行政院所屬各機關因公出國報告書

（出國類別：出席國際會議）

出席 2007 年公共服務高峰論壇出國報告

服務機關：行政院研究發展考核委員會
姓名職稱：主任委員　　施能傑
　　　　　　　副處長　　蘇俊榮
　　　　　　　科長　　　李育德
會議地點：瑞典斯德哥爾摩
會議時間：96 年 12 月 7 日至 12 月 16 日
報告日期：97 年 3 月 16 日

壹、前言

公共服務高峰論壇(Public Services Summit) 為一國際著名論述公部門電子化治理的重要舞台，每年邀請來自全球各國領袖、菁英參加；討論議題主要有電子治理、公共治理、全球化、永續化、新技術帶來的衝擊與因應作為等。本年係第六屆舉辦，由瑞典斯德哥爾摩市政府與思科網路科技公司共同辦理，於瑞典斯德哥爾摩市舉行；本年高峰論壇主軸強調人際網絡的力量，也就是連結；不管透過科技的連結、政府與民眾的連結、跨機關的連結、城鄉的連結、國際的連結或跨域的連結等。同時探討公部門如何善用網路當成一個為民服務的平台，提供民眾更便利的資訊及資源取得管道，包括探討改善人類對科技的應用程度，如公部門如何透過新科技的應用，提供一個與民眾更緊密且優質的互動；提高全球社會（特別是開發中國家）的 IT 使用能力與網路連結（目前全球在紙本讀說 paper 的文盲比率為 25％，電腦使用文盲則高達 85％），如低價電腦的普及與微型貸款改善偏遠地區民眾競爭力；因應溫室效應，全球氣候暖化，如何提出更有效的永續經營模式，發展綠色科技等。

由於瑞典在世界科技舞台上具舉足輕重地位，聚集來自全球領先科技與許多公、私部門相關投資及完善基礎建設，將以科技創新（innovation），強化與全球公私部門合作的關係，本次高峰論壇特

別邀請 2007 年諾貝爾和平獎得主，前美國副總統高爾進行演說 "An Inconvenient Truth"，並同時參與 2007 年諾貝爾和平獎頒獎晚會。

本次會議由行政院研究發展考核委員會施主任委員能傑率資訊管理處蘇副處長及研展處李科長育德代表台灣出席，助益台灣與全球各國在此一通訊科技與公共治理的重要平台上進行對話與合作，讓台灣的電子化政府和公共治理，能對全球社會做出積極貢獻。

目前政府正積極推動優質網路政府計畫，隨著台灣在電子化政府基礎建設的建置已臻至成熟，且亦取得國際與國內一致的肯定，隨之而來的是資訊科技的有效應用及其所引發的一些社會議題，包含民眾與政府互動模式的改變、資訊科技對環境造成的影響、弱勢族群於科技時代競爭力提升等，實為目前所需重視的問題。因此，為瞭解目前世界各國資訊議題內容及最新發展的趨勢，以汲取新觀念及技術應用，乃奉派參加本次國際會議。

貳、會議議程介紹

　　本次高峰論壇內容相當豐富，會議由瑞典斯德哥爾摩市政府與思科網路科技公司共同舉辦，會議主軸"The Power of the Human Network"強調人際網絡的力量，同時探討公部門如何善用網路當成一個為民服務的平台，提供民眾更便利的資訊及資源取得管道；本次會議特別邀請來自世界各國的領袖人物，除了美國前副總統高爾Al Gore、瑞典斯德哥爾摩市副市長Kristina Alvendal、瑞士前財政部秘書長Peter Gruetter、美國人口統計局副局長Preston Jay Waite、德國Hesse省秘書長暨資訊長 Harald Lemke、歐盟教育訓練文化青年委員會主任委員Jan Figel等；會議舉辦地點，包含於瑞典首都斯德哥爾摩舉辦的會議場次，計有如下的議題：

1. Innovation for Sustainability

2. A 21st Century Census

3. Unleashing the Power of the People

4. A Bridge between Citizens and the Government

5. Born to be Connected

6. Man is the Measure of All Things

7. Information Technology for Quality in Public Administration

8. European Perspectives for Education and Culture

9. Walking the Talk of Public Services Reform

10. The Realism of the Web

11. Globalisation-A Paradigm Shify

12. Single Non-Emergency Number D115

13. Government 2.0

14. The Connected Republic 2.0-New Possibilities & New Value for the Public Sector

15. 21st Century Trends for Higher Education

16. Connecting Education

另特別安排於瑞典斯德哥爾摩至挪威奧斯陸火車上舉辦兩場車廂會議：

1. How do we meet the citizens' demands on public services around the clock?

2. We need ICT-people with a commitment far beyond digital numbers.相關議程詳附件1。

參、會議內容摘要

本次會議有幾個議題特別值得關注，首先大量的連結，已澈底改變整個世界；這裡所指的連結係指網路的連結，透過網路，人與人之間的溝通模式，已有截然不同的呈現，其中當然有正面、也有負面；在正面部分，增強人類溝通的便利性、大幅降低溝通成本、節省溝通時間等，同樣透過網路，人們取得資訊的管道比以前更多元且豐富；在與政府的溝通樣態上，亦產生革命性的變革，從前政府與民眾互動的模式，亦須重新評估與因應，要以建構一個更優質的網路政府，也就是以民眾為依歸的服務提供者自居，這當中須從流程方面進行重新規劃設計，其中最具挑戰的是跨機關間的整合，因為對民眾而言，政府是一體的，如何有效針對民眾真正的需求，將各政府機關透過網路連結在一起，提供民眾精準且快速的服務，當然這也是連結需面對的問題；在負面上另一個議題，就是針對那些弱勢族群及網路使用上有障礙的民眾，政府如何提供一個公平且親近的環境，亦是一大挑戰，除了提供平價電腦，加上施予適切的教育訓練及創造一個無障礙的網路使用環境外，其使用動機的催化亦是需加以思考的。

另一個有趣的議題是投資報酬率的問題，一般而言，政府在做便民服務投資的過程中，雖會被要求計算投資報酬率，惟若涉及公平正義的目標，往往又會被寬容；因此如何就服務客群數、整體投資計畫的生命週期，績效指標等，來精算其投資報酬率，在各國政府預算有效管控的整體趨勢下，是一需審慎面對的議題。

環保議題，傳統上都被定位在大型建設上，如交通建設或區域開發案對環境的影響，隨著氣候暖化等地球永續性議題的急迫性被提出，資訊與通訊系統的開發與運用，亦被要求納入綠色思維，如節能設備的使用及綠色科技的採用，未來可能會被納入評估政府競爭力的重要指標，像我國所開發的公文電子交換系統，

其所產生的效益，初步已符合綠色與節能需求，如節省紙張的浪費，此部分經初步統計，每年將可減少砍伐幾萬棵樹，在郵寄運送公文方面所減省的汽油耗用更是可觀，只是我們欠缺成果應用推廣，相信經過一些較客觀的估算公式，此系統在未來將可以在國際上大大加以行銷，以提升我國的形象。

國際活動的參與，需長期參加及經營，尤其一些指標性的國際組織更應積極投入資源，且能持續提供我國的貢獻，如此除可提升我國在資通訊科技運用、電子治理及公共治理的國際能見度外，亦可精進我國的技能與治理能力，並與國際接軌。

由於本次高峰論壇的議題非常豐富，為能與大家分享部分講者精采的智慧，計蒐集如下議題資訊供參，詳附件 2，包括德國 Hesse 省秘書長暨資訊長 Harald Lemke 提出的＂政府單一非緊急電話專線 D115 計畫＂，類似美國紐約市政府所提出的 311 電話專線計畫；前瑞士財政部秘書長 Peter Gruetter 提出的＂連結的本質＂，思科網路科技公司網際網路事業群 Paul Johnston 及 Martin Stewart-Weeks 所提出的＂連結的社會 2.0＂。

肆、心得與建議

一、 因應新科技的出現與應用，政府應適度調整與民眾互動模式，建構一個與時俱進，以民為主的優質政府，同時考量人口素質的動態變化。

二、 在推動資訊化、網路化的過程中，應兼顧弱勢族群的需求，提供合宜的環境，並透過教育的方法，確實提昇其能力，創造弱勢民眾的數位機會，俾建構一個公平正義的社會。

三、 於資訊規劃及運用的過程中，必須思考如何節約能源，減省紙張之耗用等環保議題，將善用綠色科技納入優質網路社會的指導原則；此需從流程規劃階段即融入節能概念，俾達地球永續經營之最高境界。

四、 在全球化的浪潮中，除了獨善其身外，亦應積極鼓勵公務人員參與國際活動，除了可提升自我的視界外，亦可輸出推廣我國成功案例，讓各國分享我們的傑出經驗。

伍、附件

Public Services Summit 2007

Welcome to the Public Services Summit 2007

On behalf of the City of Stockholm and Cisco, it is our pleasure to welcome you to Stockholm for the sixth annual Public Services Summit 2007.

By joining this unique event you will have the opportunity to explore how the public sector is using the network as a platform to enhance access to information and resources, and create rich, two-way links with citizens.

Our list of speakers is world class. Our specialist breakout sessions will provide best practice examples of how others have dealt with issues you may be facing now or in the future.
We encourage you to actively participate in all aspects of the Summit. It is these interactions and information sharing that have made the Summit the success it has become.
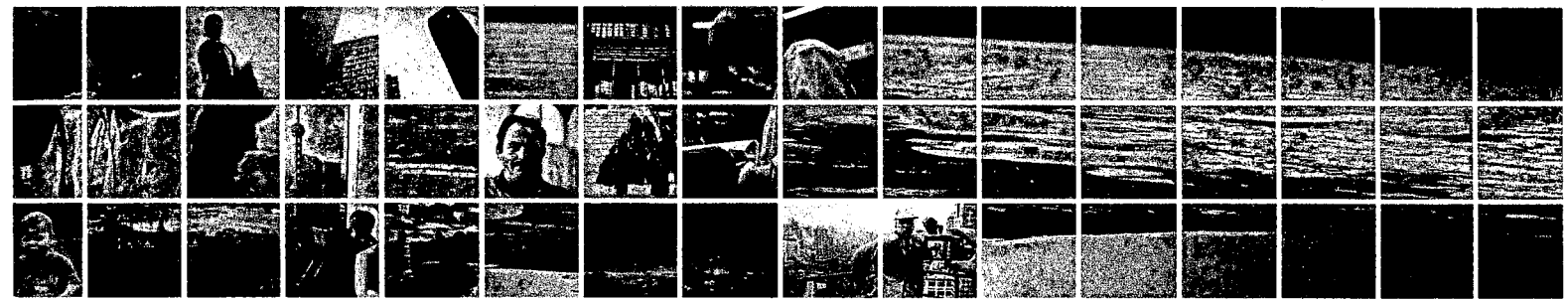
The theme of this year's Summit is "The Power of the Human Network" and we hope that you will discover how to empower your own public services organizations, foster closer relations with citizens and unleash the power of the human network.

Sincerely,

Yvon Le Roux
Vice-President, Public Sector
Cisco

Kristina Alvendal,
Vice Mayor of Stockholm

Public Services Summit 2007

Agenda

Sunday
9 December

08:30 – 12:40   **Public Services Summit,** Clarion Hotel Conference Centre, General Session Room B1, Floor 1

08:35 – 08:55   **Kristina Alvendal,** Vice Mayor of Stockholm, Sweden
Stockholm where Dialogue is Easy

08:55 – 09:15   **Yvon Le Roux,** Vice President, Public Sector, Cisco
Innovation for Sustainability

09:15 – 09:50   **Preston Jay Waite,** Deputy Director of the US Census Bureau
A 21st Century Census

09:50 – 10:25   **Nomhle Canca,** Chief Executive of South Africa's Blue IQ Company
Unleashing the Power of the People

10:25 – 10:50   **Break**

10:55 – 11:25   **Harald Lemke,** German State of Hesse State Secretary and CIO
Germany 115 - A Bridge between Citizens and the Government

11:25 – 11:55   **Jos Luhukay,** Indonesian National ICT Council Member

11:55 – 12:30   **Peter Gruetter,** Former General Secretary of the Swiss Federal Finance Department
Born to be Connected

12:30 – 13:50   **Lunch,** Clarion Hotel, Floor 1, Dining Hall

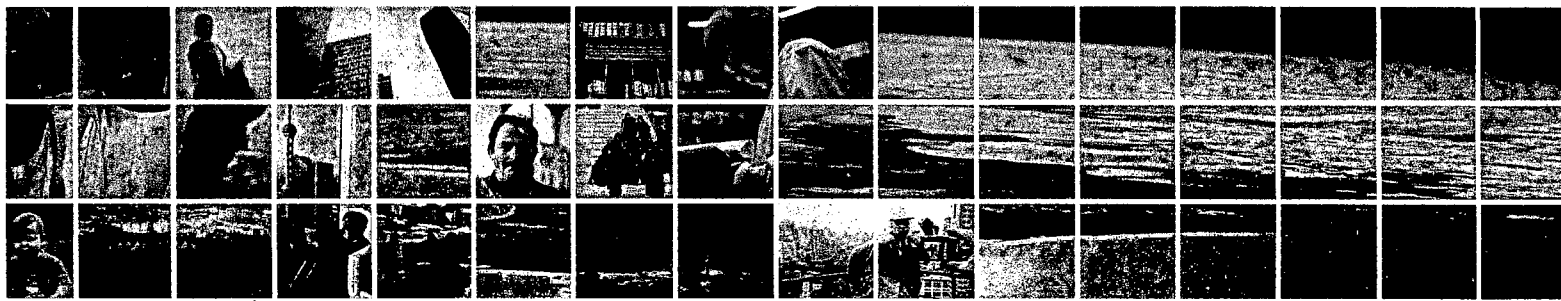**14:00 – 17:30**   **Specialist Sessions,** Clarion Conference Centre, Floor 2

The Specialist Sessions are your opportunity to meet, share, debate and discuss
ideas and best practices with your global peers and leading experts in the public sector.

