

53RD ICA CONFERENCE



2019 Report

53rd ICA Conference

Seamless Government | anticipating citizens' needs

Bucharest, Romania



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Head of ICA Secretariat
10/10/2019

Thank you!

The **2019 conference report** was made possible by everyone who participated to the 53rd ICA Conference Programme. It is a summary of all the presentations and round-table/deep dive discussions. So special thanks go to each and every one of you for your invaluable contribution and for the information shared in your presentations; by order of “appearance”: Marian Murgulet, Vasilis Koulolias, Ld Francis Maude, Cheow Hoe Chan, Anna-Maija Karjalainen, Frank Leyman and your team of collaborators (Karen Kee, Lourino Chemane, Peter Bruce, John Kootstra), Oren Ariav and your powerful stage panel (Anna-Maija Karjalainen, Liora ben Efraim, Helena Lepp, Karen Kee), Magnus Enzell, Shahar Bracha, Jorge Sousa, John Kootstra, Marc Brouillard, Sven Rasmussen, Helena Lepp, Alan Bell, Toshi Zamma, Peter Littlefield, Carmen Cirnu, Red Hat facilitators (Jen Kelchner, Grainne Hamilton, John Bevan, Bryan Eldridge, Jim Craig, James Lovegrove), Naiyi Hsaio, Mario Campolargo, Barbara Ubaldi, Maurizio Gazzola, Stela Mocan, Javier Barreiro and of course last but not least the conference rapporteur, eGovlab’s Prof. Harald Kjellin and Iliana Mousoudaki, our Visual Communication Designer with Gov2u! Without everyone’s **extremely useful findings** and support this paper would not have been made possible!

EXECUTIVE SUMMARY

The International Council for Information Technology in Government Administration (ICA) is an international non-profit association. It promotes and facilitates the informal exchange of ideas, knowledge and experiences on management and the use of Information and Communications Technologies (ICT) in central government administration. ICA is an international forum that supports senior management in the formulation of IT policy to improve the efficiency and effectiveness of governments at local level.

This year's event, themed "**Seamless Government | anticipating citizens' needs**," focused on topics addressing citizens/business life events!

We looked into the proactive personalisation of Government services when it comes to knowing the citizen, protecting the citizen and leaving no one behind. In respect to service delivery we discussed tech trends and relevant applications; GaaP and where the private sector fits in; while looking deeper into how this ecosystem becomes more complete with the participation of International Organizations but also the private sector. After all is it only Governments who aim for this seamless service delivery?

During the event hosted by the Romanian Government, 23rd-26th of October in Bucharest, CIOs and experts delved into the processes of a multifaceted ecosystem that will enable governments to be more proactive rather than reactive.

It was pretty much the consensus that every citizen's need can be addressed in an advanced flexible system. When you promote cross-agency and cross-border collaboration and exchange of information, you will have fast results and a better understanding of citizen needs while ensuring security and inclusiveness. However, when it comes to the possibility of too many chefs spoiling the soup, procedures must be reviewed and fine-tuned and configured in respect to the various authority. Who should have the right to make sensitive decisions if everyone is connected and almost everyone can modify the information? Find out about this and more in the report that follows!

INFORMATION DAY

Information Day kicked off with the opening speech from the Romanian CIO and State Secretary to the Prime Minister, Marian Murgulet.

Mr. Murgulet echoed the popular view that most of today's youth in the future will be engaged in jobs that haven't been invented yet and that time may be approaching sooner rather than later. He stressed that it is the job of policy makers to make sure the right infrastructure is set for better preparing our communities to step up to these roles. Romania's current technology ecosystem, although showing slight improvements in performance in almost all of the EU DESI (Digital Economy and Society Index) dimensions measured, has remained stable ranking them at the 27th spot out of 28 countries.

In terms of connectivity, the wide availability of fast and ultrafast fixed broadband networks (especially in urban areas) has brought about major signs of improvement in performance. However, still more than one fifth of Romanians have never used the internet, and fewer than a third have basic digital skills. The baseline in their technological strategy aims to change this status in the next 5 years, with the target to advance 10 positions in the DESI ranking.

