Asia-Pacific
Economic Cooperation

Final Project & Evaluation Report
(02/2004) – APECTEL/ HRD SG/ BFSG

e-University Network in HRD for e-Government

January 2005

APEC Telecommunications and Information

Working Group

APEC Project TEL 02/2004

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[Annex]

Facesheet

(Tick ✓ one)	Project seeking APEC funding	Project for self-funding
	Progress Report	X Evaluation Report

(Tick ✓ one where applicable) [✓] Operational Account [ ] TILF Special Account

Project number: *(To be filled in by Secretariat:)*		Date received by Secretariat:
Name of Committee/Working Group: **HRD SG/Business Facilities Steering Group/ APECTEL**		
Title of Project: **e-University network in HRD for e-Government**		
Proposing APEC Economy: Thailand		
Co-sponsoring APEC Economy (ies): Japan, Philippines, Vietnam and Indonesia		
Project Overseer: Name, Title and Organization (M/F) 1 Ms Sudaporn Vimolseth, VP, TOT Academy (F) 2 Professor Toshio Obi, Waseda University (M)		
Postal address: 1 TOT Academy, TOT Corporation Public Company Limited, Bangkok, Thailand 2 Waseda University, 29-7Bldg., 1-3-10 Nishiwaseda, Shinjuku-ku, Tokyo, Japan		1 Tel: +66-2-580-1076 Fax: ;66-2-580-2097 Email: sudaporv@tot.co.th 2 Tel/Fax: +813-5286-8032 Email: obi.waseda@waseda.jp
Financial Information	Total cost of proposal (US$): $186,700 /FY 2004	**Amount being sought from APEC Central Fund** (US$): $66,700 /FY 2004
Type of Project: ☑ seminar/symposium ☑ short-term training course ☑ survey or analysis and research		
Project start date: 2004/01/01		Project end date: 2004/12/31

Brief description of Project： its purpose and the principal activities (including when and where)：

Purpose

1. To establish APEC "e-University networks" as a center of excellence in HRD for e-Government through e-learning vocational courses/system by using new networking technology.

2.To promote strong partnership and interactive collaboration among academic institution, government and industry in supporting HRD requirements in the new economy.

3. To implement ICT training and research programs for fulfilling the need of the new environment of digital society.

Principal Activities

August 3day workshops both in Philippines and Indonesia

September 3day workshop in Thailand

November 3day workshop in Vietnam and International e-Government Workshop in Tokyo

Signature of Project Overseer:

(Separate written confirmation acceptable for email submission) Date:

Signature of Committee Chair/WG Lead Shepherd: *(Not applicable to Progress Report and Evaluation Report)*

(Separate written confirmation acceptable for email submission) Date:

Progress Report on APEC Projects

Status/Progress and Problems
Current status of project: On schedule (Yes/No) Within budget (Yes/No)
Objectives How do results of the project thus far (if any) compare with its expected results? Include your results thus far (if any) relative to quantitative measures you proposed in paragraph 1 (and 25) of the project design proposal. The project has run as planned by self- funded for the year 2003. This has just started as the APEC funded project which we already reported for the plan of 2004 in APECTEL 29 in Hong Kong. The results are well made more than expected in terms of members of qualified participants.
Linkages, Methodology, Budget Describe any problems which have arisen and how they were resolved, including changes in schedule or revised dates, budget changes, changes in participation, or additions or deletions of activities. No problem arisen.
Gender Considerations Provide a brief description of the impact of the project on women to date. Provide details to show how women have been consulted on the delivery of the project. What kind of sex-disaggregated data has been collected and used for the project? From the year 2003, 4 women participated in the secretariat of the workshops as key players with a woman as Co-Project Overseer.
Progress since last report： The project on e-University network in HRD for e-Government in Phase 1 which is self funded by Waseda and JICA started since the APECTEL in KL in March, 2003. Starting from face to face lecture in Thailand in 29-30 April, 2003. Then, the project “Human

Resource Development for e-Government" in Thailand was launched during 12 September 2003 – 11 March 2004 along with the first Japan-Thai conference on HRD for e-Government at Waseda University and World Summit on e-Government held in Tokyo during 27-30 October 2003 with around 100 participants.

The Project on Human Resource Development for e-Government with international online lectures from Tokyo by 8 Japanese experts of Waseda University took place at JICA Thailand office and TOT Academy which aimed to help bridge the gaps in implementing e-Government initiatives among APEC member economies, through collaboration in human capacity building. This is an initiative concept to provide the official concerned with the necessary education and training for implementing e-Government. Totally 20 participants from TOT, CAT, PTD, NECTEC, AIT and MICT attended. From the participants' evaluation of the course, they got various knowledge and share experience with experts from Japan with examples of e-Government in some cities in Japan. This online learning project was ended on 11 March 2004 with success. Most successful outcome of the project between Japan and Thailand is the video library by production of teaching materials on e-Government.

Phase 2 with partners of Japan, Thailand, Philippines, Vietnam and Indonesia which got APEC Central Fund at the amount of US$66,700 for the year 2004 along with self-funding at the amount of US$120,000 from Waseda University, Japan, and in-kind contribution from the participating economies and universities. SOM approved that the Institute of e-Government at Waseda University to use APEC name and logo for related research activities. The first activity for the year 2004 was the workshop on e-Government at APECTEL in Hong Kong in March, 2004. Then, have launched the 3-day workshop in Philippines in August and followed to the workshop in Vietnam, Indonesia and Thailand as planned. Final event was the Waseda International Workshop in Tokyo to conclude the project, which was the last activity as the international workshop on e-Government and CIO with about 60 participants from 21 economies at Waseda University, Tokyo in 21-25 November, 2004.

Notes:
- All Committee and Working Group projects, irrespective of their source of funding, should be reported to BMC.
- Please mark "**N.A.**" if any item is not applicable.
- Name of Project should be identical with the name stated in the project proposal.

APEC Project Evaluation Form

Objectives

1. Did you achieve your objectives and expected results? Did the project meet the needs of the targeted beneficiaries, identify direct and indirect beneficiaries? What was the quality of the product/ service you provided?

We achieved with a great success;

1) to establish APEC "e-University networks" as a center of excellence in HRD for e-Government through e-learning vocational courses/system by using new networking technology,

2) to promote strong partnership and interactive collaboration among academic institution, government and industry in supporting HRD requirements in the new economy,

3) to implement ICT training and research programs for fulfilling the need of the new environment of digital society.

The project effectively met the needs of targeted beneficiaries, who are the officials, ICT companies and universities concerned with the necessary education and training for implementing e-Government.

