 tools)	July 31, 2011	Y	Y	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Collaboration Tools/Dashboards for Better Management of E-Government Program

Findings

- ▶ National Collaboration Framework (NCF)
 - agreement-making mechanism for collaborative service delivery within and across jurisdictions typically using a memorandum of understanding
 - a tiered approach for management of the e-government program
 - implemented by all levels of Government (Local, State and Federal)



Collaboration Tools/Dashboards for Better Management of E-Government Program

Tier One	In principle commitment to collaborate	Statements of Principles to Collaborate: Explicitly recognize and capture the principles and values that guide collaborative service delivery across jurisdictions
Tier Two	Business commitment to collaborate	Statements of Intent: Agree in advance the business basis to collaborate across multiple initiatives
Tier Three	Collaborative Head Agreement	Collaborative Head Agreement: Agree in advance those elements of a cross agency agreement that can be reapplied to multiple collaborative initiatives
Tier Four	Commitment to collaborate on specific projects	Project/Initiative Specific Agreements: Agree those elements that are specific to a particular project/initiative
Tier Five	Commitment to collaborative tools, standards and procedures	User Guide: Includes checklists specific to collaborative service delivery

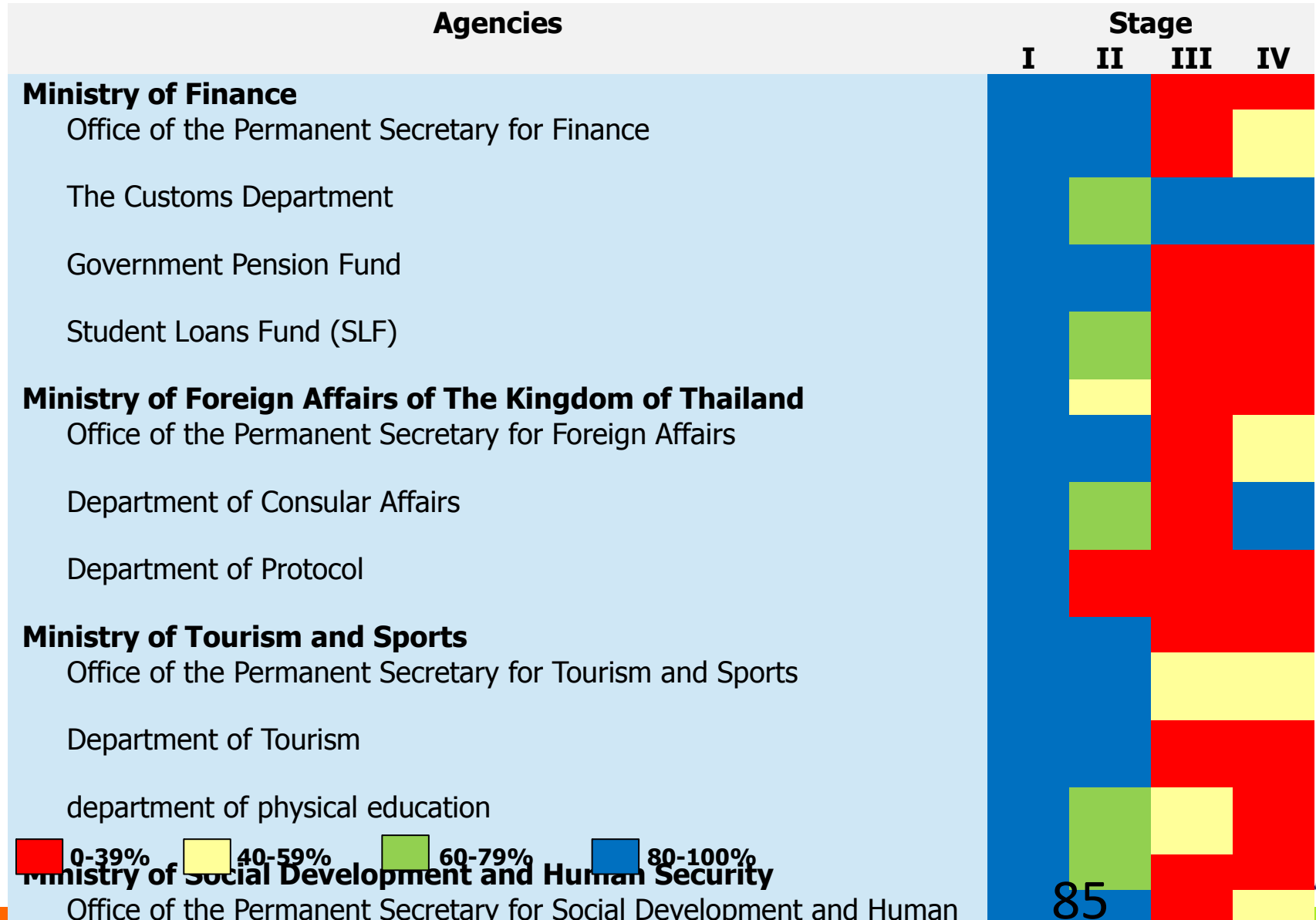
Collaboration Tools/Dashboards for Better Management of E-Government Program