What does Romania's strategy foresee? **Quality and Speed** are the core ingredients to overcome the country's current slow digitization progress. Key factors to the implementation of this strategy will be the focus on projects within the **education and business infrastructures** to promote an **Open and Fast Digital ecosystem of co-creation**.



Co-creation by design-
great things happen
faster!

And as the Public sector is transitioning towards the digitisation of services, our citizens/customers are ever-more demanding and desire an interaction with government that is **personalised, quick, transparent, seamless, inclusive and high-quality**. The Private sector has set high standards for

the consumer to expect the same responsiveness from their Governments when it comes to service delivery. This topic was the focus for our keynote panel of experts chaired by Vasilis Koulolias, Director of eGovlab, who discussed the proactive personalisation of Government services when it comes to **knowing the citizen, protecting the citizen** while **leaving no one behind**.

Lord Francis Maude, told us that much similar to other governments, the UK citizens ask for more **transparency and consideration** from their government when it comes to public services; and a change had to happen! What they did was ask what the “user” needs and not what the government needs, while also staying within budget. GOV.UK along with 20+ digital public services helped not only the citizen but assisted in building transparency into the everyday work of the government. **Leadership, capability and mandate** are the right components of the formula to achieve effective, cross governmental change. This meant review and change in culture, for both the government and the citizens; updating of processes and the implementation of Agile digital and IT projects.



“Building a ‘System of Systems’ is like Building a Complex Railway Network.”

Cheow Hoe Chan

Cheow Hoe Chan, Government Chief Digital Technology Officer, shared Singapore’s approach for a **Seamless Government** through platforms. He emphasized that the platform approach enables us to build less, deliver more and raise the innovation line, because experience delivery is not just skin deep! Building a “**System of Systems**” is like **Building a Complex Railway Network**, the design of which needs to take into consideration all the “passengers” (users) aboard from start to finish and at all the “stations” (phases) in-between! A design that’s resilient and recoupled will ensure that a glitch in one segment will not render the rest of the system in distress, while designing pro-actively service integration points will allow for more services to be integrated should the need arise. In summary Singapore’s strategy sees the **Citizen Journey as a movement** and aims to commission more service journeys, and encourage agencies to adopt the service journey methodology with a citizen centric approach. Building of a strong community is im-

portant as the **Citizen Journey requires a community**; and this means that a strong partnership with agencies and the private sector is crucial for its success.

A one-stop approach with one-government is as crucial to delivering a **citizen engagement platform** while finally a **technology platform** should be designed with common services, tools, methods, and processes to name a few.

How can technology guarantee **personalised** and **predictive services**? Anna-Maija Karjalainen, Director General for Finland's Public Sector ICT, told us how their government works on building a **human-centric Finland**. The model is based on a **Constructive circle**: If government opens up to citizens, they will be rewarded by trusting citizens. She gave examples of how a culture of co-creation among tech companies, financial institutions and government entities offers transparency and trust to help citizens utilize the services they seek. Through the implementation of AI, as in the case of the **AuroraAI network**, the aim is to connect different services together and enable personalized and right service chains to people and businesses at the right time and in a proactive way! As such, services will be matched in a more efficient manner, while delivering major savings for the whole public administration.

Think tank-
think BIG!



The latter part of this day saw our member states in groups by continents, where ICA members under the chairmanship of Frank Leyman, Manager International Relations, BOSA - Digital Transformation Office, engaged in closed group discussions regarding topics that address their needs and strategies. The aim was to understand not only how each country anticipates their citizens' needs, but also to try and distillate if there are recognisable differences by Continent. They talked about common issues such as how to deal with the coordination of requests from various ministries. Could the solution possibly lie in a **single central digital agency** as in Sweden or in the example of the Nordic eID points? One thing is for certain, ICA members can benefit from sharing more examples of successful architectures!