The quality of the programs was extremely high with distinguished participants and speakers in their professionals.

2. Show your actual results relative to quantitative measures you proposed in paragraph 1 (and 25) or the project design proposal and evaluate those results relative to your benchmarks and the ranges you indicated would be acceptable in the project design form.

The results, in terms of the number, the ranges and the quality of participants, has performed well over our benchmarks. We got extremely high evaluation from the participants under our 4 major criteria.

[Principal Activities in 2004]

➢ March	1 day workshop with APECTEL 29 in Hong Kong
➢ May	Preparatory Meeting in Philippines
➢ July	Preparatory Meeting in Thailand
➢ July	Preparatory Meeting in Indonesia
➢ August	Preparatory Meeting in Vietnam
➢ 23-26 August	4 day workshop in Philippines

- ➢ 26-30 August — 3 day workshop in Indonesia
- ➢ 31August – 2 September — 3 day workshop in Thailand
- ➢ 1-3 November — 3 day workshop in Vietnam
- ➢ 21-25November — International Conference on e-Government in Tokyo

The following quantitative measures on participants show the impressive outcome by numbers in category of participants as well as the gender issue.

Philippines

37 participants (17 female)

Category	No. of Participants
Government ITO	8
Academia ITO	1
Director of ICT Center	4
ICT Knowledge Executive	12
ICT Knowledge Worker	12
Total	37
▪ Female	(17)
Government Sector	27
Business Sector	1
Academia	9

Thailand

34 participants (16 female)

Category	No. of Participants
Government CIO	7
Director of ICT Center	6
ICT Knowledge Worker	21
Total	34
▪ Female	(16)
Government Sector	19
Business Sector	12

Academia	**3**

Indonesia

26 participants (4 female)

Category	No. of Participants
Director of ICT Center	**1**
ICT Knowledge Executive	**16**
ICT Knowledge Worker	**9**
Total	**26**
▪ Female	(4)
Government Sector	**21**
Business Sector	**3**
Academia	**2**

Vietnam

58 participants (13 female)

Category	No. of Participants
Total	**58**
▪ Female	(13)
Government Sector	**11**
Business Sector	**18**
Academia	**29**

Japan

61 participants (female)

Category	No. of Participants
Total	**61**
▪ Female	(12)
Government Sector	**28**
Business Sector	**8**

Academia	25

3. Are there any lessons learned?

The facilitators as well as co-overseers for the workshops in 5 economies and the international conference in Japan fully evaluated the contents and the program. It is necessary for the lectures which topics are about new technology such as e-Government to invite top-class professionals as speakers. All participants have learned new policies, models and technologies on e-Government. All members of the Committee expressed their issues at the meeting in November 22 at Waseda University for evaluating the project.

List of Members

Co-overseers	Mr. Toshio Obi	Mrs. Sudaporn Vimolseth
Philippines	Ms. Aurora Rubio	Ms. Maria Aquilizan
Indonesia	Mr. Boni Pudjianto	Mr. Gunadi
Thailand	Mr. Jirapon Tubtimhin	Mr. Pornprom Ateetanan
Vietnam	Mr. Chu Quang Toan	
Japan	Mr. Kotaro Uchida	Ms. Naoko Iwasaki

4. <u>For Ecotech Projects Only</u>

NA.

5. Did the project achieve any of the priorities of the Framework for the Integration of Women in APEC?

Our project has highly satisfied the Framework for the Integration of Women. That is because;

- One of two co-overseers is a woman. She was planning a lot of programs.
- All facilitators of Philippines are women. They were coordinating the workshop properly as planned, which resulted in a great success.
- There were female speakers from Japan, a moderator from Philippines and participants from Philippines, Korea, China, Malaysia and Vietnam at the international workshop in Tokyo.
- The secretariat office for the organizing committee in Japan was all run by women.

Number of Participants

	Total Participants	Women Participants	Ratio

Philippines	37	17	46%
Thailand	34	16	47%
Indonesia	26	4	15%
Vietnam	58	13	22%
Japan	61	12	20%

6. Provide a brief description of the outputs of the project to show the effects on women.

About a half of the participants was women at the workshop in Philippines and Thailand and they conducted a quite active discussion. The facilitators played an important role for the women-focused workshop.

Linkages

7. Describe how your project involved business/ private sector participation(e.g. co-sponsorship of an event, joint work on a project etc.) and which types of business/ private sector institutions participated (e.g. non-governmental organizations, schools, labor organizations, women's groups, corporations, small business etc.)

The project attracted increasing attention with active participation from both universities and business sector. Also in the first place, the project aims for cooperation between government and universities since the title of the project is e-university in HRD for e-Government.

Number of Participants per Sector

	Government	Academia	Business
Philippines	27	9	1
Thailand	19	3	12
Indonesia	21	2	3
Vietnam	11	29	18
Japan	28	25	8

8. Which other APEC fora (if any) participated in your project? How did you coordinate your work with the work of other APEC fora? How did the project complement or overlap with the work of others?

The international workshop in Tokyo was a follow-up activity of APEC 2nd High Level Symposium in Mexico in October, 2004.

Methodology and Budget

9. Was the project completed on schedule? Yes/ No
   Was the project completed on budget? Yes/ No

10. Describe any problems which arose and how they were resolved, including changes in schedule or revised dates, budget changes, changes in participation, or additions or deletions of activities.

Almost no problems arose including changes in schedule, in budget, in participations or additions or deletions of activities.

11. What kind of sex-disaggregated data was collected at the beginning, end and during the project, and what did it show?

See the annex.

12. If sex-disaggregated data was not used, indicate why. Was there any sex-disaggregated data that would have been useful but was not available?
    —

13. Provide sex-disaggregated data on the beneficiaries of the project.

The project was successful and fruitful through the 4 workshops and the international workshop in Tokyo, with a highly skilled female co-overseer with great leadership and a female chief of the secretariat to coordinate well in order.

14. Provide details of the project's budget that was allocated to activities that address the specific needs of women, where appropriate.

	Women's Involvement	Allocated Budget
Philippines	50%	$3,000
Thailand	50%	$3,000
Indonesia	21%	$1,260
Vietnam	24%	$1,440
Japan	27%	$6,000

15. Provide details of how the project could have further increased women's involvement or ensured that men and women benefited more equitably?

From the workshops in Philippines with 2 female facilitators and Thailand where the female co-overseer is from, we learned that;

- women should be employed to engage in developing the curriculum from the beginning for the further increased women's participation,
- a leadership by women such as the co-overseer or project facilitators is essential for the further increased women's participation,
- open equally to the wide range of professionals or interested delegates from government agencies, business sector and academia.