Recommendations

- ▶ NESDB & MICT to lead the **National Collaboration Framework (NCF)** of Thailand
- ▶ **Dashboard (application)** should be developed and introduced for use to follow up the progress of ICT projects/e-government implementation, based on DOC/MOC/PMOC respectively.
- ▶ **MICT should develop a dashboard** for monitoring the progress of e-government in Thailand (an example in the next slide).



A Dashboard for monitoring the development of e-Government Services in Thailand



Deliverables

- ▶ Respective roles of ministers, permanent secretaries, departmental directors and CIOs for implementation of e-government programs
- ▶ Mechanisms for cross agency collaboration and collaboration with the private sector
- ▶ Collaboration tools/dashboards for better management of e-government program
- ▶ Capacity building and training



Capacity Building and Training

Methodology

- ▶ Studied *competencies* for e-government program
- ▶ Studied *skills* for successful collaborators
- ▶ Studied the *design* of capacity building and training programs for e-government
- ▶ Studied the capacity building and training programs for e-government *in Thailand*



Competencies for E-Government Programs

Example:

- ▶ Understanding IT, information management, information society
- ▶ Able to evaluate different technologies
- ▶ Understand product life cycles, key players, various risks involved
- ▶ Able to lead the organization's IT Department & outside partners
- ▶ Able to integrate the organization's IT strategy with the broader goals of the organization
- ▶ Management expertise to deal with the complex governance challenges arising from increased inter-governmental collaboration
- ▶ **Competencies to handle organizational change, coordination & collaboration across agencies, public-private partnership, accountability frameworks, performance management**



Skills for Successful Collaborators

Example:

- ▶ **Individual attributes** - having an open mind, patience, and self-confidence
- ▶ **Interpersonal skills** - being a good communicator, an excellent listener, and working well with people
- ▶ **Group process skills** - include facilitation, negotiation, and collaborative problem-solving
- ▶ **Strategic leadership skills** - include big-picture thinking, strategic thinking, and facilitative leadership
- ▶ **Substantive/technical expertise** - includes technical knowledge of the subject area, followed by project management and organizational skills



Capacity Building and Training

Recommendations

- ▶ Government agencies need to take the following issues into account for establishment of a specific capacity building/ training model and contents:
 - the diversity of profiles within public administration
 - specific hierarchical and professional profiles within public administration
- ▶ Government agencies need to link all aspects involved in e-government training efforts to make a single integrated framework.
- ▶ The training scope needs to cover both technical & managerial issues (e.g. organizational design, change management, process management, project management, citizen/customer relationship management, knowledge management, negotiation, legal and context-based issues, and context analysis)



Designing Capacity Building and Training Programs for E-Government

An Example of e-Government Capacity Building Framework

Content	Participants				
	Legislator	Politician	Senior Manager	Staff	Technician
Process Management	1	3	10	8	8
Customer Relationship Management	5	4	10	10	10
ICT	2	1	8	8	10
Change Management	6	8	10	7	8
Knowledge Management	2	6	10	9	9
Organizational Design	1	1	9	8	5
Project Management	1	1	10	10	10
Context Analysis	7	9	9	4	6
Legal Issues	10	9	8	4	4
Average	3.9	4.7	9.3	7.6	7.8