Taking the lead from the Members' Update by region session, here we tried to identify specific life events and event driven services by our members. During this session chaired by Oren Ariav, Chief Information Officer for the State of Israel Population and Immigration Authority, Member States presented their major achievements, lessons learnt and concerns regarding "Life Event" service delivery but also shared how they have made possible a personalised and above all secure user experience. The answers were many but one common factor seemed to linger on stage-the **need for privacy**. Looking from a power balance perspective- **Who can check on whom?** Key concerns heard were about corruption and wealth of nations, corruption and transparency, that the big stakeholders may be the ones to benefit from secrecy and of course it all builds up to a common idea that transparency is related to **trust, open data** and as many point to: **power**.

INTERACTION DAY

When governments began to design e-services for their citizens' life-events, the result was often no more than a collection of links gathered in a portal- and for some, this is still the case. As governments matured, second-generation life-events exploited back-end interoperability and common building blocks to create more high-value services.

Magnus Enzell, Senior Adviser at the Swedish Ministry of Finance, through his panel of experts during the "3rd Generation Life Event Apps" session demonstrated that today governments are but one of many actors in data driven and **multi-actor eco-systems** of GovTech that develops third-generation life-event apps. However, early challenges of interoperability may seem minute in comparison to the new set of challenges when it comes to **understanding citizen needs, security and inclusiveness**. How can governments establish collaborative partnerships that promote easy-to-use digital services delivered by external partners? How can governments ensure the personal integrity in an ever more complex data-landscape? How can governments ensure that services are well-designed and inclusive? How can governments work fruitfully with the emerging GovTech-businesses to solve some of these challenges?



“Different People
have Different Needs”

Shahar Bracha, Acting CEO at Israel's Government ICT Authority explained how **different people have different needs** and while knowing your citizen is important when delivering services that address life events, **transparency and trust** should be the key drivers! Israel's strategy for the next couple of years aims at **reducing the bureaucratic burden on the citizens and businesses** through Data Management and Extraction, providing advanced digital services, high quality service implementation and with enhanced cyber defence at hand; but also aim at **increasing the government effectiveness** through leadership and excellence, shared services, open government and responsive governance. Push services should be applicable and required for only very important services, otherwise we stand the chance of an unbearable big brother. But **citizen consent** can give the power back to the citizens

who have access to modify all other data. To summarize by changing the rules and shifting the focus, Israel has gone from government in the centre to citizens and businesses in the centre.

Portugal's Team Lead at AMA, I. P. Jorge Sousa told us that when it comes to simplifying the access to public services, collecting and structuring information in a more user centred approach has been a key enabler but it should not be the end goal! Is technology alone enough to increase the ease of access to public services- not if we see it only as the tool to do so. The processes involved and the approach to materialize them, should pay closer attention to both sides of the coin. **People in a top-down approach** and **technology in a bottom-up approach**. The results will shine by bringing structure to the process and specifically by identifying the needs of citizens, discovering new services to address them, ideating new ways to combine existing services, prototyping and testing with the citizens, correcting problems and finally, evolving. But also, by promoting co-creation through **Policy levers** – helping **Public Authorities** in their path towards Digital Transformation, integration and adoption of the Digital Services.

“Making the services accessible and understandable for everyone.”



Leave no-one behind when it comes to 3rd Generation Life Event Apps says John Kootstra, International Coordinator at the Citizenship and Information Policy Department at the Netherlands' Ministry of the Interior and Kingdom Relations. The focus should be on a **human centric digital government**. A digital government that meets changing public needs and expectations, makes responsible use of new technologies and data by safeguarding human rights, arranges the right for citizens and businesses to digital interaction, is inclusive and does not exclude people experiencing difficulties with digital interactions and last but not least, enables citizens to have more control over their data. In a nutshell we should aim for **digital inclusion** by making the services accessible and understandable for everyone and with more **personal services**- both for people and businesses. Key factor is personal data management which among others should allow and facilitate citizens to share their personal data (as available within the administration) with private service providers; enables solutions for sharing- that can and should be diverse (private or public initiative, old school or innovative); and sets forth the primary guidelines for data sharing.