15:30 – 16.00   **Break**

* Please note that this agenda is provisional and subject to change

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Public Services Summit 2007

Agenda

Monday
10 December

09:30 – 12:15	**Specialist Sessions,** Clarion Conference Centre, Floor 2

        10:30 – 11.00   **Break**

12:15 – 13:20   **Lunch,** Clarion Hotel, Floor 1, Dining Hall

13:30 – 17:25   **Public Services Summit,** Clarion Hotel Conference Centre, General Session Room B1, Floor 1

        13:30 – 14:10   **Rajeeva Shah,** Indian Planning Commission Secretary

                                  Man is the Measure of All Things

        14.10 – 14:40   **Ricardo Illy,** President of the Italian Region of Fruili-Venezia-Guilia

                                    Information Technology for Quality in Public Administration

        14:40 – 15:15   **Jan Figel,** European Commissioner for Education, Training, Culture and Youth

                                    European Perspectives for Education and Culture

        15:15 – 15:30   **Break**

        15:35 – 16:10   **Ian Watmore,** Permanent Secretary at the UK Department for Innovation, Universities and Skills

                                    Walking the Talk of Public Services Reform

        16:10 – 16:50   **David Weinberger,** US Web 2.0 guru

                                    The Realism of the Web

        16:50 – 17:25   **Wim Elfrink,** Chief Globalisation Officer and Executive Vice President, Cisco Services

                                    Globalisation - A Paradigm Shift

If you are going to Oslo, your luggage will be transferred to the Radisson SAS Plaza Hotel in Oslo, on the evening of Monday 10 December. Your luggage will be delivered to your hotel room in Oslo the next day.
Please check-in your luggage on the 2nd floor in the Clarion Hotel between 09:00 and 19:15 on Monday 10th December. For security reasons, please use your personal luggage tag and fill in the Declaration Form provided in your welcome package.

Any luggage not dropped off before leaving for the dinner on the 10th, will need to be taken by yourself onto the shuttle, as well as into your seating carriage on the private train. The space for suitcases will be limited and we strongly recommend that you use the drop-off service provided for your own comfort.

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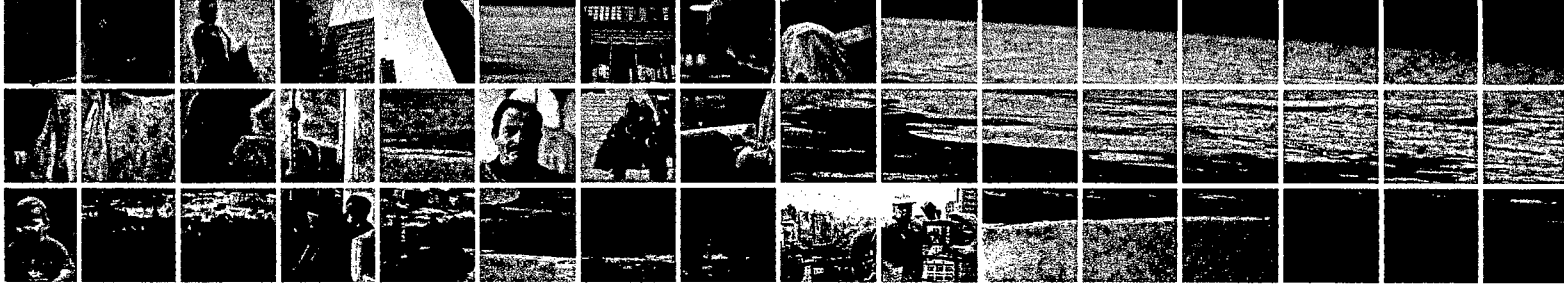
Public Services Summit 2007

Oslo Agenda

Tuesday
11 December

07:30 — **Private train journey from Stockholm to Oslo**

During the train journey there will be optional conference sessions for you to attend. Beverages are available in the restaurant cars throughout the trip.

07:40 — **Beverages served at your seat**

08:00 – 09:30 — **Conference #1**

Please go to the conference cars towards the rear of the train. Refer to the train map for locations.

> **Conference Car A:**
>
> **Contact Centres and e-Government**
> Annelie Hilmersson, Project Manager Stockholm Contact Centres
>
> *How do we meet the citizens' demands on public services around the clock?*
>
> **Conference Car B:**
>
> **The Human Network**
> Kristina Tidestav, CEO Stockholm Business Region Development AB
>
> *We need ICT-people with a commitment far beyond digital numbers*

08:00 – 09:35 — **An Inconvenient Truth,** a film with Al Gore

The Cinema Car is located at the rear of the train.

"An Inconvenient Truth" is the documentary featuring former United States Vice President, past speaker at the Public Services Summit and 2007's Nobel Peace Prize recipient Al Gore. Gore is waging a passionate campaign, not for the White House, but for the environment. Laying out the facts of global warming without getting political, Gore makes a sobering impression on the audiences who hear his message, urging them to act "boldly, quickly and wisely" ... before it's too late to act at all. 1h 35 min.

10:00 – 11:30 — **Conference #2**

Please go to the conference cars towards the rear of the train. Refer to the train map for locations.

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Public Services Summit 2007

Conference Car A:

Contact Centres and e-Government
Annelie Hilmersson, Project Manager Stockholm Contact Centres

How do we meet the citizens' demands on public services around the clock?

Conference Car B:

The Human Network
Kristina Tidestav, CEO Stockholm Business Region Development AB

We need ICT-people with a commitment far beyond digital numbers

10:00 – 11:35	**An Inconvenient Truth,** a film with Al Gore
	The Cinema Car is located at the rear of the train.
12:00 – 13:00	**Lunch served at your seat**
14:30	**Arrival to Oslo**
14:00 – 24:00	**Information Desk open at Radisson SAS Plaza Hotel, Oslo**
17:00 – 17:40	**Depart for the Nobel Peace Prize Concert Dinner,** Oslo Spektrum Theatre, Entrance No 6
	Meet in the Radisson SAS Plaza Hotel lobby. Event staff will walk guests to the exclusive back entrance of the Oslo Spektrum Theatre.
17:45 – 19:15	**Nobel Peace Prize Dinner,** Blue Room, Oslo Spektrum Theatre
20:00 – 23:00	**Nobel Peace Prize Concert,** Oslo Spektrum Theatre
	A musical tribute to the 2007 Nobel Peace Prize recipients.
23:00 – 02:00	**Post-concert Reception,** Radisson SAS Plaza Hotel, Olympia Ballroom, Floor 2
	Immediately following the concert, Cisco will host a private reception in the Olympia Ballroom. Join Cisco for cocktails, hors d'oeuvres and a special performance by Earth, Wind & Fire. This performance will start at 23:15.

Wednesday
12 December

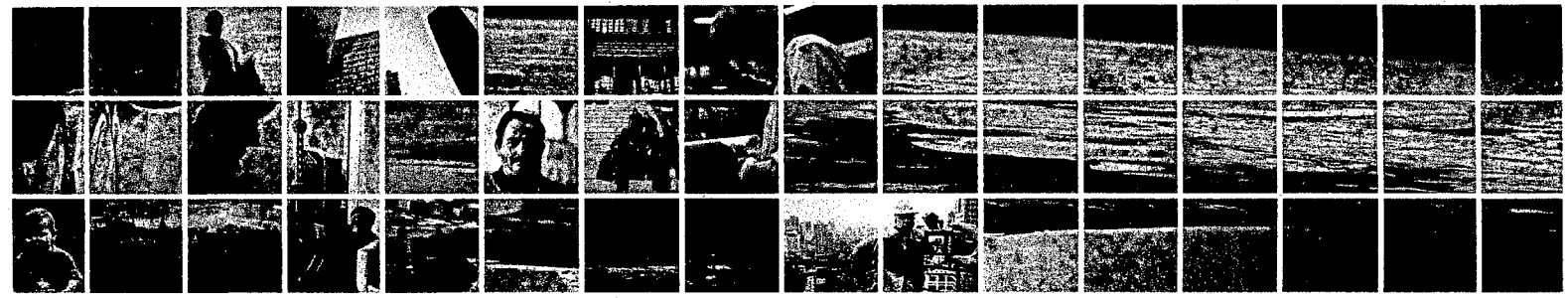|	
05:00 – 10.00	**Information Desk open at Radisson SAS Plaza Hotel**
06:30 – 10:00	**Buffet Breakfast**
	A buffet breakfast is available in the hotel restaurant, located on the 2nd floor. Breakfast "to-go" will be available in the lobby from 05:00 until 06:30.

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Public Services Summit 2007

05:00 – 10:00   **Depart from Oslo**

Airport shuttles will be available to transfer guests to Gardermoen International Airport. The shuttles are free of charge to Cisco guests and will leave on the hour, every hour, with the first shuttle leaving at 05:00 and the last shuttle leaving at 10:00.

Buses will leave from outside the lobby of the SAS Radisson Plaza Hotel.

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Welcome Brochure

Public Services Summit 2007

Stockholm 8-10 December, Oslo 11 December

STOCKHOLMS·STAD·

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Plenary Speakers

1. Kristina Alvendal
– Vice Mayor of Stockholm

Kristina Alvendal was appointed Vice Mayor of Stockholm responsible for Housing and Integration last year. She is Member of the Stockholm City Council for the Moderate Party and President of two of Stockholm's fully-owned housing companies. She is Chairman of the Police Board in Stockholm County Police Authority. Among other assignments she is the spokesperson for issues of equal opportunity for the Moderate Party.

Kristina Alvendal has been involved in Stockholm's politics since 1991, e.g. as President of the fully-owned housing company Stockholmshem and as Chairman of Vantör's District Council. Up to last year's election she has been employed in managing positions at different private companies.

2. Yvon Le Roux
– Cisco Vice President

Yvon Le Roux is the Vice President responsible for Public Sector in Cisco's European Markets theatre. He has headed the Public Sector team since May 2003, having joined Cisco as the Vice President responsible for Southern Europe and Africa in 1996. Prior to Cisco he held a number of senior positions in IT companies, spanning several territories. His career began at Sperry Computer Systems before he moved to Matra Informatique as President in 1984.

3. Riccardo Illy
– President of the Italian Region of Fruili-Venezia-Guilia

Riccardo Illy is President of the Italian region of Fruili-Venezi-Guilia and in 2004 was also elected President of the Assembly of European Regions. He started work in his family's coffee-making firm in 1977 and contributed to the company's success by reorganising its internal business structure as well as the structures of the firms it controls. He was Business Director then CEO and at present is Vice President of the company. Mr Illy was twice elected Mayor of Trieste, the town of his birth, and entered the Italian Parliament in 2001. He became President of the region of Fruili-Venezi-Guilia in 2003.
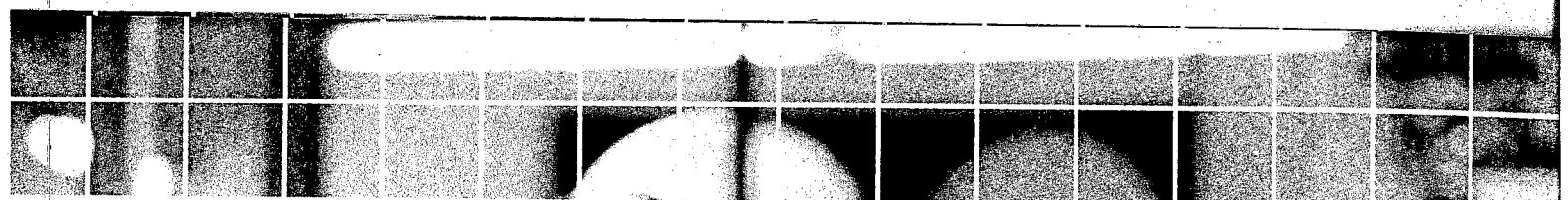
4. Peter Gruetter – Former Secretary General of the Swiss Finance Department

Peter Gruetter is a director and distinguished fellow of the Cisco Internet Business Solutions Group. Until March 2007, he was Secretary General of the Swiss Federal Department of Finance, responsible for planning and controlling, communications, resources and legal service. He chaired the IT Council of the Swiss Confederation, and led the Federal Strategy Unit for Information Technology; the Federal Office of Information Technology, Systems, and Telecommunication; the Federal Office of Personnel; and the Federal Office for Buildings and Logistics. For more than 10 years, he has chaired the Board of the Swiss Society of Administrative Sciences.