Task Cluster 3: **Innovation in Public Services**



Deliverables

- ▶ Enabling Structure for Fostering Innovation in Public Services
- ▶ Approaches on Sustaining the Innovation Labs
- ▶ Innovation Online Public Services Using Crowdsourcing Ideas
- ▶ Strategy on Use of Open Source
- ▶ Open Government Data Initiative





Enabling Structure for Fostering Innovation in Public Services

- ▶ Government must to play a role to facilitate the innovation process especially for creating better public services to citizens, at least the following
 - supporting innovators through appropriate incentives and mechanisms,
 - removing obstacles to innovative initiatives,
 - establishing responsive research structures, and
 - forming a creative and receptive population through appropriate educational systems.
- ▶ **Establish the innovation labs**





Establishment of the **innovation labs**

- ▶ Should be the **collaboration from public sector, educational institutions and private sector**
- ▶ Initial the **budgets from the government with human resources (staff, specialists, researchers) from the educational institutions**
- ▶ Some funding schemes, e.g. **government funding, university matching funding, and joint venture capital**, should be established to encourage and assist the private sector in a joint venture to develop and produce innovation in the public services.





Source of Funding for Innovation in the Public Sector

- ▶ **Top slicing** government or departmental budgets for innovation
- ▶ **Dedicated innovation funds and internal public venture funds**





Approaches on Sustaining the Innovation Labs

- ▶ Key factor for evolution and sustainability of innovation are "**Change**" and "**Think**" include:
 - **Process focus:** Insight to drive innovation
 - **People:** User and organization centric
 - **Capacity focus:** Core business transformation
 - **Tools:** Co-creation with users, professional empathy, rehearsing futures
 - **Management:** Management actively involved
 - **Main role of design:** Plus systems design, organization design, managing as designing
 - **Key challenge:** Adopting new narrative in the organization





Sustainability an public innovation.

1. A **business model** that runs parallel to the core idea of the venture.
2. A **governance model** that provides a clear map of control and accountability.
3. **Sources of finance**, both start-up capitals in the short term and income streams over the longer term.
4. A network and communications model to develop what we refer to as the venture's 'relational capital'.
5. A staffing model including the role of volunteers.
6. A **development plan** for operational systems – including management information, reporting and financial systems, IT, supply chain systems and systems for risk management.





Innovation for Online Public Services Using Crowdsourcing Ideas

Government agencies should consider providing innovation for online public services using crowdsourcing ideas

- ▶ **"crowdsourcing" is the practice of obtaining needed services, ideas, or content by soliciting contributions from a large group of people, and especially from an online community, rather than from traditional employees or suppliers.***
- ▶ The inherent nature of crowdsourcing initiatives does not make them very capital intensive.
- ▶ Additional investments to improve infrastructure can enhance crowd participation substantially.
- ▶ Other investments include hosting an online platform, branding it, crafting challenge questions, moderating forums, and identifying winning ideas.

*[http:// www.merriam-webster.com/dictionary/crowdsourcing](http://www.merriam-webster.com/dictionary/crowdsourcing)



Strategic recommendations for the use of Open Source Software (OSS)

1. Encourage all IT projects to support well-established standards and consistent with open technical specification, especially those recommended within TH e-GIF.
2. Encourage the OSS as an alternative within the e-Government TOR.
3. Facilitate and encourage the creation of communities for OSS products.



Strategic recommendations for the use of Open Source Software

4. Promote activities by allocation of the fund for conference to share knowledge between experts and the users.
5. Provide training to stakeholders that participate with the use and development of OSS
6. Store the information on well-known online repositories or government interoperability repositories.