“Humans need to communicate with each other; but when it comes to delivering digital services, then applications need to communicate with each other!”

Marc Brouillard

And with the 3rd Generation Life Event Apps still triggering our thinking, Marc Brouillard, Chief Technology Officer of the Government of Canada, was pointing us to the direction of the 4th Industrial Revolution! **Are governments ready to serve?** Citizens have become accustomed to the always-on economy. They are able to order goods online, receiving them within a few days and possibly even on the same day! They are able to stream content to any device 24-hours a day. They have all the world’s knowledge at their fingertips and have a digital voice assistant in every room, ready to answer any question or perform a multitude of tasks. So how do governments meet the service expectations of their citizens in this digital world? Well, in order to deliver services, **humans need to communicate with each other**; but when it comes to delivering digital services, then **applications need to communicate with each other!** And for this to work seamlessly, it means that legislation and policy will need to be aligned to the current needs for most governments. What are some of the challenges that we all face to making this a reality? Keeping up with the evolving technology landscape, for one; keeping up with the ecosystem for seamless integration between levels of Government, Private Sector, etc.; and last but not least, keeping up with the ongoing threats to Cyber Security and Privacy.

Sven Rasmussen from the Danish Agency for Digitisation looked at the challenges as society moves towards a data driven economy where **cross-domain** and **cross-border** availability use and reuse of data is absolutely vital in creating value for citizens and businesses and economic growth. He highlighted the need for a coherent, efficient and reliable common framework and a shared infrastructure for data sharing nationally and cross border. Furthermore, Mr. Rasmussen stressed that the uncoordinated efforts result in fragmentation and domain/silo implementation hampering the interoperability and reuse of data. He told that the solutions lie behind a **Government Interoperability Platform** and a **Government Interoperability Platform** implemented as generic services. The answer is through a Digital Transformation Platform that presents a coherent, efficient and **reliable common framework**.

Seamless services require greater **ICT maturity and interoperability** but also the **breaking down of silos** from the users' perspective says Helena Lepp, Digital Service Development Director with the Estonian Government CIO Office. The Development Principles have prioritized **mainstream life events** as first to be developed along with **services provided by public sector**. After these have been created, then services related to exceptional events and the private sector can be added. Major simultaneous developments with too broad of a scope should be avoided all together. Ms. Lepp stressed that objectives to be considered are the user needs as well as the technological perspective needs; both needs come from different triggers - information in real life vs. information on computers.

The Blueprint sets out 4 roles for government in building a digitally included New Zealand: lead, connect, support and deliver.



New Zealand's Director for Digital Identity with the Department of Internal Affairs, Alan Bell says that when it comes to government services the message is clear: "Government services should make it as easy and efficient for people to do what they want to do." And digital rights and digital inclusion will be the factors to ensure they get to do so! In an effort to battle digital exclusion, the government of New Zealand has launched the Digital Inclusion Blueprint. "This Blueprint will be used to coordinate the planning of different Government and community initiatives, and identify where future investment and action is needed," announced Hon Dr Megan Woods, Minister for Government Digital Services.



“Coming together is a beginning.
Keeping together is progress.
Working together is success.”

Henry Ford

So, what happens next, when our national members immerse into deep dives to face some challenges as a group? This session was chaired by Toshi Zamma, Special Advisor at the Ministry of Internal Affairs and Communications of Japan, and facilitated by a group of experts from Red Hat, who in fact summarized the outcomes below.