Plenary Speakers cont.

5. Preston Jay Waite – Deputy Director of the US Census Bureau

Preston Jay Waite, a career US Government employee, became Deputy Director on 1 February 2007. He also serves as the Chief Operating Officer of the Bureau. In 2010, he will oversee the Decennial Census, the nation's largest peacetime mobilization – with more than 500,000 temporary workers and a budget exceeding $11 billion. A native of Utah, Waite began his Census Bureau career in 1971 after earning a Master's degree in Mathematics and Computer Science at Utah State University. He became Assistant Director and Chief Operating Officer of the Decennial Census in 1997, and was part of the team that delivered Census 2000. Waite is the visionary and architect of the 2010 re-engineered Census. Using hand-held computers for data collection, a major expansion of technology, will dramatically change the way censuses will be conducted for decades to come. Waite has authored and/or co-authored more than a dozen papers in professional journals and publications.

6. Nomhle Canca – Chief Executive of South Africa's Blue IQ company

Nomhle Canca is the CEO of Blue IQ Investment Holdings, a company owned by the province of Gauteng. The company invests in infrastructure development to stimulate economic activities by the private sector. She also sits on the Boards of a number of listed companies in South Africa. Raised in the US where she lived in exile with her parents, she obtained her BA in Economics and Political Science from Emory University in Atlanta in 1987 and worked as a stockbroker before returning to South Africa in 1991. Upon her return, she spent three years at Anglo American Corporation before becoming Executive Director of Womens' Investment Portfolio Holdings (Wiphold), the first listed women's empowerment group in South African history. She has served on the Katz Tax Commission and was a founding member of both the Women's Development Bank (WDB) 1991–1995 and Wiphold (1994–2002).

7. Harald Lemke – German State of Hesse State Secretary and CIO

Harald Lemke became State Secretary in the German State of Hesse in 2003. He is responsible for IT and e-government matters and is currently the only CIO in Germany's public administration at cabinet level. After training in computer studies, he started his career as a software engineer with Digital Equipment. He subsequently worked for Nixdorf Computer AG, the City of Hamburg and IBM. He returned to the public sector as IT Manager for the Hamburg Police Department and radically reorganised the department's IT infrastructure. He then moved to the Federal Criminal Police Office where he was Head of IT.

8. Jan Figel – European Commissioner for Education, Training, Culture and Youth

Jan Figel became European Commissioner for Education, Training, Culture and Youth in 2004. He was born in Vranov nad Topľou in Slovakia and was a research scientist before entering politics. He was a member of the National Council of the Slovak Republic from 1990 to 1998 when he became State Secretary in the Ministry of Foreign Affairs. He played a leading role in Slovakia's accession negotiations with the European Union. He returned to the National Council in 2002 where he chaired the Foreign Affairs Committee before stepping down in 2004 to take up his Commission post. From 1995 to 2000 he lectured in International Relations at Trnava University.

9. Ian Watmore – Permanent Secretary at the UK Department for Innovation, Universities and Skills

Ian Watmore became Permanent Secretary for the UK Department for Innovation, Universities and Skills in June 2007. Prior to that, he was the head of the Prime Minister's Delivery Unit, the Government's Chief Information Officer, and the first Head of the Government Information Technology initiative. He joined the Civil Service in September 2004 after a 24-year business career in IT, culminating as Accenture's UK Managing Director from 2000 to 2004. He has a degree in Mathematics and Management Studies from Trinity College, Cambridge. He is on the Board of the English Institute for Sport, spent five years on the Board of eSkills UK, the sector skills council for IT and telecoms, and is a former member of the Council for Industry and Higher Education, and Business in the Community. In 2005 he received the computing industry's Outstanding Contribution to UK IT award.

Plenary Speakers cont.

10. Rajeeva Ratna Shah – Indian Planning Commission Secretary

Rajeeva Shah is Member Secretary of India's Planning Commission, a position equivalent in rank to Minister. He has previously been Secretary in the Department of Information Technology where he was responsible for a number of highly successful projects such as the IT for Education programme, IT for the Masses, IT for Health, etc. He also has a background in broadcasting, having been CEO of the Public Broadcasting Corporation of India. He has held many other senior government positions including: Secretary of the Planning Commission; Secretary of the Department of Industrial Policy and Promotion; Secretary of Disaster Management in the Cabinet Secretariat; and Trade Commissioner/Regional Director for India's Trade Development in North and South Americas. At the State Government level, he has served as Principal Home Secretary, Principal Power Secretary and as Secretary to the Chief Minister.

11. Jos Luhukay – Indonesian National ICT Council Member

Jos Luhukay's educational background is in electrical engineering and computer science. After completing a PhD and being a visiting professor at the University of Illinois, he returned to Jakarta to help start a school of Computer Science at the University of Indonesia. He left the university in 1989 to join Bank Niaga as Vice President of Information Technology. In 1995 he joined Bahana Pembinaan Usaha Indonesia, a Government-owned investment bank, as COO. After that, he helped form the Capital Market Society of Indonesia, where he served as Executive Director until 1997. In September 1997 Dr Luhukay was recruited by the Government of Indonesia to serve as COO of the Jakarta Initiative Task Force, a unit set up to help mediate private sector debt restructuring. He was subsequently General Secretary of the National Committee for Corporate Governance.
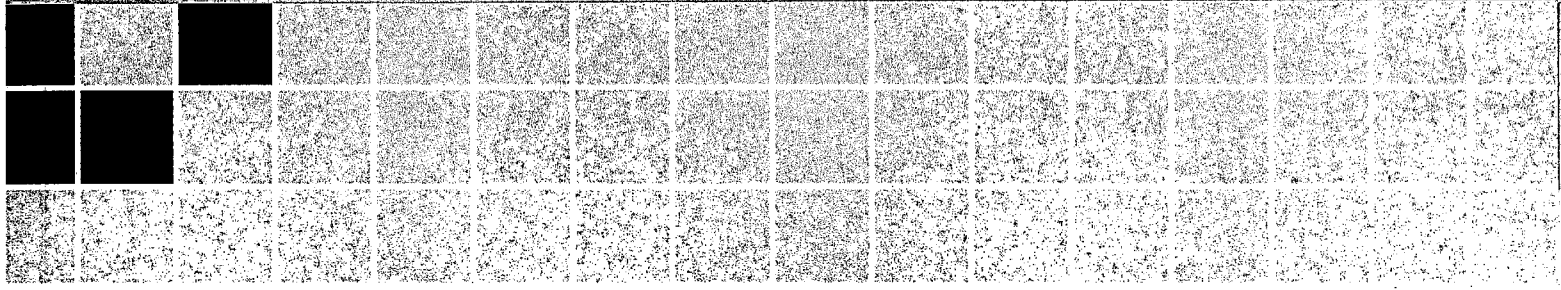
12. David Weinberger
– US Web 2.0 Guru

Dave Weinberger is a US technologist and writer. He is best known as the co-author of *The Cluetrain Manifesto*, a website and eventually a book about the transformational impact of the internet on business. He has since written two other major books on the internet – *Small Pieces, Loosely Joined* and *Everything is Miscellaneous*. He is a philosopher by training and once worked as a gag-writer for the comic strip "Inside Woody Allen". He has also been a marketing consultant and executive at several high-tech companies, and currently serves as a Fellow at the Berkman Center for the Internet and Society at Harvard Law School. He was Senior Internet Adviser to Howard Dean's 2004 presidential campaign.

13. Wim Elfrink – Cisco Chief Globalisation Office and Executive Vice President

Wim Elfrink has two roles at Cisco – as Chief Globalisation Officer he is leading the next stage of the Cisco globalisation strategy, and as Executive Vice President, Cisco Services, he is responsible for Cisco Services worldwide. In line with the first role he relocated to Bangalore, India in January 2007 and set up Cisco HQ East. Mr Elfrink joined Cisco in 1997.

Specialist Sessions – Day 1

Sunday 9 December 2007

Specialist Session 1 – Delivering "Virtual" Healthcare

This specialist session is about using the power of the human network to overcome the shortage of healthcare professionals and to meet the growing demand for healthcare (and healthcare advice) as quickly, safely and efficiently as possible. It will focus on two topics – delivering knowledge to patients and sharing clinicians' expertise across organizational boundaries.

Speakers

Maggie King – Head of Information for Choice Programme, Department of Health, UK

Stuart Gowland – Consultant Urologist and Director, New Zealand Mobile Surgical Project

Mike Stein – Chief Medical Officer, Map of Medicine

Specialist Session 2 – Delivering Compelling Learning Experiences

This specialist session is about improving the experiences of students, educators and parents across schooling and higher education systems. It will explore which interactions have the greatest influence on learning experiences, emotions and engagement, what makes those experiences compelling, and how to deliver systemic and lasting transformation.

Speakers

Hoda Baraka – First Deputy to the Minister, Ministry of Communication and IT, Egypt

Mike Gibbons – CEO, The Innovation Unit, UK

Barbara Snyder – President, Case Western Reserve University, US

Jean Johnson – CEO, the Inclusion Trust and Director, Notschool.net, UK

Specialist Session 3 – Connected Urban Development

This specialist session will explore how cities can reduce carbon dioxide emissions using innovative IT-related solutions. Areas covered will include intelligent transport systems, teleworking, dynamic traffic management, travellers services, connected real estate for sustainable development and intelligent homes.

Speakers

Nicola Villa – Connected Urban Development, IBSG, Cisco

Federico Casalegno – Director, Mobile Experience Laboratory, Massachusetts Institute of Technology

Chris Luebkeman – Director for Global Foresight and Innovation, Arup

Mikael Söderlund – Vice Mayor, City Planning and Traffic, Stockholm

Marijke Vos – Alderwoman for the Environment, Health and Social Support, Public Space and Nature, Amsterdam

Jared Blumenfeld – Director, Department of the Environment, San Francisco

Hong Seog Goh – Director of Transportation Planning, Seoul

Specialist Session 4 – Transforming the Citizen's Experience of Government

This interactive session will focus on the scope for transforming the citizen's experience of government by creating a single point of contact for government services. It will explore the strategies, business cases and organizational requirements for citizen contact centers and their business architecture.

Speakers

Dr Georg Thiel – Deputy Director General, Federal Ministry of the Interior, Germany

Lydia A. Murray – Chief of Staff to the President, Chicago Transit Authority

Specialist Sessions – Day 2

Specialist Session 5 – Government 2.0 – Fad or Future?

This specialist session will look at the impact of Web 2.0 on government. It will explore how the ethic of Web 2.0 – user-created content and ideas, empowering the edge and harnessing the "power of us" – sits with the traditional role of the bureaucracy both in its policy and service delivery roles and how politicians do – and might – respond to the opportunities and challenges Web 2.0 trends are creating.

Speakers

Joanne Caddy – Policy Analyst, Innovation and Integrity Division, Public Governance and Territorial Development Directorate, Organisation for Economic Co-operation and Development (OECD)

Hugh McPhail – Manager, eGovernment, State Services Commission, New Zealand

Geoff Mulgan – Director, the Young Foundation, UK

Monday 10 December 2007

Specialist Session 1 – Unleashing the Potential of Social Innovation

This specialist session will consider how the public sector can use new social innovation models to address public policy challenges. The session will draw heavily on actual examples of citizens, government, private sector and NGO partners working across traditional boundaries in new ways. Participants will hear multiple perspectives on the opportunities and issues related to social innovation.

Speakers

Tom Steinberg – Founder and Director, mySociety.org, UK

Nicholas Yeo – Development and Communication Manager, Taking It Global, Canada

Raul Caceres – OnLine Volunteer

Specialist Session 2 – Building Trust in a Digital World

This specialist session will explore ways of bridging the confidence chasm that prevents many individuals from making the most of their "connected world" and, more specifically, of the new services and platforms for engagement with their government. It will consider how governments can build citizen trust in a digital world. Identity management will be covered, but as one of a number of elements involved in building citizen confidence.