Dissemination of Project Output

16. Describe your deliverables and how they have been disseminated. How have you communicated the results of this project (presentations, newsletters, seminars, journal articles, Web page, video, etc)?

The results of this project has been disseminated in terms of presentations, seminars, Web page, CD-Rom and journal articles.

17. What additional actions should be taken to disseminate project results and maximize project impact over the longer term? If relevant, is there any action that the project beneficiary/ies should take to continue improving performance relative to the quantitative measures in paragraph 3 (and 22) of the project design form?

The continuity and expansion of the project in member economies will be the additional action for the improvement of the performance and the human capacity building as well as periodic evaluation.

Comments

18. Forum small group:

19. Lead Shepherds/Chairs:

20. Secretariat

Project Evaluation Report

1) Workshop Evaluation Report

The Philippines

1. **Place and Duration**
   - ☐ Venue: 4/F NEC Bldg., University of the Philippines, Diliman Campus
     - ■ Highly equipped for conduct of seminar (videoconferencing and IT facilities, break-out rooms)
   - ☐ Duration: 23-26 August, 2004
     - ■ Day 1-3: Lecture, discussion and workshop (whole days)
     - ■ Day 4: Workshop Output Presentation (half day)

2. **Participants**
   - ☐ 37 delegates
   - ☐ representing various disciplines from government, academe and private sector
   - ☐ involved or will be involved in the implementation of e-Government projects

3. **Preparations**
   - ☐ Inter-Agency Committees formed
     - ■ Executive Steering Committee
     - ■ Technical Working Group (TWG)
   - ☐ Injected Phil. Flavor
     - ■ Live lectures from government, academe and industry experts
     - ■ Geographic participation (3 major islands of the Phil.)
   - ☐ Continuous communication and smooth coordination between Waseda and Phil. TWG and among TWG members: no problems encountered

4. **Day 1**
   - ☐ Opening Ceremony was graced by Chairman of CICT and members of the Executive Steering Committee
   - ☐ Seminar Orientation was conducted by Engr. Aurora Rubio
   - ☐ Participants were asked to introduce themselves
   - ☐ Sessions were conducted smoothly: No Major Problems

5. **Day 2**
   - ☐ Security Policy and Technology was discussed from 3 perspectives:
     - ■ Japan: Waseda University
     - ■ Philippines: Private Sector and Government Sector
   - ☐ E-Municipality and Revitalization of Local Areas dealt on some considerations in building

e-Municipalities as well as specific experiences: Japan and eLGU project of the NCC-Phil.

- ☐ Sessions were conducted smoothly: No Major Problems

6. **Day 3**
   - ☐ Lectures on Government Information Dissemination provided insights on promoting citizen-centric e-Government services and providing information literacy education
   - ☐ Seamless e-Governance Implementation considered discussions on previous sessions and were tackled from 2 perspectives: Academe and Government
   - ☐ Participants still came and participated, in spite of "no-work" declaration due to heavy rains and deep floods
   - ☐ Sessions were conducted smoothly: No Major Problems

7. **Day 4**
   - ☐ Workshop outputs were presented by each group to a panel (government, academe and private sector representatives)
   - ☐ Workshop outputs included a list of critical priority e-Government projects, responsible agencies and institutions, security and policy concerns as well as HRD-related & capacity building issues
   - ☐ Value-added result of the workshop was the "networking" that was developed among all participants and intra-sectoral representatives
   - ☐ Participants still came and participated, in spite of "no-work" declaration due to heavy rains and deep floods
   - ☐ Group presentations were conducted smoothly: No Major Problems
   - ☐ Certificates of Participation and Appreciation were awarded to all participants as well as to individuals who contributed to the success of the course respectively.

8. **Summative Evaluation**
   - ☐ Over-all: Excellent, very informative, effective and timely
     - Course was excellent. Varied topics covered necessary learning requirements.
     - Very Helpful; I learned many things.
     - Very informative and timely for our needs.
     - This course indeed offered a lot to all participants.
     - The course generated a good amount of ideas that could spur ICT Development in the Philippines.
     - This course brought awareness as HRD officer to encourage and facilitate training on e-Government.
     - This is a very interesting seminar to widen the experience of IT people.
     - Very informative and educational.

- The course is very comprehensive and provided over-all perspectives of Japan and the Philippines.
- Very comprehensive. Should be taken by most middle management IT professionals in the government.
- Informative.
- Comprehensive and content-rich.
- This is one of the more valuable, better organized and very effective courses in its category.
- The course is timely and very appropriate for the Philippines status in e-Government.
- The course was very good except that it should be expanded to provide more time for each topic.
- It's a fruitful course.
- The course helps us to improve/enhance ICT on the LGU's Level in terms of learning what other countries have been practicing.
- This course is very appropriate and timely as e-Government is relevant in governance.
- It was very enlightening. My work is limited to the application of IT in a school, but of this course, I was able to expand my view of IT as applied to the Philippine Government and I was more aware of actual issues in the implementation of e-Government in the country.
- The course is challenging in the sense that it motivates me to strive more on IT.
- Informative; Easy learning process; Good technical support.
- The lectures/course became interesting/successful because multimedia equipment used and the support given by the staff.
- Very, very interesting.
- These courses taken up are very important in our agency especially in HRD for the computerization of agency services/function.
- Fruitful—in the context of participants gaining knowledge and mode aware of e-developments and the facilitators likewise—thru exchange of information and experience.
- It has helped a lot in providing an insight on the initiatives of other Asian countries in the implementation of e-Government.
- The workshop was effective in concretizing the concepts learned in the course.