When addressing **Cybersecurity**, the questions raised were: In a possible future world, where the government is trusted by its citizens, how is data protected? What risks have been mitigated? How is software secure? This group facilitated by Bryan Eldridge and moderated by Carmen Cirnu, made a number of conclusive observations. Governments need to understand that it isn't just about keeping data safe, but it's about providing **easy access to a citizen's data** when and where they need it. The reason why younger people may trust Facebook and Google more than their government is that they see their government as being very unsophisticated when it comes to technology - making privacy less of a concern. Countries who have **less legacy infrastructure**, such as Estonia have the true advantage; while countries who have significant legacy infrastructure to overcome, must work together to develop means of accelerating through the legacy infrastructure in a much nimbler manner. A great idea circulated, was for governments to bundle service offerings for those significant life events; highlighting several gaps across a citizen's lifespan that are either underserved or completely unaddressed. Another point this deep-dive group concluded, was that there is an observable set of correlations that are not being considered by most governments: you need to be **open to gain trust** and you **need trust to get citizens fully engaged**.



A challenge that was echoed throughout the conference was that of **inclusion** and **leaving no-one behind**. This group facilitated by Grainne Hamilton and moderated by Peter Littlefield, commenced with strong feelings being expressed about how aspects of the possible world that was presented could lead to a dystopian future. Discussion made clear that care should be taken to

retain a balance between gathering data to help provide citizens with access to the services they need, versus excessively tracking and invading the lives of citizens. The group discussed ideas such as the opportunities provided by sustainable hardware, digital credentials, and trust placed in the government on the use of personal data, with varying levels of **trust**, **experience**, and **developments** in these areas being evident. It became clear that technology could be used in many ways to enhance access to services and support the aim of '**no citizen left behind**' but the group homed in on one particular aspect, which was how to ensure that every member of society was clear on the services and support they should have access to.

The teams within this group focused in more detail on how governments could ensure that the **elderly** and **young people** had access to the information they needed, and how that information should be presented to ensure they understood and could act on it effectively. This led to the statement that government should produce service APIs, that could then be delivered using tools developed by a variety of stakeholders to ensure the messages were presented in age appropriate ways.

There was significant discussion and varying views on which stakeholders would be better placed to deliver government service information: government; NGOs; or the private sector. The group finally agreed that so long as governments produced services APIs, stakeholders could be selected based on the needs and preferences of local context.

Young people need information to be presented in **quick, digital** and **easily digestible ways**. They do not wish to spend time reading lots of information but need tools they can access on their smartphones that will direct them to timely chunks of information and required actions. While elderly people prefer information to be presented in **consistent ways**. They tend to be willing to spend more time reading and digesting information than young people. They may need support to access and interpret the information. **NGOs** and the **private sector** could play a significant role in shaping how both young and elderly citizens receive and act on information about access to government services.



When discussing the **Private Sector/NGOs'** involvement, the challenge presented was: In a world where there is barely a gap between governments and citizens, how do NGOs and the private sector tie in? This group which was facilitated by John Bevan and moderated by Magnus Enzell discussed past, present, and possible future initiatives where citizens contribute to and benefit from interplay between government, the private sector, and NGOs. Examples included Hack for Sweden as current, government-initiated case in point.

Another was the community led primordial soup of organisations such as MySociety, Rewired State, and OpenCorporates that provided fertile ground for what became the Government Digital Service in the UK. But they also discussed how the private sector and NGOs can form an **open network alongside government**. At their best, networks like this can play an important role in sensing, and responding to, citizens' needs. In a **world** where there is **barely a gap** between governments and citizens, how do NGOs and the private sector tie in for **creating public value**? The answer is: Sustainable public initiatives could be given direction by government setting up "challenges" and "landing places" or "public accelerators."



Finally, when it comes to **Trends and Culture Change**, this group facilitated by Jen Kelchner and moderated by Naiyi Hsiao, looked at the challenge: In a possible future world where technological advances and culture of innovation is constant, how does this culture manifest? They addressed both the **aging** and **youth populations** related to how we could change culture using emerging technology. The teams of this topic took a deep dive and crafted lists on what is most valuable for governments to consider in culture change. They had an **Aging Population Hierarchy of Needs** created which then progressed into a strategy overview to implement new ideas. In parallel, the Youth Employment team focused on changing education through valuing human characteristics and creativity. Conclusively, the participants agreed that we must value the human needs of our citizens as they can contribute back to society along the life spectrum. But also, they highlighted the immediate need to **embrace "failure"** as a lifelong learning which gives the freedom to be creative and human-centred.