Speakers

Malcolm Crompton – Managing Director, Information Integrity Solutions Pty Ltd, Australia

Bo Harald – Head of Executive Advisors, TietoEnator, Finland

Specialist Sessions – Day 2, cont.

Specialist Session 3 – Creating Connected Learning Environments

This specialist session will focus on the environments where learning experiences occur. The discussion will address schooling and higher education environments. As well as examining which physical environments are most suited for living, working and learning effectively, it will also explore which virtual environments are effective today and likely to be most effective in the future (including but not limited to immersive, collaborative and community environments).

Speakers

Kathy McCartney – Dean, Harvard Graduate School of Education, US

Madeleine Atkins – Vice Chancellor, Coventry University, UK

Alan November – Senior Partner, November Learning, US

Specialist Session 4 – Socially Inclusive Growth

This interactive session will look at how ICT can empower poor communities (particularly in less developed countries) and enable them to advance economically and socially. It will examine the difficult issue of ensuring that such projects are sustainable and replicable. The session will feature a diversity of perspectives from public, NGO and private sectors and overview different social mobilization models that unleash the potential of citizens and can be relevant to both emerging and developed areas.

Speakers

Mrs Nomhle Canca – CEO, Blue IQ Investment Holdings (Pty) Ltd, South Africa

Dr Rashid Bajwa – CEO, National Rural Support Programme, Pakistan

Dr Meena Munshi – Senior Economist, World Bank

Specialist Session 5 – City of Stockholm Study Session on Improving Services to Citizens

This specialist session will look at how Stockholm is innovating to improve services for its citizens. The session will involve visiting the city's Bromma contact centre and taking part in a seminar about the city's strategy for online services. It will last about 2.5 hours, which includes travel time to the Bromma centre (30 minutes each way).

Additional Information

Nobel Peace Prize Concert

This annual event, presented by the esteemed Norwegian Nobel Committee, honours the recipient of the coveted Nobel Peace Prize and is broadcast to about 100 countries around the world.

The Nobel Peace Prize is given annually to the person or organization whose work has been of the greatest benefit to mankind. The Nobel Peace Prize for 2007 is to be shared, in two equal parts, between the Intergovernmental Panel on Climate Change (IPCC) and Albert Arnold (Al) Gore Jr for their efforts to build up and disseminate greater knowledge about man-made climate change, and to lay the foundations for the measures that are needed to counteract such change.

The Concert hosts this year are Uma Thurman and Tommy Lee Jones. Artists include Alicia Keys, Annie Lennox, Earth Wind and Fire, KT Tunstall, Junoon, Juanes Morten Harket.

Event Attire

Saturday 8 December
· Welcome Reception: Business Casual

Sunday 9 December
· Public Services Summit: Business Attire
· Dinner, hosted by the City of Stockholm: Business Attire

Monday 10 December
· Public Services Summit: Business Attire
· Cisco Gala Dinner: Black Tie (optional), Cocktail Attire

Tuesday 11 December
· Train to Oslo: Casual
· Nobel Peace Prize Concert Festivities: Business/Cocktail Attire

Weather

December temperatures in Stockholm and Oslo are between –10° and 8° Celsius (10° to 46° Fahrenheit). Please dress accordingly.

Speech on the "Single Non-Emergency Number D115" at the Public Services Summit in Stockholm from 8 to 10 December 2007

Ladies and gentlemen,

I am pleased to be able to present to you ideas on the goals and developments regarding the large-scale political project "D115" which aims to establish a single non-emergency number.

Public administration has a complex set of responsibilities. With its intricate federal structure, Germany is a state where responsibilities and competences are assigned on the basis of the subsidiarity principle to more than 20,000 public bodies and authorities at the local, regional and federal level, creating a bureaucratic maze which makes it hard for citizens to find their way.

The idea behind the single non-emergency number 115 is remarkably simple: A single, easy-to-remember telephone number is to provide citizens direct access to public services, regardless of the different administrative levels and responsibilities within Germany's intricate federal structure.

Background

The telephone continues to be the means of communication most frequently used by the public to contact the public administration.

There are good reasons to assume that this will continue to be the case even if government websites are expanded and accepted by the public. But every individual who wishes to contact the public administration faces the same problem: finding the right person or office to deal with their concerns. Individuals and businesses have to deal with a complex administrative structure and numerous telephone numbers just to obtain simple information or forms. Time is becoming an increasingly important factor not only for businesses but also for citizens and is therefore a valuable asset. It doesn't help the situation that many administrations are available only during core times.

But both increasing responsiveness of administration and the need for sustainable budget consolidation require strongly optimized processes. We need to identify ways of

simplifying the processing of external enquiries which administrations receive in an unstructured manner. This must lead us to rethink the division of work within administration.

D115 for citizens
When examining the needs of citizens, businesses and institutions requesting public services, priority is given to prompt and reliable responses to enquiries. Given the diversity of administration and the need for prompt and reliable responses, we decided to establish an easily accessible, single point of contact under <u>one</u> easy-to-remember phone number – 115.

Through a uniform commitment to service, D115 will generate a new dimension of customer satisfaction. In future, no enquiry should go unanswered. While simple enquiries can be answered immediately, the response to more extensive and complex enquiries will be ensured by requesting relevant information from the "responsible" authority or by forwarding the enquiry directly to this authority.

"D115 – we are responsible!"

An essential element of the commitment to service is the availability of the professionally trained and service-oriented staff also at times of day that are convenient for citizens (for example, after half past three in the afternoon).
The necessary data to answer requests and the relevant services at different levels of government are being prepared and referenced in the various decentralized service centres – many of which already exist in urban areas – using information and communications technology.

Calling D115 will not be free of charge. Citizens will accept the fee if we pursue the idea consistently because the benefits of the D115 service are compelling. If every visit to an agency and back took only 15 minutes, introducing D115 would annually save about four million working days of eight hours each.

Serious users will gladly accept a fee because D115 is not
- the beginning of an endless waiting loop,
- a lengthy search for the right number,
- as complicated as administration itself,
- not responsible and difficult to reach.

D115 for administrations

To live up to the D115 idea, service activities of the individual German authorities should be linked more closely in future, at federal level, and at local level and especially between the federal, regional and local levels.

Uniform service-oriented standards for performance and quality management guarantee that all service centres provide the same high level of customer service nation-wide. Participation in this federal, regional and local network is conditional on fulfilling certain qualifying service criteria.

Standardizing and pooling the management of customer requests in 115 service centres in a targeted and professional manner may effectively reduce the workload of the specialized sections in administrations, in particular as regards enquiries that can be resolved immediately such as simple questions, requests for information and questions about who is responsible. These enquiries account for about 80 percent of all calls. More complicated enquiries will be forwarded to the relevant specialized staff, with callers guaranteed a response within a certain defined time period.

As a first step, the idea will be turned into a coherent strategy for a single non-emergency number by experienced experts at the federal, regional and local level and then tested through pilot projects in several regions. Depending on the results of the pilots, it will be decided whether to introduce D115 across the whole country.

Pilot regions

A call for statements of interest was initiated in autumn 2007 to identify pilot regions for developing and testing the strategy. Subsequently, numerous local and regional authorities expressed interest in participating in the project. Together with the regional partners, the statements of interest were divided into two categories:

Qualified pilot regions:
Qualified pilot regions are those that fulfil certain minimum standards and have experience in running a service centre at local and/or regional level. Qualified pilot regions include Berlin, Hamburg, North-Rhine/Westphalia, the Rhine-Main region (Hesse and Rhineland-Palatinate) and various federal authorities.

Interested pilot regions:
Interested pilot regions are those that do not yet fulfil the conditions just mentioned but plan to do so soon. Interested pilot regions include Rhine-Neckar (Baden-Württemberg, Hesse, Rhineland-Palatinate), Oldenburg (Lower Saxony), Magdeburg (Saxony-Anhalt) and Saarland. In addition, the representatives of the *Länder* of Brandenburg, Mecklenburg-Western Pomerania, Saxony, and Schleswig-Holstein expressed interest in participating in the project.

On the one hand, this underlined the broad interest in the idea of a single non-emergency number in Germany, and on the other hand it created a solid basis (covering as many as 13 million inhabitants) for successful testing. However, the call for statements of interest is not closed, and further pilot regions will be admitted to the project at any time.

Service structure

Experience gained in the qualified pilot regions suggests that about 80% of all D115 enquiries pertain to the local level. Therefore, these enquiries should preferably be answered by the responsible local or regional authorities. Consequently, local service centres will mostly be the first point of contact for a caller. Client enquiries about issues concerning the regional or federal administration which cannot be answered by the responsible front or back office should be forwarded to the central regional or federal service centre (2nd level).

If a regional or federal service centre is also not able to provide a satisfying solution to the client enquiry, it needs to be forwarded to the responsible specialized authority at federal or regional level to conclude the case (3rd level).

Nevertheless, simple and repetitive enquiries on issues concerning state administration should be included in the local service catalogues and answered already at this level without involving the responsible regional or federal authority.

The 115 system

In the beginning, D115 will focus on telephone access to public services. At a later stage, it may be developed into a multi-channel system (including e-mail, voice mail, SMS). On a 115 Internet portal enquiries could be sent via e-mail templates, for example.

D115 can be called via conventional telephone lines, mobile phones and new web-based telephone providers such as Skype. Incoming calls will first be routed to an intelligent network which in most cases correctly distributes the calls geographically to the individual service centres. Otherwise, the call will be returned via the red path to the network including return information on where the call belongs. The intelligent network will then put the caller through to the correct service centre and is supposed to monitor and maintain the connection once it has been established. This is the only way that calls can be forwarded within the network and that statistical information can be kept.

The core systems of a D115 service centre will include a search function, a monitoring and reporting function allowing for reliable control, and a function for electronically

registering contacts that cannot be handled immediately so that the enquiry does not have to be processed in real time.

Using the search function, service centre staff will be able to access their local administrative portal and the D115 portals of connected administrations. These portals will provide access to information on available services and to meta-information relating to the individual service. Meta-information will include fees, the address and opening hours of the offices which provide services, the responsible person or team and the relevant contact details.

In a rather small number of cases, service centre staff will have to ask for contact details to arrange for a call-back. It should be possible to retain the address, the request and steps already taken within the system. Further, it should be possible to forward this information and the recorded enquiry data via a uniform interface from one D115 service centre to another. The system should also be used to produce error reports to mutually record and notify about quality defects.

The monitoring function will show the number of calls and the call traffic within a service centre. But it will also show the situation within the network, for example whether the planned service level was achieved and whether the amount of unresolved enquiries is increasing or decreasing. The function should allow for the management of an individual D115 service centre, but also indicate where there is need for action within the network. Making this information public through regular benchmarking creates transparency and thus promotes discipline and improves the overall quality.

Qualification
To ensure an appropriate quality level from the outset, administrations choosing to include their D115 service centre already during the pilot phase should fulfil the following requirements:

- The service centre has the necessary infrastructure and staff.
- The service centre is trained and has successfully concluded a test phase (at least six months) for its own public information service.
- The required connection of the infrastructure with the D115 pilot has been concluded.
- Readiness to participate in special D115 working groups and knowledge transfer. Participants will have to pay their own staff and travel expenses.

In addition to providing the telephone number and routing incoming calls as I have described already, the central project will provide a qualification programme based on experience from the pilot phase, since D115 will be accepted across Germany only if we

manage to maintain a high quality or even improve the quality of D115 services. Central support will help service centres qualify to become a D115 service centre. Experience and results of existing service centres will be summarized and provided in draft papers, instructions, samples etc.

In this context, qualification is part of a multicentric procedure to build up D115 which is divided into the phases I'm going to describe next. This approach allows numerous local projects to be carried out at different speeds and implementation levels.

Phases

A basic condition for participating in D115 is an operational service centre and some initial practical experience. This means that operators must prove that their service centre is in place and running successfully before it can participate in the D115 pilot testing.

In the second phase, the pilot testing is prepared and initiated. In this phase issues such as system connection, quality standards, processing and routing calls need to be resolved and workable solutions found.

In the third phase the pilot starts, testing the applicability, usability and operability of conceptual assumptions and technical solutions already implemented. At the same time, further issues will be identified and implemented (for example, invoicing, settlement of accounts within the network etc.)

The transition from the third phase, which is the pilot, to the fourth phase, that is regular operations, is seamless. At a certain stage, which still needs to be defined, the service centres participating in D115 will have developed stable and regular operational structures so that it can be said that these organizational units will have taken up regular operations.

If new service centres are established in other regions, they will be included in the D115 network gradually and in partly parallel development and qualification phases.