Goals of Open Government

- ▶ **Open government is the governing doctrine which holds that citizens have the right to access the documents and proceedings of the government to allow for effective public oversight.***

- ▶ **Purpose & Goals of Open Government**
 - **Transparency:** Making government information available to the public is a requirement for an informed citizenry and an accountable government.
 - **Participation & collaboration:** Democracy requires opportunities for participation and collaborative problem solving whenever possible.
 - **Accessibility:** A government serving all its people needs policies which provide maximum information accessibility and maximum inclusion in participatory processes.

* Lathrop, Daniel; Ruma, Laurel, eds. (February 2010).

Open Government: Transparency, Collaboration and Participation in Practice. O'Reilly Media.

Open Government Data Initiative

- ▶ **Open Data**, which is about offering government data in a more useful format to enable citizens, the private sector and non-government organizations to leverage it in innovative and value-added ways.
- ▶ **Open Information**, which is about proactively releasing information, including on government activities, to citizens on an ongoing basis.
- ▶ **Open Dialogue**, which is about giving citizens a stronger say in government policies and priorities.



Financial data for Agriculture and Agri-Food

Supplementary information about Agriculture and Agri-Food from the Treasury of Government of Canada Organization

Legal Title	Department of Agriculture and Agri-Food
Institutional Form	Departments
Website	www.agri.gc.ca
Appropriate Minister(s)	Minister of Agriculture and Agri-Food; Minister for the Canadian Wheat Board
Mandate	To provide information, research and technology, and policies and programs to help Canada's agriculture, agri-food and agri-based products sector increase its environmental sustainability, compete in markets at home and abroad, manage risk, and embrace innovation.
Enabling Instrument(s)	Department of Agriculture and Agri-Food Act, R.S.C. (1985), c. A-3

Other Organizations in same Ministry

- Canadian Dairy Commission
- Canadian Food Inspection Agency
- Canadian Grain Commission

Example of Open Government

Financial data from previous fiscal years (2009-10 to 2011-12)

Authorities and Expenditures			Expenditures by Standard Object			Expenditures by Program		
Total budgetary voted and statutory authorities			An organization's standard object with the greatest expenditures for the specified year			An organization's program with the greatest expenditures for the specified year		
Year	Authorities (\$000)	Expenditures (\$000)	Year	Standard Objects	(\$000)	Year	Program	(\$000)
2012	2,720,861	2,257,632	2012	Transfer Payments	1,729,822	2012	Business Risk Management	1,412,029
2011	2,918,328	2,674,772	2011	Transfer Payments	1,823,572	2011	Business Risk Management	1,452,319
2010	2,893,568	2,605,189	2010	Transfer Payments	1,746,381	2010	Business Risk Management	1,308,285

Source: <http://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>



Task Cluster 4: Doing More with Less for More



Deliverables

1. **Strategies** on Implementing Concepts of Radical Cost Reductions in the Investment and Use of IT in Public Sector
2. Identification of **Priority Services** to Demonstrate the Concept of Radical Cost Reductions in IT Investment and Use





Strategies on Implementing Concepts of Radical Cost Reductions in the Investment and Use of IT in Public Sector

Methodology

- ▶ Conducted study on ICT Cost Savings Strategies of the U.K. Government
- ▶ Conducted study on strategy for an Effective ICT Cost Reduction – Business Perspective



Strategies on Implementing Concepts of Radical Cost Reductions in the Investment and Use of IT in Public Sector

Recommendations

Government agencies use the following strategies to reduce IT costs:

- ▶ **ICT spend control**: reusing and sharing existing ICT assets, not buying new ICT unnecessarily
- ▶ **Shared ICT infrastructure program**: reducing the over-provision of ICT by adopting common technical standards and sharing ICT assets
- ▶ **Centralized ICT procurement**: negotiating procurement frameworks for the best price of ICT
- ▶ **Managing suppliers as a single customer**: assigning gov. representatives as a focus point for cross-cutting supplier-related issues
- ▶ **Making government contracts more accessible to SMEs**: by simplifying contract opportunities



Strategies on Implementing Concepts of Radical Cost Reductions in the Investment and Use of IT in Public Sector