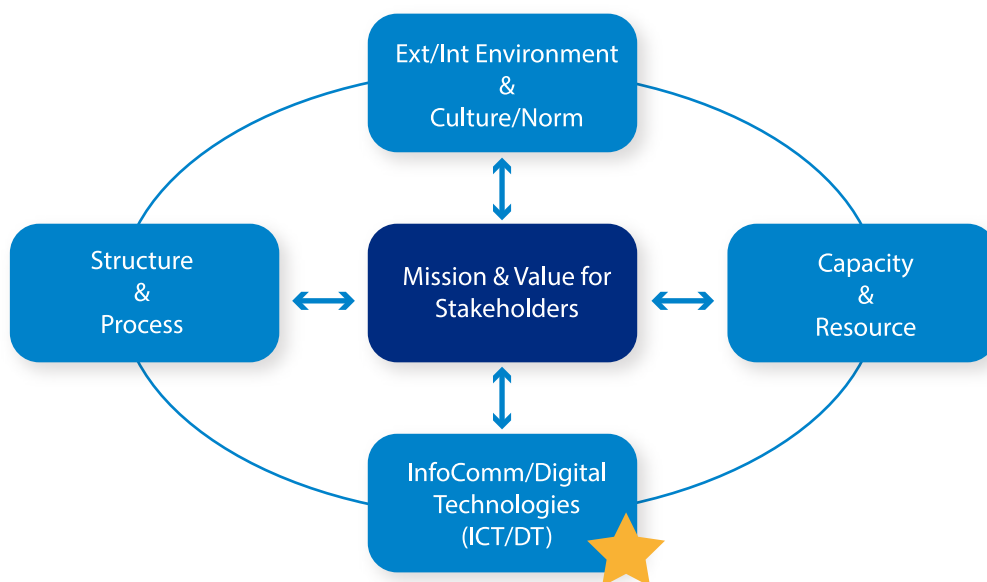
CONSOLIDATION DAY

And ultimately on this day, everything comes beautifully together from the previous days and we all get to return to our posts with hopefully valuable take-aways.

The day kicked off with more interaction where the same Member State groups from Information Day met once again to “consolidate” and dive a bit deeper into the experiences shared and to review how they are applicable to their regions. Dr. Naiyi Hsiao, Deputy Director at Taiwan E-Governance Research Center (TEG) & Associate Professor, chaired this session.

Food for thought was the **Detailed Design of Services & Processes**. The deep divers had to keep in mind that stakeholders include both users (citizens, service recipients) & collaborators/providers (public/private orgs. with technical solutions, or attentive public NGOs). Special attention had to be given to the stakeholders, including Target users’ profiles/pains/experiences/interfaces (UX/UI) and considering as much as possible what is applicable within their group region. Also, a very important factor was the collaborators/ providers’ cross-cutting processes and data silos.

The Components & Dynamics for Digital Transformation:



We can probably sum up the results from this session with the phrase that **“every citizen’s need can be addressed in an advanced flexible system.”** While It is crucial that there can be a linking between agencies, attention needs to be given to the configuration of authority among the agencies. In essence, when there is cross agency collaboration who should have the right to make

the sensitive decisions if everyone is connected and almost everyone can modify the information? Also, the system in effect should be smart enough to adjust the dialogue to the level of the citizen. The expert user should be able to cut through the chase while the novice user should be able to use the system to educate themselves about the various opportunities and services available.

But when talking about an ecosystem for digital governance and inclusion, how could we possibly not account for the valuable input from International Organizations? Mario Campolargo, Deputy Director General - DIGIT, European Commission, chaired this session where the European Commission, OECD, United Nations and The World bank shared their experiences on how they address world citizen's life events through a global ecosystem of co-creation with local governments. After all, International Organisations do advise, finance, participate in the formulation, provide recommendations or monitor developments of transnational nature and thus have a multifaceted and complementary perspective.