Long-term planning

Not only the admission of participants (service centres) to D115 but also the introduction of D115 is divided into several phases, which I would like to briefly introduce.

First, a concept for implementing D115 and its operation was developed and presented. Additional suggestions from a study on D115 which will be published by the end of the year will be included in the detailed planning to be conducted with the pilot partners at federal, regional and local level.

In autumn 2007 the organization of the central project was concluded. It will be responsible for coordination tasks necessary for a successful D115 rollout. In particular, the central project will initiate and coordinate the necessary working groups. In addition, it will reserve the number and initiate a call for tender to network providers.

The central project is also responsible for a smooth transition of D115 into an umbrella organization, to take place in 2009. The D115 umbrella organization needs to be operational at an early stage so that the transfer of knowledge will be complete. After the transfer, the umbrella organization will be fully responsible for coordination. The central project will terminate when the umbrella organization is fully operational.

The objective of the first phase of implementation, that is detailed planning and developing workflows, is to initiate pilot testing in the pilot regions as soon as possible. Pilot testing will start in autumn 2008 when a network provider has been selected.

The pilot phase will be concluded once the required information is available and a final analysis of the results can be carried out. However, the transition between pilot testing and regular operations is seamless. Given the momentum of service centres joining D115, we do not seek to admit certain initially selected network participants by a specified date. Instead, we regularly accept new D115 service centres to achieve regular growth and an increasing coverage of D115.

Summary

To sum up, D115 is a gradually growing system both in terms of geographical coverage and guaranteed service delivery. It provides citizens and businesses with easy access to administrative services at federal, regional and local level. The project's success depends on convincing partners of the idea, its implementation and useful communication. Thus it is not possible to force anyone to participate, and this will not even be necessary if the idea stands the test. D115 is based on the following principle: As local as possible, as central as necessary. Federal structures and local self-government are respected.

Nevertheless, D115 provides interagency services. The ultimate aim is to establish a vertical and horizontal connection between all authorities at federal, regional and local level. The development of D115 is based on practical experience from existing federal, regional and local service centres. Sharing the constantly growing knowledge and experience will ensure a permanent increase in efficient service centres.

Finally, D115 helps simplify administration with a view to implementing the EU Services Directive.

Born to be connected

P. Gruetter, Stockholm Dec 07

Roots

The fatal arrow fired in the 13th century by our local champion bowman into the heart of the Habsburg governor was the start of Switzerland's success story.

And until recently, the crossbow was the symbol for high quality used on all our products.

In the feudal times governing was not very sophisticated. A prince or a king sat on his throne and ran the country with the help of his noblemen, who at the same time took material advantage of the monarch's position.

Sovereignty over the territory was often divided, which to a certain extent made the lives of the peasants easier.

Information was at its best passed on in church on Sunday and therefore it was scarce. This lack of information made government an easy task. Although the king had to beware of being poisoned or stabbed by one of his courtiers, his subjects presented no threat. They couldn't watch talk shows presenting in great detail all possible reservations against his majesty.

The Swiss, after their early success against the Hapsburgs, went their own independent way, but offered their services to Europe's kings as courageous mercenaries and fought the battles for them.

Travelling around from one battlefield to another and back home - if they came back – led to an intensive knowledge transfer not only among the wealthy, but among the ordinary people.

In a way, our mercenaries built one of the first open access knowledge networks. Unfortunately, it had a transmission rate of only a few kilobytes per year.

But it was a beginning and it evolved into a successful networked society model, a bottom up federal republic, with broad possibilities of participation in politics and society and where the problems are solved on the lowest possible level.

Tasks at the National level reflect contracted, common goals (e.g. defense policy; economical model, social security, healthcare, environment policy)

The localised, decentralised structure of Switzerland has remained intact over the centuries.

With its four languages, its various cultures and its federal structure, Switzerland was the living example that other organisation models could be successful than the hegemonial standard approach as it culminated in the industrial era, were Central governments ruled the people who lived within their territory with undivided sovereignty.

In fact, 41000 km2 tiny Switzerland with its 26 states and 3000 boroughs never fitted properly into the mould of the industrial-centralistic – and in part nationalistic – era.

Nevertheless, important companies in the silk, machine, chemical and food industries were established in the end of the 18th and in the 19th century. This was only made possible by systematic networking within Switzerland, Europe and the world.

Resilience and innovation as Swiss key success factors

Ladies and gentlemen, when you study the Swiss history you will find two com-

mon denominators over the 700 years: resilience and innovation

In the heart of Europe surrounded by Germany, France, Italy and Austria, we constantly had to resist, adapt and adjust to the moves of our powerful neighbours and snatch the opportunities of David in a world of Goliaths, or in other words, to be innovative.

Today our 7,5 Million people can be proud of a competitive, export oriented economy, reliable infrastructures, social security and an intact and healthy environment, all transmitted in a GDP of 65'000$ per capita,

And innovation is ongoing, also in the Public sector, where we had major reforms at the National level in the past 10 years, focused on the governmental tasks, processes and structures.

Results are for example a new financial equalization between Confederation and cantons, important tax reforms, an education reform, an amendment to the constitution that prevents the parliament to spend more than the country's revenue, a new army, deep infrastructure reforms including the privatization of Telecom and the spin-off of the post and the federal railway.

Communications technology allowed us to implement an efficient mileage-related heavy-vehicle charge, electronic customs clearance, animal traffic databases, grants of telecom licenses, online tax returns and geodata etc.

We reshaped ministries and regrouped tasks to gain higher effectiveness at lower costs.

Since many of you are responsible for IT in your organizations I can perhaps briefly exemplify how we harmonized the IT infrastructure in the federal Government in the late 90ies:

We are talking of 35 000 work places in 7 ministries and a yearly ICT budget of around 700 Mio.

Based on a process model (-> slide) we created a CIO function and transformed our vertical silos in a horizontally fully integrated cost-performance accounting and chargeback model. With a total investment of 220 Mio we reached an annual efficiency gain of 120 Mio and went for example from 7 to 3 host operators, from 3 to 1 physical data networks and from 9 to 1 printing process etc.

We made similar reforms in finance, human resources, real estate management, procurement and logistics. We abandoned the civil servant status, are reforming the management model and shall put army and police under one ministry etc.

Ongoing is a systematic and broad analysis of all Government tasks with a savings target of 10 to 30% and the goal, to stabilize the states share at the lowest possible level. The Government shall be lean, tasks outsourced, transferred into Shared Service Centers, Public Private Partnerships or abandoned.

Because less is more. Remember the Pareto principle, which says, that 20% of a statistical amount cover 80% of its effect. Or, to give an example, think abut oil fields. There are a few big and many small ones. Less is more means: Don't concentrate on oil if you don't have the big fields.

Need for constant change

"Why this constant change, we perform so well", is a question we were often confronted with.

The answer is obvious: because adaptation and innovation are the only key to sustainable success.

Because, as it is written in the preamble of the Swiss constitution, we want to keep our liberty and democracy and live our diversity in unity, knowing that only those remain free who use their freedom.

Because we want to be the nation with the most competitive economy worldwide and consider it very important to stay one of the OECD members with the lowest states- and tax shares.

Because we want to limit the state to fundamental tasks and streamline public services.

All this is done to set today a reliable basis for that the following generation can also live in a free country, with a strong economy, social security, and in an environment that is worth living.

Reform means expectation management

Of course reforms question tasks, structures and processes, but the most essential: it is all about people and their visions, hopes and fears.

Good public reforms don't happen because they are necessary, they happen because somebody had a vision of a better or a new way to do what has to be done.

They start when this person finds others to share the idea and those find disciples to spread the message that there is a better, more efficient, more effective, more competent, more flexible, more transparent way to serve the citizen or business

A vision and clear goals are indeed very important, but they don't make things moving yet.

Government structures and responsibilities are hard to move, given the fact that they are usually conceived to last.

To change something that is built to last needs an iron will to execute, long hale and a lot of convincing.

The reform momentum comes only when you can create that air of expectancy for your people to live up to the expectations. To create this momentum you have to follow a set of rules or commandements, like the 10 in the Bible. They are key:

1. First never start a reform if you are not ready to question yourself and empty all your pockets. Or as Carl Popper said "have the courage to use your mind".

2. Walk the talk. Act as you talk; it makes you reliable. Reliability builds trust and trust integrates. Integration motivates employees to contribute and only broad contribution creates the necessary momentum.

3. Progress is based on exchange. The self-sufficient doesn't evolve. That's why protozoan staid rudimentary for millions of years. Create heterogeneity. Heterogeneous reform teams excel, monogamous fail.

4. Encourage ideas and creativity. Promote the flow of ideas, not the chain of command. Creativity changes the constraint to undergo a transformation into joy. The green field is no longer an enemy but a playground for new ideas. If you have to make a choice, build on improvisation, not on structure, on imagination, not on certitude.

Albert Einstein knew what he meant, when he said that imagination is more important than knowledge, because imagination embraces the whole cosmos.

And Jean-Jacques Servan-Schreiber, a famous french journalist and politician once wrote „ Who wants to detect the powers of the future should not look where the strongest army and the most powerful industries are, he should look for the sites of creativity."

5. Involve as many people as you can. Think of the rule "Tell me and I will forget, show me and I will remember, involve me and I will understand". What one understands, one can share.

6. Don't try to reduce complexity, accept it. Remember it's all about people. People are complex. Reforms touch people, the way they interact, and their culture. Reducing complexity reduces performance. Try instead to excel, to make complexity work like the cogwheels in a mechanic watch. Then everything will look easy although it will not be simple. .

For instance think about how easy it looks, when Roger Federer, not a bowman but also a successful Swiss champion, makes his points on the tennis court.

Or look at the movement of my finger. It looks so trivial, but it is more complex than anything that was invented since Homo sapiens started to differentiate from the other hominids 100'000 years ago in the heart of Africa.

7. Build on the peoples strengths. Let their weaknesses be their weaknesses. Replace them if necessary but don't start to treat their weaknesses. Who can't do what he desires, should desire what he can do. No soccer trainer thinks about transforming his goalkeeper into a goal-getter. Reforms fail when directed to eliminate weaknesses, the rarely fail when they build on strengths.

8. Accept coincidence and diversity as regulating principles. Always look ahead and try to detect patterns, cycles and fashions, in the international environment, within the country and within your people. Complex systems follow patterns.

Think at tree rings, business cycles, winters: they are never exactly the same but they follow the same pattern. Once you detect that pattern, try to give your coun-try, your Government, your unit a unique position. Differ from the flock.

Anything new nowadays?

But is there anything new nowadays beside all this well known stuff? Did anything really change since civilization articulated itself 14'000 years in the East of Turkey or since Gutenberg invented printing 5 centuries ago?

Yes, something fundamental has changed. The technological revolution of the past 15 years led to an absolutely unique opportunity for mankind, far more important than the industrial revolution, something comparable to the invention of the wheel:
The cultural diversity of the nations of the world and its peoples got connected. For the first time since the fall of the tower of Babel every single person can exchange, share and collaborate with anybody he chooses on the planet.

This has a dramatic impact on the culture of nations, companies and all societies.

Just as the nation State long ago lost its monopoly on information, it is actually losing its monopoly on regulation. The efforts to retain sovereignty and control through the formation of communities of States, regional economic areas, and international organizations have not yielded convincing results to protect the States integrity so far.

Politicians who try to countervail the trend by harkening back to tradition, sealing off the country, and letting change pass by on the outside, may harvest political election gains, but in the long term, this is certainly not a recipe for success.

Only those who help support and design change can master circumstances.

Our grandchildren might identify this decade as the beginning of the end of the

classical territorial State. Don't we experience daily in the internet the end of geographical boundaries? These are extraordinary exciting times. Only very few of all human generations had the opportunity to experience such a situation.

We can be proud of this achievement and face the huge responsibility that is related to it.

Today's generation can change the world into a genuine global community.

A world in which central power is replaced by a network of divided responsibilities, comparable to the central nervous system in our body.

We can transform the world in a community that shares tasks, benefits and values, if we only let the two third of mankind that live with less than 10 Dollars a day participate on our wealth. If we practice fair trade, give access to medicaments, education and clean water for all.

The new paradigme

We are at the beginning of an unprecedented cultural disruption. Change is starting to manifest. Innovation and the shift of values accelerate. Value chains start evolving from local into global and vice versa.

This culture will grow bottom up, from the edge to the center, from the people into the governing structures.

That alone is a revolution. Traditionally, culture is implemented top down, by the power to edict rules and apply sanctions. By command and control; which does good for the allocation of resources, alignment, scaling etc. in Fredericks Taylors industrial age; where performance measuring, benchmarking, controlling and reporting are king.

And in the public sector Tailor has found a beautiful culmination in the New Public Management. But that's not the future. That's the last stage of the past.