☐ Specifics:

- *Coverage/Topics*: Very comprehensive, content-rich, provided very good perspectives from Japan, Philippines and Thailand
- *Materials*: Very informative, comprehensive, well organized, and provision in advance advantageous although there was difficulty in downloading
- *Lecturers*: Experts in their fields, excellent delivery for some

- *Facilities:* Very good, except for some minor technical problems with the video
- *Methodology:* "Easy" learning process, use of multimedia was very good, workshop was effective in concretizing concepts learned

☐ Recommendations:

- Provide a live demo of an e-Government system
- Increase duration: time allocation, more time for each topic (lecture and discussion)
- Video-conference is an effective tool but better if "live" video-conference
- Include jokes or physical exercise to compensate some lull moments during video

9. Participating Agencies and Institutions

☐ Government Agencies:

- Department of Budget and Management
- Department of Health
- Department of Interior and Local Government
- Department of Science and Technology
- Department of Transportation and Communications
- National Economic Development Authority
- Advanced Science and Technology Institute
- National Computer Center
- National Statistics Office
- National Telecommunications Commission
- Philippine Senate
- Telecommunications Office
- Telecommunications Training Institute
- Supreme Court of the Philippines
- League of Municipalities of the Philippines
- Liga ng mga Barangay National Office

☐ Academic Institutions

- De La Salle University
- Local Government Academy
- Mindanao State University - Iligan Institute of Technology
- Philippine Normal University
- Polytechnic University of the Philippines
- Technological University of the Philippines
- University of the Philippines
- West Visayas State University

- ITECC e-Government and HRD Committees:
  - Department of Health
  - Department of Trade and Industry
  - Civil Service Commission
  - Philippine Overseas Employment Agency
  - Commission on Higher Education
  - Technical Education and Skills Development Authority
  - University of the Philippines Open University
  - Crimsonlogic Philippines

10. Workshop

- Objective: To encourage the course participants to explore possible applications of course "learnings" to help such e-Government forward in the country. Identify 5 "priority"/ "important"/ "critical" e-Government applications for the Philippines
- Time Allotment: A total of 10 hours (2 hours each of the first 3 days of the course for the break-out sessions and 4 hours during the 4th day of the course) for the presentation of group outputs (30 minutes per group), discussion, Q&A, and critiquing by the panelists.
- Grouping: 4 groups were formed out of the 37 participants, each group having representatives from the government and civil society (private sector, academe).
- Output: Critical/Priority e-Government applications/programs
  - National Digital Identification System for Certification and Statistics
  - National Portal for Manpower Registry and Job Listing
  - One-Stop Administrative Portal Site for Education
  - National Online Auction House for Agricultural Products, Supplies and Implements
  - Social and Health Services Information Portal
  - One Stop Legal Assistance Center
  - National/ Local Government Portal

11. In Conclusion

The Course on e-University Network in HRD for e-Government that was conducted in the Philippines is quite unique compared with similar courses held in Thailand and in Indonesia (scheduled after the Manila course). Some Philippine flavor was injected in the project so that participants can appreciate the e-Government programs in Japan and the Philippines. In that way, participants will be able to identify what they think are best practices in these countries. The presentation by Mr. Jirapon Tubtimhin of Thailand added another ASEAN country's perspective in the course.

Some other features of the program are described below:

1. The Project was able to bring in representatives from National Government Agencies, Associations dealing with Local Government Issues, Private Sector, Academe and the

Legislature. It was able to invite on board participants who either have experience on implementing e-Government projects or being considered for planned e-Government projects.

2. The project also considered geographic participation by inviting representatives and a speaker based outside of Metro Manila, e.g. West Visayas State University, Mindanao State University, National Computer Center-Field Operations Office in Zamboanga (Mindanao).

3. During the planning phase of the project, the Working Group with guidance from the Steering Committee identified subject areas that would be interesting to the participants as well as those that will have high impact on e-Government implementation given a limited time. In coordination with Waseda University, we identified the following subject areas:

    a. Comprehensive Introduction to e-Government which includes the Role of Government in e-Government and the establishment of Infrastructure of e-Government;
    b. Formulation of a Strategic Plan for e-Government which includes lectures on the considerations made and activities on the development of a strategic plan for e-Government in Japan and the Philippines. Aside from the discussion of Prof. Obi, we were able to request the presence of Undersecretary Fortunato dela Peña of the Department of Science and Technology who previously headed the e-Government Committee of the IT and eCommerce Council (ITECC) to talk about the Philippine e-Government Agenda.
    c. Security Policy and Technology was discussed from three (3) perspectives namely, a lecture from Waseda University, a perspective from the private sector through the Director of Risk and Technology Services, Advanced Computing Centre for e-Security of Sycip Gorres Velayo and Company and a perspective from the government which was delivered by the Director General of the National Computer Center.
    d. E-Municipality and Revitalization of Local Areas which dealt on some considerations in building e-municipalities as well as specific experiences such as that of the eLGU Project of the National Computer Center and that of Japan.
    e. Government Information Dissemination Application, that we thought, would be critical in promoting the use of e-Government services. Lecturers from Waseda University provided some insights on promoting citizen-centric e-Government services and providing information literacy education; and lastly,
    f. Seamless e-Governance Implementation Program that considered the discussions on previous subject areas, the importance of e-Government services

and the benefits that would redound to the citizens of the Philippines. Lectures from the perspectives of both the Academe and Government were provided by two prominent personalities on e-Government.

4. Another important element of the Philippine implementation of the project is the conduct of workshops after the morning and afternoon lectures to promote closer interaction among participants and to develop recommendations, including the identification of priority e-Government projects, including the identification of agencies that need to collaborate for each project, expected barriers to their effective implementation and recommended solutions to overcome these barriers, roles of National and Local Governments, security concerns as well as HRD-related and capacity building issues. A value-added result of this arrangement is the networking that was developed among all participants and intra-sectoral representatives. For example, representatives from the Academe agreed to continue the discussion even after the course and agreed to develop a related proposal for possible funding by funding institutions.

To conclude, we are glad to report that the participants went home satisfied and fulfilled having in mind the importance of e-Government and effective e-Government strategies drawn from best practices. It was indeed a learning experience for everyone. The participants and resource persons were able to interact and learn from each other through their questions, comments, and sharing of ideas and experiences (both successful and unsuccessful ones). This was a much-needed and timely seminar-workshop. Definitely, it was a success and its objectives were achieved.

We are happy to note that despite the declaration of "no-work" in Metro Manila by the Office of the President due to very heavy rains and deep floods during the last 2 days, course participants except for two (who found it impossible to reach the venue) still came and participated in the course. This evidently showed the participants' commitment and interest to complete the course.

Our most important observation in the conduct of the course is the quality of lectures from both the Japanese and Filipino side and the very comprehensive and excellent outputs of the four groups that were presented on the last day.