EC Digital Strategy – data ecosystem

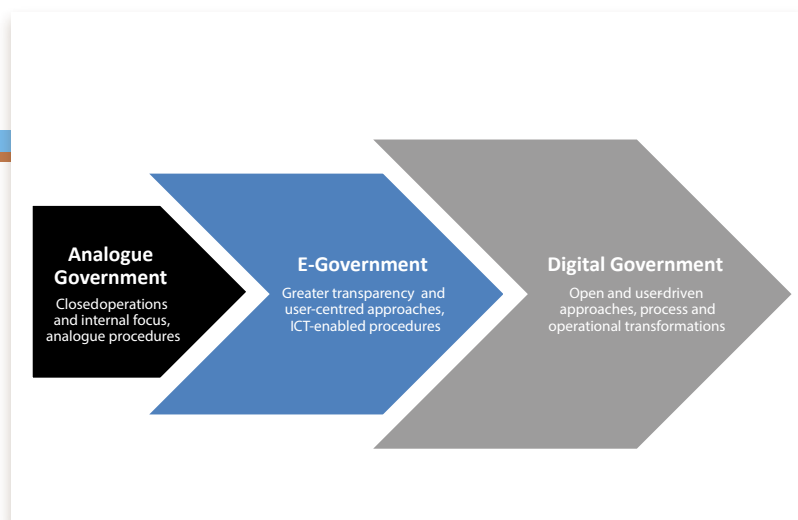


For the EC's Digital Strategy Mr. Campolargo explained that its implementation will be beneficial to the **Commission as a whole** and to **each member of staff**; but focus should be placed on how to contribute to the transformation of **other EU public administrations** and the **digital single market**. How will the strategy achieve this? For this strategy to deliver, a new digital delivery model is designed which promotes co-creation through the collaboration of **all stakeholders**. The principles of the strategy are based around a User-Driven, Data-Centric and Agile core that is supported by practices that will lead to **Openness** and **Transparency**, **Security** and **Privacy** with **Interoperability** and **Cross-Border capacities**. Digital by Default and Once Only are best practices that will contribute through their adaptation by more governments. He highlighted that the EC's Digital Transformation strategy focuses around citizens, public and private organisations who expect **faster response cycles on events** and **accessibility** and **transparency**. Data is and should be the "lifeblood" for the EC as well as for every organization. It should be based on

principles that promote real time, anytime, anywhere, once only (as in Tallinn); be borderless, multi-channel and aimed for policy making. And when it comes to the workforce supporting this, it should include digitally augmented knowledge workers who are able to network, collaborate and locate knowledge easily, while supported by a stable and flexible Digital Workplace to work any time anywhere.

Digital Transformation of the Public Sector

Digital governments for digital economies and societies



OECD Recommendation on Digital Government Strategies

The OECD supports that the impact of a people-driven digital government on the well-being of citizens can only be seen as positive and it is a result of governments that are **responsive**, **protective** and **trustworthy**. Barbara Ubaldi, Senior Policy Analyst/Digital Government and Open Data Team Head at OECD, explained this process that involves these three ingredients to a **successful people-driven digital government**. In order to be **responsive**, they must involve people throughout the design and delivery lifecycle in order to understand their needs; proactively reach out to where people are and involve them in the design and delivery of services; and most importantly design government and the end to end experience of services- and not just implement technology. Furthermore, for governments to be **protective** they must prioritize the protection of the public from external threats and ensure that the services they provide are secure; encourage efforts to restore and distribute trust throughout digital communities; and rethink regulation to focus on outcomes and not only specific technologies. Finally to gain the trust, Ms. Ubaldi told us that they must find the balance between online safety and democratic freedoms in order to build public trust and confidence; deliver high quality, reliable services that understand users and are open to challenge and feedback ; and lastly show the citizens what the government is doing and empower individuals to see and control how their data is being used.