In the future, culture will rely less on hierarchy, but on trust, transparency, mutual interest and interdependence.

The world is exploding with nongovernmental organizations – from famous ones like the Gates or the Clinton Foundation to small local ones - who are reaching beyond government to solve problems together and bring people together.

Public Sector, Private Sector and the people as partners. Management will be horizontal, collaboration and communication oriented, to harvest the fruits of the connected talent and knowledge.

Obedience will be transformed into commitment, position into competence, execution into adoption, specialization into integration, return on capital into profit per employee, top down into peer to peer, replication into innovation and management – finally – into leadership.

A new world social contract is emerging. Not based on classical power, but on cooperation and exchange and enriching competition between cultures, on the ability to act and interact in the global human network.

The future is Swiss

At the end of the cold war, after the reconciliation of China and Russia with the West, Switzerland replaced the crossbow by the Edelweiss as a more appropriate and conciliatory quality symbol in the upcoming connected era.

This new era is ideally suited to our small and culturally diverse country and therefore .– please excuse me for this nationalism – profoundly Swiss. We believe that

we will be able to preserve our "local" roots while trading on the global markets and enjoying a lively and enriching exchange of ideas with the people and cultures of the world.

The modern communications technologies offer an ideal basis for democratic decision shaping, for extended liberty, for broad cooperation, excellent education and global prosperity and – to end in analogy with the preamble of the Swiss constitution - for a world where the strength of the human society is measured by the welfare of its weakest members.

When everyone on the planet has a chance and everyone counts, we can truly make the world a better and safer place.

It's up to us.

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The Connected Republic 2.0
New Possibilities & New Value for the Public Sector

A Point of View from the
Cisco Internet Business Solutions Group (IBSG)

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The Connected Republic 2.0
New Possibilities & New Value for the Public Sector

Today's increasingly connected world offers huge opportunities for the public sector. This new world favors a more collaborative and flexible approach to getting things done and provides a platform for empowerment, choice, and personalization. Public sector organizations can build a new kind of relationship with citizens, putting skills and resources directly at their disposal and enabling them to play a much greater role in public policy. They can also harness the "power of us" and pull people together to create public value in new ways.

Introduction

In the United Kingdom, a new service is being trialed that allows people to report graffiti, broken streetlights, and other minor issues by going to a Website and putting a flag in a map of their local area with a description of the problem that needs to be fixed.[1] The Neighbourhood Fix-It service provides a shared public space where people can track how the problems are being resolved and join in discussions about how to prevent difficulties from occurring in the first place.

In the Philippines, the country's 16 million mobile phone users have become freelance environmental protection officers able to report smoke-belching public buses and other vehicles via text messages. They can also seek emergency assistance and report wrongdoing by police officers in the same way.

In the United States, a group of friends recently launched Change.org, a Website designed to link people who want to influence social change. The site enables activists to find like-minded people and share photos, videos, and information in support of particular causes. They can also highlight events or actions, raise money, or comment on nonprofit projects.

Think of these stories—and there are thousands more—as dispatches from the frontline in a revolution characterized by the simple but radical fact that we increasingly live in a world where everyone is connected to everyone else. It is a world where Skype built a phone system from the connected computers of millions of individuals around the world; where Wikipedia tapped the wisdom of crowds to produce the world's most comprehensive encyclopedia; and where Google Maps enable anyone to pull together data sets and literally put them on the map.

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1. http://www.neighbourhoodfixit.com/

The guiding principle of this world is "small pieces, loosely joined." Value comes from orchestrating the productive interaction of lots of different people animated by a common goal and enabled by shared processes. Clumsy hierarchy and monolithic institutions fracture into smaller pieces and looser, more open and democratic affiliations and practices. In this new, connected world, speed, agility, and responsiveness are the hallmarks of top performance. Results are delivered not through the deployment of tightly controlled, centralized plans and instructions, but through the empowerment of millions of end points linked in ever-changing combinations.

These trends are changing every aspect of the world in which we live, bringing challenges and opportunities for every kind of organization. On the one hand, people's expectations are changing—they want faster, better service and expect to be engaged in new ways. On the other hand, operating models are emerging, animated by new methods of connection and collaboration. What is clear is that traditional processes, structures, and organizations are often no longer the best way to get things done. Confronting this issue is vital for any organization, but especially for those in the public sector, given the unforgiving scale and complexity of the challenges governments are trying to solve.

In this paper we explore the implications of a connected world for the public sector. Our intention is not to offer simplistic prescriptions, but to provoke new thinking about ways in which the emerging technologies of communication and collaboration can improve the basic operations of the public sector and fuel a deeper process of innovation and transformation.

A New Organizational Model

To understand this new world, it is worth going back to the origins of the Internet itself. Writing for the RAND Corporation in 1964,[2] Paul Baran explored the issue of creating a resilient communications network—one that could operate when many of its nodes (and the links between them) were no longer functioning. The context for his analysis was work for the U.S. Air Force in relation to a possible first strike by the Soviet Union; as Baran himself pointed out, however, the implications went beyond the military. In fact, his idea of a distributed network provides a radical alternative to the traditional options of either a centralized or decentralized network. The power of this idea is that it offers a new model for how resources can be organized to achieve a particular goal.

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2. Memorandum RM 3420 PR; see: http://www.rand.org/pubs/research_memoranda/RM3420/

Figure 1. Distributed Networks: A New Paradigm

| Centralized (A) | Decentralized (B) | Distributed (C) |
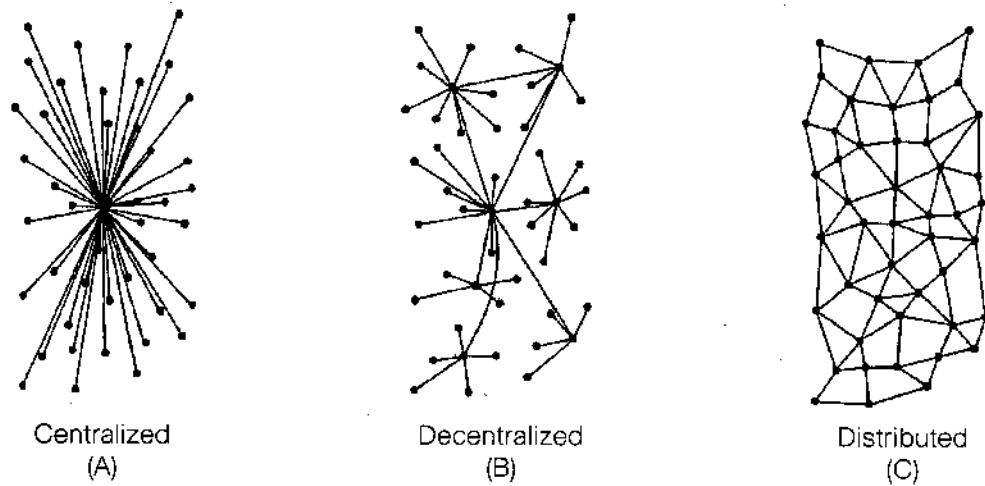
Source: Paul Baran, RAND

Over the last 20 years, we have seen the implications of this new model in a world where technology is making it easier to connect people, places, and things. Furthermore, the possibilities inherent in this new approach keep growing as the network becomes more intelligent. No longer is the network a dumb highway transporting data around an office or across the world; rather, it is a platform that can recognize the differing nature of the demands being placed on it and respond accordingly.[3]

Small Pieces, Loosely Connected

The best example of a distributed network is, of course, the Internet itself. In his book *Small Pieces, Loosely Joined*, David Weinberger set out his views on the defining characteristics of the new Internet world. What he describes is a world in which meaning and value increasingly derive from the ability to connect people, ideas, and organizations in new patterns of communication and collaboration. This implies a radical shift away from hierarchy and centralized control.

Weinberger illustrates his point by describing the Web's impact on publishing and writing. The old model, he suggests, is about control: a group or individual is responsible for a document's content and releases it to the public when they consider it completed. The point of the model is that once a document is published, no one can change it except the original publisher. The Web ditches that model and says instead, "You have something to say? Say it. You want to respond to something that's been said? Reply and link to it. You think something is interesting? Link to it from your home page. And you never have to ask anyone's permission." By removing the central control points, the Web enables a self-organizing community whose interaction can generate ideas at an unprecedented pace and scale. This shifts the locus of power away from

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3. For example, the network can give different priorities to different kinds of traffic (e.g., data versus voice), different applications, or, indeed, particular kinds of messages within applications. Or it can shape interactions on the network by giving varying capabilities to different users depending on events, actions, or profiles.

institutions and hierarchies toward individuals and communities. The capacity to influence, criticize, and advocate is now more easily within the grasp of citizens and consumers who can quickly band together to make their voices heard.

Time magazine highlighted this phenomenon in December 2006 when it announced its Person of the Year. Instead of selecting an individual whose profile and substantial achievements reflected the assumption that history is shaped by the few, the famous, and the powerful, the magazine chose "You." Announcing its provocative selection, the magazine explained that "the new Web is a very different thing. It's a tool for bringing together the small contributions of millions of people and making them matter. Silicon Valley consultants call it Web 2.0, as if it were a new version of some old software. But it's really a revolution . . . . This is an opportunity to build a new kind of international understanding, not politician to politician, great man to great man, but citizen to citizen, person to person."[4]

One aspect of this revolution is the user's demand for a more active role. This is most obvious in the attitudes of those who have grown up with the Web. A recent Australian newspaper article[5] analyzed the media habits of Generation Y (those born approximately between 1977 and 1995) and highlighted the new values of this group. Discussing new social networking sites such as MySpace and YouTube, the article points out that these sites "are created by them and are for them, not aimed at them . . . . They are entertaining, give users a strong sense of community and give people a strong sense of control." Rather than being slaves to TV, radio, or newspapers, members of Generation Y prefer devices that allow them to choose the media content they receive. "They are very skeptical about 'talk at' media like TV, newspapers, and outdoor ads . . . . They do not want to be passive consumers." Mobility is one of the main characteristics of this generation. They lead lives that flow from activity to activity but want to stay connected all the time, informed and entertained via their mobile phones and other portable devices. Increasingly, these consumers are interested in media products "in which they can get involved." Authenticity is a function of engagement, not just consumption. They want brands to stop talking at them and to start engaging them in more personal, interactive ways.

Changes in the attitudes of young people provide a hint about the direction in which the world is heading, but we believe the process is only beginning. As more and more people and things are connected, traditional location- and organization-constrained ways of getting things done will give way to new models that place more power in the hands of the end user. The most innovative organizations in the public and private sectors have recognized this trend for some time, but over the next 10 years it is going to be the key issue for every organization—no matter how traditional their operations are today.

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4. http://www.time.com/time/magazine/article/0,9171,1569514,00.html
5. "A Lost Audience: The Mass Market," *Australian Financial Review,* September 30-October 1, 2006

The Connected Republic

Two years ago, the Cisco Internet Business Solutions Group (IBSG) set out its vision of the potential of e-government in a book called *The Connected Republic: Changing the Way We Govern*. We chose this title in tribute to the city-state democracies of ancient Greece and to highlight the possibility that now exists of creating an environment where citizens reconnect with each other, with their elected leaders, and with their public institutions. We wanted to emphasize the potential of technology not just to improve public service delivery, but to change the very business of governing.

We suggested that the e-government project would fulfill its potential to the extent that it became:

· Central to the work and purpose of the public sector and the public policy process

· Pervasive and invisible as it impacts the larger concerns of public sector reform, democratic renewal, and the changing role of government in the knowledge economy

· Synonymous with what government is about—orchestrating and sometimes leading the creation of public value by putting people and communities at the center of responsive networks of knowledge, service, trust, and accountability

Updating our vision, we remain committed to a belief in the transformation of the public sector based on citizen empowerment. In our view, the evolution of new communication and collaboration tools, enabled and accelerated by the network, provides a unique opportunity to empower citizens and to bring them together in new ways. The technology combines with (and, to a large extent, drives) a way of thinking about how individuals engage with companies and governments that is not only going to produce better, more responsive commercial and public services, but also stronger communities.

We believe these trends are particularly relevant given the nature of problems confronting the public sector. Increasingly, these issues are not susceptible to simple solutions delivered by a single agency. Rather, skill and expertise need to be drawn from a range of organizations and people who might nominally occupy a place in the private, public, or nonprofit sector, but whose real value is measured by their contribution to a complex value chain. We are shifting from a public sector of large, monolithic institutions to a world of consumers, businesses, citizens, and governments working together in new and surprising ways.