[List of Participants]

Surname	Given Name	Middle Name	Office Name	Position
Ablaña	Lydia	Mejia	Department of Science and Technology	Senior Science Research Specialist
Abon	Aura	Vicencio	NEDA Information Technology Coordination Staff	Computer Operator I
Acuña	Shiela	Gagante	Civil Service Commission	Information Technology Officer
Agon	Guido	Casas	Telecommunications Training Institute	Chief, Telecommunications Training Institute
Almanzor	Nuna	Encarnacion	Department of Science and Technology	Deputy Director for Admin. And Technical Services
Amberong	Grace Martha	Tuliao	National Computer Center	Head, Applications System Devt.
Ancheta	Arthur		Telecommunications Office	Engineer IV
Angeles	Rainier	Buenaventura	Telecom Planning and Policy Division	Supplies Officer IV
Asuncion	Elenita	Donaire	Department of Transportation and Communications	Sr. Transportation Development Officer
Banzon	Peter Antonio	Balsalubre	Advanced Science and Technology Institute	Division Head
Bautista	Elsa	De Jesus	National Computer Center	Information Technology Officer II
Bulilan	Reslie Coleen	Durana	Supreme Court of the Philippines	Human Resource Management Officer I
Cabrera	Vina Liza Ruth	Cayaban	Department of Trade and Industry	Director, Management Information Service
Caoyonan	Nelly	Tubongbanua	University of the Philippines	Information Technology Officer I
Cepe	Edgar	Cortez	Commission on Higher Education	Project Development Officer III
Cervantes	Louie	Famisaran	West Visayas State University	IT Department Chairperson
Comintan	Oliva		National Telecommunications Commission	Senior Communications Development Officer
Dela Rama	Maria Susan	Patron	TESDA	Executive Director
Encinareal	Leandro	Gonzales	Liga ng mga Barangay National Office	Information Technology Officer
Estioco	Celso Alejandro	Sabado	Department of Budget and Management	Information Technology Officer I
Graza	Nenet	Cotoner	Technological University of the Philippines	Director, IRTC
Ignacio	Diana	Lacambra	Department of Science and Technology	Administrative Officer V
Luzares	Ma. Sheila	Edrial	Liga ng mga Barangay National Office	Deputy for Operations
Madrid	Pepe	Laurente	Mindanao State University	Director
Manegdeg	Ferdinand	Gaces	University of the Philippines	Director
Megia	Patrick John	Dayrit	Local Government Academy	Local Government Operations Officer V
Osio	Isagani	Lozano	National Computer Center	Information Technology Officer
Pido	Veronica	Petinglay	National Statistics Office	Information Technology Officer III
Querubin	Leo	Yupangco	Crimsonlogic Philippines, Inc.	General Manager
Reyes	Maria Esperanza	Hogar	Civil Service Commission	Information Technology Officer III
Robosa	Maria Elena	Martinez	DILG-EDPS	Information Technology Officer III
Sabat	Eduardo	Galang	System Supply and Property Management Office	Chief
Salvosa	Belinda	Cabrera	Department of Transportation and Communications	Sr. Communications Development Officer
Suplido	Maria Lurenda	Hernandez	University of the Philippines Open University	Director
Sy	Vivian Praxedes	Del Castillo	De La Salle University	Department Head, Systems Management
Tardio	George	Puli	Telecommunications Office	Engineer II
Valdez	Crispinita	Antonio	Department of Health	Director

[Workshop Agenda]

Date	Time	Lecture Content
23 Aug	9:00 – 9:30	Registration
	9:30 – 10:00	Welcome Remarks - Secretary Virgilio L. Peña, Chair, CICT Opening Ceremonies - Prof. Toshio Obi, Waseda University
	Module 1: Comprehensive Introduction to e-Government	
	10:00 – 10:45	Ubiquitous Society and Role of e-Government Lecturer: Prof. Toshio Obi (live)
	10:45 – 11:50	Establishment of Infrastructure of e-Government Lecturer: Prof. Makoto Takei (video)
	11:50 – 12:00	Question and Answer Session
	Module 2: Formulation of a Strategic Plan for e-Government	
	1:00 – 1:45	Lecturer: Prof. Toshio Obi (live)
	1:45 – 2:30	The Philippine e-Government Agenda Lecturer: Usec. Fortunato T. dela Peña, DOST (live)
	2:30 – 3:00	Question and Answer Session
	3:00 – 5:00	Group Discussion
24 Aug	**Module 3: Security Policy and Technology**	
	10:00 – 11:00	Lecturer: Prof. Toru Maegawa (video)
	11:00 – 11:20	Lecturer: Mr. Cecil Francis S. Pineda, Sycip, Gorres, Velayo (live)
	11:20 – 11:45	Lecturer: Director General Angelo Timoteo M. Diaz de Rivera, NCC
	11:45 – 12:00	Question and Answer Session
	Module 4: E-Municipality and Revitalization of Local Areas	
	1:00 – 2:20	Lecturer: Prof. Toshio Obi (live)
	2:20 – 2:50	Lecturer: Dir. Maria Theresa M. Camba, NCC (live)
	2:50 – 3:00	Question and Answer Session
	3:00 – 5:00	Group Discussion
25 Aug	**Module 5: Government Information Dissemination Application**	
	10:00 – 10:45	Lecturer: Yukiko Inaba (video)
	10:45 – 11:40	Information Literacy Education , Lecturer: Yoshiyori Urano
	11:40 – 12:00	Question and Answer Session
	Module 6: Seamless e-Governance Implementation Program	
	1:00 – 1:45	Towards a Seamless e-Government Philippines Perspective from Academe
	1:45 – 2:30	Perspective from Government Lecturer: Director General Angelo Timoteo M. Diaz de Rivera, NCC (live)
	2:30 – 3:00	Question and Answer Session
	3:00 – 5:00	Group Discussion
26 Aug	8:00 – 9:30	Group Presentations
	9:30 – 10:00	B R E A K
	10:00 – 11:30	Group Presentations
	11:00 – 12:00	Closing Ceremonies Closing Remarks: Assistant Secretary Cecilia V. Reyes

Thailand

1. Opening and Welcome remarks

At the start of the workshop, held on 31 August, 2004 at the ICT HRC NECTEC, Bangkok, Thailand, both Dr Thaweesak Koanatakool, the Director of NECTEC and Prof. Toshio Obi Director of APEC e-Government Research Center Waseda University welcomed the participants and explained them the workshop program on e-Government. They stressed the importance of sharing experiences in e-Government activities.

2. Participants

The participant are Government Chief Information Officer (CIO) and/or Director of ICT Center and/or ICT Knowledge worker who are at least mid-level manager or who are engaged in or are planning to engage on assignment related to e-Government.

34 participants attended the workshop.

The category of participants are displayed as of Table 1

Table 1

Category of participants

Category	No. of Participants
Government CIO	**7**
Director of ICT Center	**6**
ICT Knowledge Worker	**21**
Total	**34**
Government Sector	**19**
▪ Central	18
▪ Local	1
State Enterprise	**12**
Academic Institution	**3**
▪ Central	2
▪ Local	1

3. Presentation by Japanese and Thai Speakers

13 presentations by Japanese and Thai Speakers.