Recommendations

- ▶ ICT cost reduction program needs to cover
 - **hard costs** – direct spend on tangible items
 - **soft costs** – indirect spend (e.g. for training, customization, process change)
 - **managerial costs** – accumulated costs from management, overhead costs
 - **program costs** – costs of running ICT programs beyond the costs accounted for in the cost allocation systems

- ▶ **3-tiered cost reduction strategy**
 - **Minimize (hard costs)** e.g. by consolidating data centers
 - **Optimize (soft & program costs)** e.g. by detailed cost/spend analysis
 - **Re-design (program & managerial costs)** e.g. by implementing shared services and re-usable components





Identification of Priority Services to Demonstrate the Concept of Radical Cost Reductions in IT Investment and Use

Methodology

- ▶ Based on the approach of “Resources and Impact Assessment for e-Government Services”



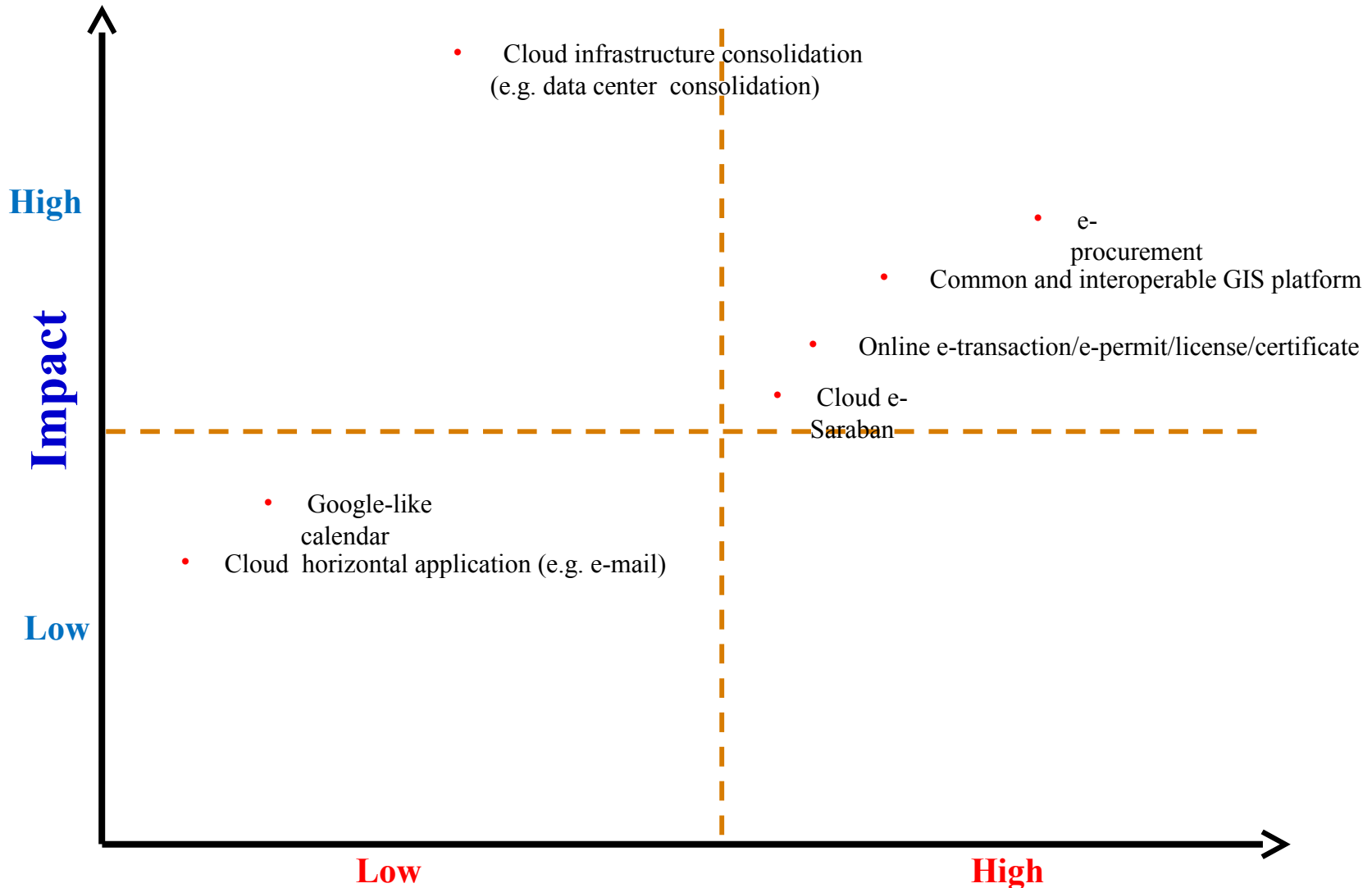
Identification of Priority Services to Demonstrate the Concept of Radical Cost Reductions in IT Investment and Use