The ability to connect and collaborate is not just an enabler of this new world—it actually defines that world and its potential. If we take MySpace, YouTube, blogs[6] wikis[7],

6. A blog is a user-generated Website where entries are made in a journal format and displayed in reverse chronological order. Blogs often provide commentary or news on a particular subject, such as food or politics; some function as personal online diaries. A typical blog combines text, images, and links to other blogs, Web pages, and other media related to its topic. The ability for readers to leave comments in an interactive format is an important part of most early blogs. (Source: http://en.wikipedia.org/wiki/Blog)

7. A wiki is a Website that allows visitors to add, remove, and otherwise edit and change content, typically without the need for registration It also allows for linking among any number of pages. This ease of interaction and operation makes a wiki an effective tool for mass, collaborative authoring. (Source: http://en.wikipedia.org/wiki/Wiki). Perhaps the best-known example is Wikipedia itself—an encyclopedia collectively produced by volunteer Web users who supplement and edit each other's content.

and the whole paraphernalia of social networking as a proxy for this new, connected world, what are its defining characteristics? These ventures highlight the instinct for "connecting" and the idea of community. The network becomes much more than just a way to transport packets of data, sound, or images; it is the platform that makes it easier for people and ideas to come together. The point is not to make the video or write the blog. The point is to share it with someone and get a response. The value of the network—which connects you to that video, blog, government service, discussion group, or school Website—is the community it enables.

Sometimes the connections are not between people but between things—physical assets that become nodes on the network capable of sharing information with each other. So now buildings can generate data about energy consumption and water use, and share that information over the network with other databases or with people who make key environmental and safety decisions. Farmers can remotely monitor irrigation systems to check the flow of water or gather alerts when things have gone wrong and need to be fixed.

The possibilities are endless, but there are risks. Protecting people's privacy, fashioning robust schemes of identity management, securing the torrents of data moving across the network, and protecting the freedom of people to make choices for themselves and their families are all issues that need to be high on the policy agenda. So, too, is the concern about closing gaps in education, resources, and skills that, left unattended, will result in disconnected communities and a loss of social cohesion. But the underlying shift is undeniable and full of promise. The network has moved to the center as connectedness becomes the platform for productivity, social inclusion, and community.

Three Principles for a Connected World

So what does all this mean in practice? How should the public sector respond to a world where everyone is connected? In our view, there are three imperatives for success in a connected world:

1. Use the network as a platform for collaboration and creativity

2. Make the best use of all available expertise and experience by "empowering the edge"

3. Harness the "Power of Us" to create knowledge, solve problems, and deliver better services

Use the Network as a Platform

The key to creating value in this new world is to provide a platform that makes it easier to connect people, places, and knowledge. A classic example is eBay, which is successful because it provides a space that makes it easy not just for anyone to become a buyer or seller, but for people to become trusted buyers and sellers at a distance and without face-to-face interaction. Another is Google Maps, now being employed by hundreds of people and communities to create new, customized knowledge using Google's tools, data, and platform. Similarly, YouTube, MySpace,

and Flickr are successful because they create spaces in which people can connect, communicate, and create.

For public sector organizations, taking a platform approach means maximizing the resources connected to the network, virtualizing those resources so that they are available at any point on the network, and continually making it easier for those connected by the network to interact with each other. This can have some surprising implications. Take the case of a U.S. hospital that faced difficulties in dealing with the wide range of languages spoken by people seeking care. Rather than paying for an expensive professional translation service in a small number of languages, the hospital gave video communication tools to the many staff members who speak several languages and then made this internal network of ad-hoc translators available to medical staff. In this case, the network connects people and skills in new patterns to create a capability that did not exist before and, as a result, creates real value—better, more responsive services for patients who cannot speak English.

Much of the e-government project's focus has been on improving processes using the new tools of connectivity. What governments need to do now is make it easier for resources and expertise, wherever they are located, to combine and collaborate. The question is no longer "how can my organization solve this problem?" but rather "which resources can we harness to increase the public value we are seeking to create?" For example, the financial sector has developed ways of interacting with customers that are typically far more sophisticated and customer-friendly than those of most tax departments. How could the public sector tap into that capacity and use it to deliver better service to customers? Or, take a different example. Often, welfare departments are most eager to serve the people who are hardest to reach. In a connected world, there are many new ways to reach out to them; perhaps the different skills and contacts of voluntary and community groups can become a virtual part of the welfare department's service delivery platform, or maybe the community itself can be brought together and empowered to help itself. Increasingly, governments create value for citizens by orchestrating the expertise and resources of lots of different players from whose interactions flow the knowledge, service, trust, and accountability that citizens want.

Empower the Edge

The second key principle is to "empower the edge," i.e., to reduce central control and give more power to end users and local units. This is possible, firstly, because different end users are connected with each other and can share information in real time and, secondly, because any central coordination can be carried out in real time via the network. This new approach maximizes the ability of everyone to contribute, while ensuring the outcome is tuned to the real rather than assumed preferences of those involved. For example, the United Kingdom has experimented with direct payments to people eligible for certain social services such as daycare, personal care, and respite care. Under this system, disabled people choose a provider and the appropriate mix of services themselves.

Empowerment is also about making better use of the insights, expertise, and experience dispersed across the community to accelerate the process of finding solutions or creating new opportunities. For example, a couple of years ago, the U.K. Parliament undertook an inquiry into domestic violence. The final recommendations were shaped by the insights of domestic violence "survivors" whose input was enabled by new, online consultation processes. For many of the women who contributed, it was the first time they had made a submission to a parliamentary inquiry and, given the difficult nature of the issues involved, the online opportunity provided a sense of privacy and security. The quality of the legislation that resulted was significantly improved because those women at the edge of the debate found a way to speak and be heard.

The virtue of enabling everyone to contribute is underlined in crisis situations. Consider the RISEPAK Web portal, which was established after the 2005 Pakistan earthquake and provided an effective tool for coordinating the efforts of dozens of separate organizations. The portal contained pre-earthquake information on population, housing, electricity, and water in each of the 4,000 villages affected by the earthquake, and sought from the relief community and from individuals information about damage, access, and relief. Information was solicited using standardized submission forms and could be sent using an online form or by text message, fax, or phone. The RISEPAK promise was that every member of the relief community—large or small, public or private—would be treated equally and that all information would be publicly available within 12 hours of submission. By enabling everyone to contribute, the portal secured the most comprehensive, up-to-date information and ensured that the efforts of dozens of organizations had the maximum impact.

As this example illustrates, the ability of large numbers of actors to know, in real time, what all the others are doing eliminates the traditional assumption that effective coordination requires central control. This dramatic change creates all sorts of new possibilities. In the world of distributed networking, the edge can be as powerful and as influential as the center; indeed, the whole concept of "edge" and "center" becomes ambiguous. In this new world, there are huge opportunities to empower people and communities whose distance from what was once defined as the center (the company's headquarters, the capital city, Town Hall) used to hinder their ability to influence what happened to them or their community.

For the public sector, empowerment involves putting tools and resources at the disposal of users and creating spaces and opportunities for communities to form and solve their own problems. Rather than simply trying to improve service delivery, the public sector needs to explore ways of expanding choice and involving citizens in the co-creation of services. One example of this is the Earth 911 initiative[8] in the United States. Together, a range of nonprofit, government, and commercial organizations created a platform from which people can pull information to support local environmental projects. Under the banner of "Make Every Day Earth Day," Earth 911

8. http://www.earth911.org

is a public-purpose organization that confronts a key policy challenge—sustainability and a cleaner environment—without using a traditional public sector delivery model. Through Earth 911, all Americans are empowered with accurate, local information and are invited to play an active part in efforts to protect their community's environment.

Harness the "Power of Us"

Empowerment is important, but it is not just a matter of empowering individuals. The fundamental feature of a connected world is that it brings people together in new ways; the public sector needs to work out how it can exploit the possibilities this creates. Which communities can it bring together to create public value, and how can it ensure those communities flourish? One success has been the United Kingdom's "rightsnet" platform[9]. This was created by the London Advice Services Alliance, which saw the potential of bringing together the many organizations and individuals offering advice to U.K. residents about their welfare rights. Advisers who use the platform get news on benefits changes, training courses, and job opportunities, but they can also share resources, raise issues, and start discussions with other users of the platform. As a group, they have a strong common purpose, and although they belong to a wide range of organizations, there are benefits for each member in being part of the community.

A different example is Curriki.org,[10] whose ambition is "to improve education around the world by empowering teachers, students, and parents with user-created, open-source curricula." Curriki, a play on the words "curriculum" and "wiki," is a nonprofit organization that is building a Web-based, open-source curriculum, providing universal access to free curricula and instructional materials for grades K-12. Initially, the project is focusing on developing an online repository in the areas of mathematics, science, technology, reading and language arts, and foreign languages. The initiative is all about creating a community of educators, parents, and students, and is powered by a belief that "technology can play a crucial role in breaking down the barriers of the Education Divide—the division of inequality that prevents children worldwide from access to quality education."

The communities that create public value may bring together a wide range of individuals or a specific group of public servants. In the United States, for example, the Office of the Director of National Intelligence has sought to overcome past failures to pull together separate pieces of information by creating three nonpublic, internal wikis where intelligence officers can directly share information and insights. As Deputy Assistant Director Richard Russell explains, Intellipedia was created so "analysts in different agencies that work [on] X or Y can go in and see what other people are doing on subject X or Y and actually add in their two cents worth ... or documents that they have."[11]

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9. http://www.rightsnet.org.uk/

10. http://www.currikl.org/xwiki/bin/view/Main/

11. http://www.nationaldefensemagazine.org/issues/2006/November/SecurityBeat.htm#Wik. Gartner's e-government blog notes a number of other examples of public sector agencies using wikis and similar tools. The U.S. Environmental Protection Agency is using a wiki to coordinate its content development project, while Alaska's Division of Public Assistance has used wikis for more than a year to support collaboration and share best practices among local councils. Both the U.S. Patent and Trademark Office and its U.K. counterpart are considering a wiki approach to the patent-approval process.

Changing the Way We Govern

Adopting the three principles we have outlined will mean transformational change. As well as changing the way the public sector operates, these principles can help transform the relationship between citizens and the state, breaking down the gulf that often exists between citizens and public institutions, and between citizens and their representatives.

The challenge is to imagine a business model of governing that is driven by the instincts and processes of what one recent study described as a world "wide open."[12] The success of ventures like Linux, Wikipedia, and YouTube tells us something about what makes this business model work. They are "volunteer-powered, Internet-enabled, and geographically dispersed." They embody "a new way of creating knowledge that combines an open and democratic ethos with an extraordinary ability to produce work of high quality and on a huge scale."

The emerging model (in both the public and private sectors) is more organic and evolutionary than the traditional approach. It is less fixated on what the center thinks and more interested in finding, connecting, and then supporting those with the knowledge and experience necessary to effect change. In this model, information is widely shared because that's how it becomes powerful. Open, collaborative systems, using the network, are more efficient because they offer a quicker way to learn and to respond to changing circumstances.[13]

In most areas, delivering the maximum amount of public value will involve adopting methods that change the distribution of power between consumers and businesses, and between government and citizens. These methods rely on, and feed, an ethic of high trust and openness. They assume that knowledge, experience, expertise, and insight are dispersed throughout communities and at all levels of formal and informal power. From this perspective, orchestration becomes a key public sector role. Over and above the enduring obligations of regulation, redistribution, and security, a central task of government is to find ways to bring together dispersed knowledge and turn it into a practical form on which to base policies, programs, and initiatives.

Doing this will involve adopting a new approach. In the Connected Republic, public sector organizations will develop an intense and sustained "search and sense" function, inviting citizens to play a much more active role in the configuration of services and in the shaping of public policy agendas. This new pattern of interaction will draw on, and accelerate, a major cultural shift in the public sector, introducing new skills and attitudes into public life.

12. "Wide Open: Open Source Methods and Their Future Potential," Geoff Mulgan, Tom Steinberg, and Omar Salem, Demos UK, 2005
13. "Network-Centric Thinking: The Internet's Challenge to Ego-Centric Institutions," Jed Miller and Rob Stuart, http://journal.planetwork.net/article.php?lab=miller0704

A New Operating Model for the Public Sector

Within this broader change in the nature of government, we believe more and more organizations will adopt an operating model that Cisco describes as the Networked Virtual Organization (NVO). This approach is about organizations ceasing attempts to do everything for themselves and, instead, pulling in the most appropriate resources, regardless of where they are physically located or whether they would traditionally be seen as being in the public, private, or voluntary/community sector. Combining networked technologies and deep business process reform, the aim is to create organizations whose value—in terms of their ability to impact large, ambitious, and shared outcomes—is much more than the sum of their parts.

The NVO model involves public agencies becoming more discerning about the functions that are core to their real mission and looking to partner with other organizations to deliver non-core functions. This will lead to an increasing reliance on shared service models that can support the particular purposes of individual agencies while, at the same time, delivering significant productivity improvements across the public sector. Governments will have to draw on the ability to share and, therefore, to standardize many of the back-end systems on which individual agencies rely to be effective.