1) "Establishment of Infrastructure of e-Government" by Prof. Takei

- Component of Network Infrastructure
- Definition, Standard and Usage of Pubic Key Infrastructure (PKI) in Japan
- Case Study of System Center
- e-Tax Filing System
- Advantage and disadvantage of ASP
- Service Providers Center
- How to implement PKI in Japan
- How PKI apply to smartcard

2) "Ubiquitous Society and Role of e-Government " by Prof. Obi

The Japanese government attempts to push Japan to the society so called Ubiquitous society, which refers to the society that information of anything or people is recorded and can be retrieved via the Internet or mobile phone. Ultra hi speed Internet that called FTTH is utilized in order to improve speed of communication. FTTH is considered as a major task of e-Japan Strategy during the couple of years. The government plays role as a leader to move into Ubiquitous society by establishing FTTH network in the rural areas where private companies do not interested to invest, in order to increase the number of broadband users. Strengthening local government is one of the important issues for the Japanese government as this can contribute to lessen the digital divide problem.

Moreover, Japan is targeting to have the best wireless technology in the world. The 4th generation mobile technology is now under research and development by the company named NTT DoCoMo. The number of mobile phone subscribers in Japan reached 76.8 million. Of this number approximately 90 % of mobile has a function for connect with the Internet. The 4th generation technology allows 100 Mbps speed of mobile phone. Mobile phone is considered as a key for success of e-Government. In the future mobile phone will be used as a voting channel for the Japanese election.

Issues on e-Government in Japan are an issue on allocating fund between central and local government and an issue on allocating authorities. These problems can be alleviated by setting up a joint CIO council as a mediator for organizations.

The merits of e-Government are as follows:

1. Increasing government transparency
2. Allowing higher productivity

3. Increasing more employment
4. Reducing waste of money

Learning from other countries' experiences is also one of the best ways to develop a country's e-Government. In some cases legal system is needed to be adjusted to reduced problems occurred during the development of e-Government. The partnership between public and private should also be created and the awareness that e-Government is developed for the people not for the government should be informed.

3) "Common Infrastructure Services in Thailand" by Dr. Sak

- **Network Service**
  - Information Networks for government :- Intranet, Extranet, Internet
  - Guideline and benefit from Government Data Exchange: GDX
- **Application Hosting Service**
  - Web Hosting, Mail Hosting, Co-Location and Special Application Service such as Cabinet minute circulation and GIS-MIS
  - Issues for consideration are connection speed, helpdesk/hotline and security policy
- **Security Service**
  - Information Security Architecture for Government Sector
  - NCIA
  - How to apply PKI and CA
- **Public Information Service**
  - News Aggregator (Thaisarn.com)
  - Government Portal (Thaigov.net)

4) "e-Services on Government Data Exchange and Portal in Thailand" by Dr. Sak

- Apply "Web Service" to support automatic exchanging between government sectors
- Provide common infrastructure
  - Identify business process of integrated services
  - Tracking and verifying status of request
  - Verify and authentic
  - Store log for send and receive the request
- Provide "Government Portal" to be front office system for citizen

5) "Government Information Dissemination Application" by Ms. Inaba, Mr. Hirama

The Japanese initiated a number of plans and policies (eg. e-Japan priority policy program 2003, plan for building the electronic government 2003, started 'e-Government' the general interface of the electronic government 2001, e-Japan priority policy program 2001) which

contributes to the application of the government information dissemination. The viewpoints of citizen as "customer" and citizen as "taxpayer and sovereign" have been applied in order to increase quality of government services and provide better services to the citizen. The examples of services with the viewpoint of citizen as "customer" are The Prime Minister's official residence, Hellowork Internet Service, Advice for Consumer, etc. While the examples of services with the view point of citizen as "taxpayer and sovereign" are Searching system for the diet record, Budget and account settlement, General interface of policy evaluation.

Although the Japanese government has shown its attempts to provide better quality of services, more than 60% of the citizen still requests for improvement of government websites. The most requested issues are the improvement of searching system, update information, readability and understandability, and interactivity. Up until now, the Japanese government information dissemination application has largely improved on availability of necessary information but still need to improve on interactive performance issue. The current situation of the Japanese government information dissemination application is categorized into the second step; which the characteristics of the portal site of the second step are trans-organization type, life event type and interactive type; from the total of three steps.

Internet Tag™ and TechnoMarkMail® are used to help in successfully move to the third step. The mechanism to move the Japanese government information dissemination application into step 3, which is to form a new community of administration and citizen through websites, is under development processes. This mechanism will then result in the realization of the Japanese electronic government.

Q&A

1. Are the contents of government organization websites set by the office of Japanese prime minister or each government organizations set the content by their own?
   Answer Each government agency has authorities to set the content of website by their own.

2. Which organization responsible as a center to integrate data, maintains web pages and update information? Is this organization determined and authorized by the government?
   Answer CIO council is responsible to for coordinating among organizations.

3. How the central government agency involves in the integration of data for each service? Does the central agency support the government organizations on budget, technical consultation or operational workers?

4. What are the keys of success for each service? How long does it take to evaluate customer

satisfaction?

Answer The key of success for each service are

- Internal efficiency (eg. how much money has been spent for such service)
- Customer satisfaction (The evaluation of each service are varies from half year to two years but normally take 1 year)

6) "HRD on e-Government" by Prof. Obi

Human resources involved in e-Government can be divided into two groups: IT professional (including project planners, project designers, system developers and system operators) and non IT professional. HRD for e-Government, therefore, should be provided covering both groups of government officers.

IT services are classified into 11 occupations such as consultant, project manager, IT specialists. Each occupation involves and focuses in different activity areas. Skills of each occupation are classified into 7 levels of experience and knowledge. IT literacy education for e-Government should be promoted for students, non IT professional staffs and the residents.

HRD is considered as a key for success in e-Government. The further HRD should focus on nurture IT leaders (CIOs). Both CIOs in government and private sectors must grow together and the link of CIO network should be established.

7) "E-Municipalities in Japan" by Prof. Obi

Four examples of the Japanese e-Municipality are raised.

Yokosuka city

Yokosuka City e-Municipality won the best e-procurement in the world. The other services that available are GIS information, projects (bidding), application form, land price search, etc.