Recommendations

- ▶ **Analysis Approach:** Assessing the **amount/value of resources** (e.g. time, cost) spent on development of government services against how much **impact** they set to the general public
- ▶ **Recommendation Approach:** The one (s) that uses low resources while impacting widely the economics and society in overall tends to be the highly potential service(s) with IT cost reduction concept



Identification of Priority Services to Demonstrate the Concept of Radical Cost Reductions in IT Investment and Use



Resources for Development (cost & time)

Identification of Priority Services to Demonstrate the Concept of Radical Cost Reductions in IT Investment and Use

Recommendations

The followings are proposed as priority services, including case examples, for demonstrating the concept of radical cost reduction in IT investment and use in Thailand:

- ▶ **Data Center Consolidation on ICT infrastructure** i.e. gradually migrating physical data centers to the central Government cloud infrastructure as those provided by EGA
- ▶ **Cloud horizontal applications on EGA** e.g. the national common e-mail system for all governments, common e-calendars, central e-Saraban etc.
- ▶ **Cloud vertical applications on EGA** e.g. e-Procurement, common but customizable platforms for e-Permit/e-Licensing/e-Certificates, common GIS systems



Identification of Priority Services to Demonstrate the Concept of Radical Cost Reductions in IT Investment and Use

Recommendations

- ▶ **More mobile government applications** e.g. mobile e-tax filing
- ▶ **Business intelligence & monitoring systems** (e.g. common interoperable GIS platform, GIS for monitoring buses movement & safety around the country)
- ▶ **Common online public applications on central clouds** (e.g. common e-permits, e-certificates, e-licenses w/ digital signatures at the user level)
- ▶ **Government e-procurement for end-to-end procurement operation**
- ▶ **Common HR systems, office automation** (e.g. Google-like calendar systems on national cloud computing systems)





Task Cluster 5: **Other Related Tasks**



Deliverables

1. Design of International Study Visits –
completed
2. Progress on Workshop Arrangement
3. Progress on Proposed Recommendations on Thailand's Directions for e-Government Development in Alignment with Related Directions of the Roadmap for an ASEAN Community (2009-2015)



Proposed Workshop Arrangement

- ▶ **Focus Group Meeting:** 30-40 participants from public & private sectors - **Tue. 16 July 2013 (MICT Meeting Room)**
- ▶ **Workshop to present the final project results:** 20 high-level Executives of MICT - **Wed.31 July 2013 (MICT Meeting Room)**
- ▶ **Workshop to present the final project results:** ?? participants from all Ministries - **Fri. 2 August 2013 (venue to be discussed)**



Progress on Proposed Recommendations towards AEC

- ▶ Conducted studies on the Roadmap for an ASEAN Community (2009-2015); AEC Blueprint; ASEAN ICT Master Plan 2015; ASEAN-TAFEGI; European Interoperability Framework
- ▶ **Recommendations:**
 - **A holistic e-Government interoperability model & framework** is needed to tie together the various national e-government interoperability frameworks at ASEAN level.
 - **Common architectural model & framework** for ASEAN e-Government interoperability is needed.
 - The conceptual model of regional e-Government interoperability should promote/facilitate **cross-border application, cross-sectoral application, and cross-administrative application.**





Thank you

Dr. Somnuk Keretho

Director, Institute for IT Innovation (INOVA)

Assistant Professor, Department of

Computer Engineering

Kasetsart University

sk@ku-inova.org