The need to avoid waste and inefficiencies in functions like HR, finance, technology, procurement, and some aspects of customer service (identity management, privacy, payments, and so forth) is only likely to grow, encouraging the development of government-wide architectures that treat government as if it were a single enterprise. Service-oriented architectures will be the norm, enabled by central, common standards and a commitment to core information and data standards. It will be crucial, however, to ensure that this activity does not lead to new, disconnected, and monolithic shared-service silos. As one commentator put it recently, the challenge is to avoid building "grand new data processing cathedrals" and, instead, develop "a more flexible bazaar of loosely coupled services."[14]

Governments are also likely to use public-private partnerships and a combination of outsourcing, insourcing, and offshoring to orchestrate a richer mix of organizational units that, independent and distinct, combine their resources and skills to serve common customer- or citizen-focused outcomes. They should also look to empower intermediary organizations in the public, private, or voluntary community sector whose capabilities, values, and skills are often much better suited to the specific needs of a service or activity than any single organization could provide.

Adopting this new NVO model will involve a much greater range of organizations in the delivery of public services and the creation of public value. The boundaries between the different sectors will be much less clear-cut than in the past, and individual public sector bodies may well be smaller as they move from traditional delivery roles to a greater emphasis on orchestrating and empowering. Rather than a vertically organized

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14. "Government Cathedrals, Government Bazaars," Owen Barder, *Public Finance* magazine, August 2006

public sector mass-producing service for passive recipients, we are likely to move to a more flexible and dynamic "plug-and-play" approach where a host of resources are pulled together in different ways to meet the changing outcomes citizens want.

All of this will have a major impact on what it is like to work in the public sector. There will be a gradual evolution of new forms of coordination and control. Governments will place a premium on the skills of orchestration and facilitation, and on the ability to recognize the credibility and authority of sources of policy insight and advice outside the public sector. It will also involve developing new accountability methods that can match the radically dispersed and collaborative nature of public purpose work. Governments will need to make their own workplaces flatter, more connected, and less hierarchical—more in tune with the values and behavior of the talented people who need to be attracted to the public sector.

A Changed Relationship with Citizens

As well as delivering more flexible and efficient organizations, the approach we have described will change the relationship between citizens and the state. Today's citizens want fully digital services that deliver service 24 hours a day, seven days a week. They want the different channels though which they can access services to provide a consistent, mutually supportive experience; and rather than receiving a mass of separate services, they expect integrated and personalized services that reflect the contours of their lives.

It is not, however, just a matter of providing citizens with convenient, seamless, and personalized ways of interacting with government. Citizens need to be given a much greater role in shaping public services. "Black box" government, where dedicated civil servants try to work out which services will suit people best, needs to give way to transparent government where citizens themselves can see and intervene in debates about how services can be made more citizen-centric. Governments are rightly looking to build services around citizen needs, but true citizen-centricity involves enabling citizens themselves to drive change.

As part of its transformational government strategy, the United Kingdom has sought to do this by creating the new role of group customer director (older people and farmers being the first two groups targeted). This is a significant move, but the real test will be the extent to which the targeted groups are themselves directly and transparently involved in the process of driving change. The new group directors will sponsor research into the needs of their group and lead service design. They should also seek to involve the community itself by, for example, blogging the progress of their work or putting discussions and research onto the Web so that interested citizens from the targeted group (and outside it) can enrich the debate with their comments and insights.

As people experience more responsive forms of interaction in other aspects of their lives, demands for recognition and engagement are likely to increase. Public sector leaders will, therefore, need to find new ways for citizens to influence public programs and services. Part of the answer will involve being more open to feedback from service users in a process of engagement that goes well beyond traditional notions of consultation and customer satisfaction.

Beyond that, the challenge is to introduce opportunities for citizens to pull the resources and the information they need to make decisions for themselves. The shift to a self-service culture, at its best and in the right context, makes a huge contribution to reframing the citizen-government relationship. This capacity for people to use the Web to connect "small pieces" into larger narratives that they drive and own is both powerful and appealing. Gradually, the technologies of connection and collaboration are fashioning a virtual "civic commons,"[15] a digital version of the spaces traditionally set aside for citizens to initiate and sustain their own democratic conversations.

At a deeper level, the test for governments will be to construct productive relationships with citizens, making sure that the way the rules—and the possibilities for action—are negotiated reflect genuinely democratic instincts. This will, in turn, change citizen expectations at those "moments of truth" when they come into contact with traditional public sector services and processes. People are starting to get used to the idea that in some circumstances, they can set the agenda or at least have a significant influence over its content and priorities. If that is true, those same people are unlikely to be impressed by traditional "consultation" processes that tend to invite comments and contributions only after someone else has set the agenda.

There are plenty of unknowns as governments and citizens work to give some of these instincts for engagement and involvement appropriate form. In some measure, these demands call for new patterns of authority and control that governments find difficult, especially to the extent they don't always appear to be matched by consequent shifts in accountability. Politicians and senior government executives feel less able to plan and manage (and, therefore, control) in this environment, an unsettling sensation if you are trying to manage difficult and complex policy processes. Nonetheless, we believe a process of adjustment and accommodation will gradually remake our expectations of how governments work and how citizens engage.

Taking E-Government to the Next Level

For the past 10 years, governments around the world have invested in major programs of technology-enabled change in the public sector under the label "e-government." Similarly, there has been much effort invested in creating an underlying policy framework to support these changes. Our emphasis on broader transformation is not intended to disparage that work. On the contrary, the new possibilities we are describing build on that investment and assume it will yield its intended benefits.

This foundational work includes the following key elements:

- Creating a suite of robust, *enabling business processes and systems* that all agencies need, and that can increasingly be provided on a whole-of-government basis, including identity management, authentication, security, information management policies and standards, privacy, and payment and billing systems

- Completing and improving *core electronic service delivery systems*, ensuring that they provide a reliable and increasingly convenient experience for citizens and service providers

- Investing in the *basic communications infrastructure*, including "real" broadband networks whose capacity and architecture can accommodate evolving services and applications

- Refining, improving, and integrating the various *service delivery platforms* on which citizens rely for quick, safe, and easy access to information and services, and as communication channels to provide feedback to agencies

Far from rendering these investments redundant, the Connected Republic vision assumes governments will continue their efforts to realize the benefits technology can deliver to improve basic transactions such as obtaining a business license, paying a parking fine, or receiving reimbursement from your health insurance fund. Getting these essentials right is necessary to achieve basic efficiencies, but it is also a precondition for being able to think and act as an enterprise ("one government") and for earning the trust and confidence of the public so they will participate.

As these basic capabilities become an established part of the way the public sector works, expectations will rise, and governments will need to focus on a deliberate program of innovation both at an agency level and across key, whole-of-government functions. The innovation process will bring together those who are pushing boundaries in the design and delivery of public services. Often, the empowered edge (such as the district office, or a not-for-profit organization or group of individuals) will be the most fertile ground for new ideas, since it is here that the constraints that impact the pace and scope of innovation are easiest to overcome. What is important is the ability to see the possibility for new thinking and to nurture it, creating space within which it can develop and grow.

As innovation takes root, we predict a number of changes:

- The role of technology will evolve from an enabler to profound change agent, transforming the structure and culture of government and often representing an integral part of the solution to the very challenges to which its pervasive influence is giving rise.

- The shape and focus of government programs and services will become steadily more influenced by the views of the people they serve, whose preferences will have greater influence on priority setting and program design.

- Governments will invest more heavily in "sense and respond" capabilities, systematically seeking out the views, experience, and expertise of customers and service users.

- Governments themselves, as large and complex enterprises, will take many of the same collaborative tools and business models they use with citizens and start applying them to the way they work internally. As a consequence, public sector organizations will become more agile, more efficient, and more attractive to the talented people they need to attract.

Ultimately, governments should start to harness the capabilities of the network to achieve their central policy ambitions: economic resilience and competitive differentiation, quality education and skills for all, better health and aged care, sustainability, and social inclusion. At this point, e-government would cease to be exclusively about technology-enabled public services reform and would start to play a central role in larger conversations about national economic and social transformation.

Challenges and Obstacles

Grasping these opportunities is not going to be easy. The scale of the transformation is huge. Furthermore, it involves not just organizational change, but the development of new and different cultures. As the e-government project has illustrated, there are limitations to the speed with which major change programs within government agencies can be carried out.

There are other barriers. Some are legislative. For example, in Germany, a plan to create a shared service facility that would accelerate the printing of tax statements by using external organizations was shelved because, by law, this task must be carried out by a tax officer employed by the Ministry of Finance. Other barriers are particular to the new world we are entering. New forms of regulatory control and centralized standards, including areas such as authentication, privacy, and security, must be developed to enable collaborative networks without increasing risks for citizens or governments. We have to find ways to make it "safe to play" in this more connected public realm, using an instinctive concern for privacy and security as a catalyst for legislative reform and improved practices across government and in society.

Clearly, as the range and mix of resources involved in delivering services grows, the value chain becomes more complex, thus raising significant service availability assurance issues, particularly in relation to critical public services. There are also issues regarding equity. We cannot ignore the needs of a wide range of users, including older citizens, whose ability to access new, technology-enabled processes may be

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15. http://www.citizensonline.org.uk/site/media/documents/925_Realising%20Democracy%20Online.pdf

less certain. There are risks, too, that in the still-evolving models of communication and collaboration around Web 2.0, public debate will be dominated by the relative few (well-educated, technically proficient, and well-resourced) at the expense of a genuinely more inclusive and democratic conversation.

These are all important issues, and no one is suggesting that providing better technology to access information and services is, by itself, a solution. Rather, as societies move toward a Connected Republic model, action will be needed in three areas:

- *Capacity:* governments will need to take action to develop not just the technological tools for engagement, but also the civic capacity to use those tools.

- *Equity:* governments will need to ensure that those who are unwilling or unable to participate are not left behind or unfairly disadvantaged.

- *Accountability and responsibility:* in the complex world of small pieces, loosely joined, governments will have to develop new tools to ensure there are proper systems in place to prevent responsibility from falling between the cracks.

Conclusion

We have argued that a connected world offers huge opportunities for the public sector. This new world favors a more collaborative and flexible approach to getting things done and provides a platform for empowerment, choice, and personalization. Public sector organizations can build a new kind of relationship with citizens, putting skills and resources directly at their disposal and enabling them to play a much greater role in public policy. They can also harness the "power of us" and pull people together to create public value in new ways.

The new capabilities of social networking and collaboration do not, of course, render obsolete the enduring responsibilities of good government. On the contrary, they bring those obligations into sharper focus. At its heart, government is still about creating the policy, technology, and organizational infrastructure that delivers services, trust, and accountability. The question is not whether technology replaces politicians and parliaments, but rather how it can contribute to the larger task of renovating the public realm so people can be part of a more open and meaningful process of debate and decision.

The challenge here reflects the crisis in mediation that society faces as the roles of the media, the church, schools and universities, and other social and political institutions such as unions and non-government organizations evolve. In the Connected Republic, these institutions (and those that might think of replacing them) are invited to test themselves against the principles of the larger revolution that places a premium on inclusion, spreading the capacity for engagement much more widely and increasing the pace of innovation by shifting power from the center to the edge. Mediating institutions need to earn, or revalidate, their credentials according to these exacting standards or risk becoming weak and marginalized.

The fact is, for all e-government's successes of the past decade, there is still much to be done. This includes realizing the benefits of existing programs of reform and enabling the kinds of improvements in public sector delivery that citizens are increasingly seeking. What the Connected Republic vision suggests, however, is that as governments contemplate the continuing political, financial, and human investment needed to drive reform forward, they also need to broaden its scope. Governments must catch the next transition—not by dumping the ambitions of the past 10 years, but by adding to them.

Progress will be a combination of bold vision, steady investment in new skills and capabilities, and patient, competent execution. The emergence of the connected world—a distributed network of small pieces, loosely joined—offers the possibility of transforming the public sector, changing the role of government, and enabling citizens to be more actively involved in shaping services and public sector decision making. In our view, the promise of the Connected Republic should be at the heart of every government's plans for modernization and reform.

Key Messages

- Pervasive connectedness has changed the world forever.

- The public sector must adapt to this new world, just as other sectors are doing.

- E-government needs to become part of a broader transformation that recognizes the transition to new, networked models and focuses on connecting and empowering citizens.

- What has already been done in e-government has not been wasted. Governments should press on and ensure that investments and reforms deliver intended results.

- Profound transformation and system change are both possible and necessary. They will take time, careful investment, and sustained leadership, but they are essential if government is to maximize the public value it delivers for citizens.