Ichikawa city

Ichikawa City e-Municipality is one of the examples of e-service with the view of citizen as 'customer'. The services that available are: certificate issuing; reserve space in gymnasium via kiosk; complain government services via e-mail.

Fujikawa city (Kanagawa prefecture)

Fujikawa city e-Municipality is one of the examples of e-service with the view of citizen as 'tax payer'. The city provides citizen electronic conference room creating virtual communities. Currently approximately 200 conference rooms were created. The key of the city's services is to

find out what people want and then create operation plan to realize to need of the citizen. The merit of this service is that the government officers are able to know the citizen viewpoint, idea and know what are issues that citizen concern. Moreover, it creates a chance for government officers to talk with citizen.

Matsumoto city (Nagano prefecture)

Matsumoto city is a pioneer of Telemedicine service. The doctor from Shinshuu University communicates with the doctor in Belarus Russia via satellite (INMARSAT) in order to treat the patients. However there still problems on this service such as language problem, trustful relationship and requirement of good communication.

The other services that available from this city are: emergency e-mail service for the deaf via mobile phone and fire information notification via mobile phone for those whom registered.

Group Discussion

1. The example of Telemedicine in Matsumoto city shows that sometimes law need to be changed to allow activities on the Internet (in this case law need to be changed to allow doctors to treat patients via the Internet).
2. In Japan CIO council consists of a representative from each ministry (total of around 20 persons).
3. Each city in the examples developed their own home pages as each city received different amount of budget and different ideas for public relation.
4. There are numbers of kiosks provided everywhere in Ichikawa city, especially at crowded places, that allows citizen to access e-service.

8) "ICT Security Outsourcing" by Mr. Parinya

- ICT Security Outsourcing
  - Concepts, Thailand Issues & Status
  - trends, benefits and risks
- Defining the Required Products and Services from Vendors
- Evaluating and Selecting the Vendor
- How to conduct MSSP (Managed Security Services Provider)
- Conducting Outsourcing Contract

9) "Smartcard and e-Citizen Security" by Dr. Komain

Main components are

- Technology
- Process- Security Policy, Information Security Infrastructure , Penalty, Information access control
- People – Basic Literacy of Staff, Security HRD and Security Awareness

10) "Security policy and Technology" by Prof. Maegawa

It is important for government to maintain information security due to: information is valuable property needed to be protected; it is government's social responsibility to protect citizen's privacy; keeping information secret is a means to receive the citizen trust. The development of security policy can be done by follow the following issues: identify and assess assets to be protected, threats, vulnerabilities, risk, etc.; identify roles and responsibilities; set policy (principles and directives); write things can be done; penetrate every hole and corner; perform Plan-Do-Check-Act cycle. Each organization need to have their own security policy to communicate policy effectively as different business, corporate culture, level of risk tolerance required different security policy. Security policy can be divided into 4 layers: corporate level (corporate policy); requirement level (standards); system design level (procedure); setup level (manual, parameter).

Organizations should follow 10-security management domain described in ISO/IEC17799 to manage the organizations' security. Security related laws in Japan are criminal law, copyright law, electronic signatures and certification service law, law concerning limitation of damages to specific telecommunications and unauthorized computer access law. The roles of governments regarding to security issues are to; develop and improve laws and guidelines, set government PKI, develop Computer Security Incident Response Teams, support R&D activities on security technology, deliver security awareness program for public, develop human resources for security management, develop security policy for the governments and the guideline for security policy guideline for public sector, introduce security related International Standards (eg. ISO/IEC 15408, ISO/IEC 17799, GMITS).

11) "Future e-Government" by Prof. Tajiri

There are three key objectives for e-Government: (1) enhancing quality of government services; (2) improving work efficiency to reduce cost; and (3) increasing government openness and allowing realization of e-Democracy. In this regard, Japan in the 1990s was ranked behind some other developed countries according to international surveys such as the Accenture's. One of the reasons might be that although the government has invested a lot of money largely on hardware and software, there are other important components needed for e-Government which are legal framework, standards, authentication system and security, human resources, sound strategic plan, good management and leadership, and collaboration.

According to a recent evaluation of the e-Japan strategy conducted by an expert group set up by the government, Japan been performing well to move toward e-Government. However its report recommended the following three points: improve speed of government services;

improve efficiency in government at the national and local levels; and create more information disclosure and citizen participation. In response to such an assessment the government developed a new program called "Program for Building e-Government" (formulated in 2003) with the objectives to provide user-oriented government services and realized simplified government with efficiency used of budget. The basic principles are to: (1) improve public convenience (by enabling citizen to have an instant access to information all the time and provide one-stop access to government services through a single gateway), (2) reform of operation (realizing efficient and streamlined work process and systems through adoption of common systems for all ministries as well as outsourcing of routine works), and (3) develop common environment for e-Government (eg. appointment of technical advisor to CIO for each ministry, strengthening measures for security and information privacy protection policies)

Some of the lessons learnt from the Japanese e-Government development are:

- An ICT strategy works for e-Government
- Infrastructure is very important but not enough
- A citizen viewpoint is important for the development of e-services
- Leadership and management is crucial for efficiency and cost reduction
- Closely collaboration among organization is needed
- HRD is very important

12) "Formulation of a Strategic Plan for e-Government" by Prof. Obi

The Japanese government formulates a strategic plan for e-Government by learning from those developed economies such as the United States, Britain and Canada as well as considering concrete e-Government issues and legal systems. The e-Japan strategy is to make Japan the world's most advanced IT economies within five years by:

1. Building an ultra high-speed Internet network and providing constant Internet access at the earliest date as possible
2. Establishing rules on electronic commerce
3. Realizing an electronic government
4. Nurturing high-quality human resources for the new era

13) "Measuring and Monitoring e-Government Progress in Thailand" by Dr. Thaweesak

- Monitoring and Evaluation System for National ICT Development :- Service E-readiness Explorer System
- Government e-Mail Directory Services
- Government Website Scorecard
- ICT Action Plan Integration System
- Government ICT Award

4. Discussion

4.1 Discussion on "Ubiquitous Society and role of e-Government"

1. How the Japanese government developed non-IT officers?
   Answer the MPHPT holds several forms of training which designed for different types of government officers. However the training's for local government officers are still not efficient.

2. How does an organization that responsible for taking care of government officers plan to enhance knowledge government officers and prepare non-IT government officers to involve in e-Government? How long did it take to do so?
   Answer Will be answered later

3. How is the career path of IT government officers in the Japanese government? How does the Japanese government promote these officers?
   Answer Career path for the IT government officers in Japan is still not clear. These officers have a chance to get into the top position but they need to also know about other issues not only computer issues.