António Guterres
United Nations Secretary General

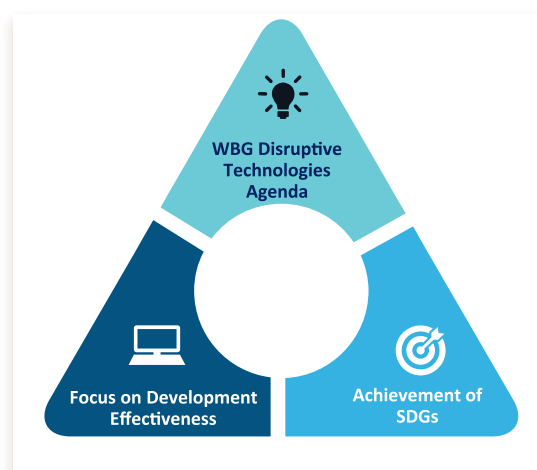
“The advances of the fourth Industrial Revolution, including those brought on by a combination of computing power, robotics, big data and artificial intelligence, are generating revolutions in health care, transport and manufacturing.

I am convinced that these new capacities can help us to lift millions of people out of poverty, achieve the Sustainable Development Goals and enable developing countries to leap-frog into a better future.”

23 MARCH 2018 NEW YORK

When looking at the citizen’s needs and especially technology innovation for Member States, the United Nations says citizens need **stronger institutions** and need to engage in building their future through global “UN-Blue” technology innovation platforms. Maurizio Gazzola, Chief, Strategic Solutions with the United Nations explained that by supporting Technology Information to Member States they have learned that **all countries are facing similar challenges** – obviously to various degrees. He continued that SDGs are summarizing quite comprehensively these challenges; Technology Innovation is a key enabler for the SDGs; and that in order to resolve SDGs’ challenges, Member States have to collect, analyse and share data- a very difficult task without tech solutions. To address this issue, the UN Office of ICT (OICT) provides **software solutions directly** to Member States to improve their capacity to deal with citizens’ issues. Specifically, to improve capacity in law enforcement (financial intelligence, drug control, counter terrorism, etc) they can do so through the goPortfolio; and to support the achievements of the SDGs through the United Nations Technology Innovation Labs (UN-TIL).

WBG Disruptive Technologies (DTs) Agenda



Stela Mocan, Manager at World Bank Group’s Technology & Innovation Lab, told us an important task for WBG is to help the organization staff but also the member countries understand better the emerging technologies in order to support their development efforts. Ms. Mocan explained that through the group’s **Disruptive Technologies agenda**, the focus is targeted on **Devel-**

opment Effectiveness and the **Sustainable Development Goals** for SDGs.

The designed ecosystem builds the foundation for sustainable, technology-led economies; it boosts a resilient society to face disruption by expanding the capacity of people/institutions; and it harnesses disruptive technology, data and expertise to solve development challenges and manage risks. By sharing knowledge with the client governments and private sector partners they support them in acquiring open data skills in an effort to make the government more transparent but to also improve public service delivery. This is done by designing human centered services that are simple, transparent and universally acceptable; by fostering transparency through the active engagement of citizens; and by transforming core operations to bring governments into the 21st century.



“It’s not about technology:
Transforming with equity | From
digitisation to digital transformation”

Uruguay’s Digital Strategy

During this report we talked quite a bit about journeys, and we were fortunate to have the opportunity to take one more, this time with ICA’s newest member, Uruguay, represented by Javier Barreiro, CTO at Agesic, Office of the President. Mr. Barreiro presented Uruguay’s journey towards a **Digital Nation**. Ranked as 1st in the region for Digital Government and Digital Development, this government is making sure **no one is left behind**. Investing in **digital inclusion** from youth to elder population. Through data revolution and Central Administration services that will be 100% available online from start to end by 2020, the Reliable Digital Government plan promotes an ecosystem of co-creation that focuses on generating frameworks and making them available to provide **security and confidence** in the use and evolution of the Digital Government!



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