4. How the Japanese government integrated information from various agencies where different computer programs or standards are used?
   Answer The Japanese central government has a system called 'e-Government for all' which allows government agencies to share technology among them. However for local government, integration of various agencies is still a problem.

5. What are Japanese critical success factors to successfully implement e-Japanese strategy?
   Answer - Government initiative to support priority project
   - IT project received highly promotion through funding

6. Please raise a couple e-services that the Japanese government provided to the citizen and also number of transaction per year for each service.
   Answer To be answered later

7. What are roles and duties of CIO council?
   Answer -monitoring all IT projects in the government
   - Be a secretary general of the cabinet

4.2 Group Discussions on "Major Issues on e-Government" by Mr. Jirapon

1) Enhancing organizations' administration effectiveness by utilizing IT (Back office integration)
2) Using IT for servicing the citizen (Front office integration/ one-stop service)
3) Enhancing readiness for e-Government through human resource development
4) Defining standard of information for purposes of government information connection and exchange
5) Defining clear rules/ regulations/ approaches for perfect and fair electronic transaction
6) Providing government portal as a center for e-services serving the citizen
7) Creating organizations' information expert/ editor/ auditor team work
8) Establishing central organization to be responsible for development and integration of information/ application/ services and sharing them among government's organizations (shareware/ common software)
9) Technical issues
    (A) Availability/ scalability
    (B) Data/ system security
    (C) Data redundancy/ approach for updating data
    (D) Design system that can handling a lots number of transactions
    (E) System robustness testing
    (F) Increase bandwidth
10) Business process issues
    (A) Defining/ adjusting business process in a new approach
    (B) Standard of data
11) IT leadership

5. Result of Evaluation

At the end of Workshop, Participant filled in the online evaluation form (http://see.thaigov.net/cio-workshop/questionnaire.php).

The results of evaluation are as following

1) How was the length of this course?

Too Long	About Right	Too short
67%	28%	5%

Comments: -

Almost participants think that the length of this course is too long and it should be 2 days course. Because of there are so many interesting and important topics provided from the course. But participant have not enough time to discuss for case study and opinion exchanged. Hand-on exercise/workshop should be added to the course. Some topic can be grouped and summarized into one session. For example, "lesson from Japan" (Day two) and "Future e-Government" (Day Three). One of the participants proposes that half day lecture for 3 days and observation tour / Study Tour for 2

2) Balance of time allocated between the lectures, discussions and exercises ;

Very good	Good	Fair	Poor	Very poor
72%	22%	6%	-	-

Comments: -

It should be more focused on discussion than lectures.

3) Presentation by the instructors ;

Very good	Good	Fair	Poor	Very poor
88%	6%	6%	-	-

Comments: -

Because of time limitation, some session is just going through rapidly so it misses some important points.

4) Training environment ;

Very good	Good	Fair	Poor	Very poor
83%	11%	-	6%	-

Comments: -

- video conference is very smooth
- Room is too small and too cold.
- It' s not proper for group discussion.

5) Lecture/Seminar room ;

Very good	Good	Fair	Poor	Very poor
78%	17%	-	5%	-

Comments: -

- The air-conditioner is too cold.
- Organizer can request some cooperation from government office for appropriate Lecture/Seminar room.

6) New subject(s) which should be offered ;

- Information security management, Security related issues and Current hot issues
- how to investigate information between local organization step by step
- How to develop standard format for collaboration data between organization
- How to solve the bottleneck problem of e-Government development process.
- Security for e-Government in dept./ Critical issue for future
- Citizen participation in e-Government
- Key success factor for e-Government

7) Overview / comments for this course.

- This course is very good and overall is fine.
- However, it is not necessary to conduct VDO conference. Organizer can invite speakers to come here. Live presentation may be clearer than teleconference.

- This course is well-organized in term of contents. But it will be perfect if environment and room are more facilitate.
- Informative Japanese speakers seemed to work hard.
- Thai speakers are expert in their areas, hence the lectures are interesting and motivating.
- All of the topic are very Good for CIO
- The course is quite good. Anyway there should be more case studies for participants to discuss.
- This course has many interesting topics but due to limited time, lecturers cannot explain in more detail. Anyway, the lecturers had already given reference sites for further study.
- In overall, I like it. I learned a lot from this course. The course should compress all the coursed into 2 days instead of 3 days
- Good to understand progress of e-Government services of Japan. Useful to be guideline for Thai Government to improve e-Government project in the near future.
- Human Resource Development on e-Government in CIO Workshop is a very interesting for beginner, Intermediate and Experts to Joint with.
- It's very helpful and valuable for CIO and staff.

8) Lecture Materials

1) What do you think about the quality and quantity of lecture materials?

- Lecture Material is fine.
- It's acceptable.
- It is very good.
- The quality and quantity of lecture materials is good
- It is very good, and I want CD too.
- Good.
- Excellent
- Materials from the course are useful for organizations, in particular Japan case study.
- It will be more useful if lecture materials can prepare in digital format like CD-ROM.

- Quality of materials is fair. But quantity is insufficient, especially handouts of presentations from Tokyo.

2) If you have any suggestion for improvement of lecture materials, please describe it specifically.

- Some presentations that presented from remote site, Tokyo. It should be distributed in hardcopies to participants before the sessions will be started. Participants are

able to read presentations material before, so discussions will be beneficial.

- Lecture materials should be made available online for further use and reference.
- Reference Sites/Paper/Text books at the end of lecture materials.
- Should improve the connection of the Internet line or whatever communication.
- Please check about Sequence of Instructors and Slide is matching. Some Topic Slide Sequence come top left -> top right -> bottom left -> bottom right or top right -> bottom right -> top left ... sometime it make confused.

9) Lecture Delivery

1) What do you think about the delivery of this lecture?

Participants say well done, good, quite good, very well and fine.

2) If you have any suggestion for improvement of lecture delivery, please describe it specifically.

Need more group discussion and case studies

[List of Participants]

No.		Name-Surname	Position	Department
1	Mr.	Chaicharearn Atibaedya	CIO ,Executive Vice President, Information & Communication Technology Services Center	PTT Public Company Limited
2	Mrs.	Bhimolwan Pongsawasdi	Director, Information and Communication Technology Center	Office of Civil Service Commission
3	Mr.	Wanchai Suragul	CIO	The Government Lottery Office
4	Mr.	Chawan Svasti-xuto	CIO	Office of SMEs Promotion
5	Ms.	Luckana Tangchitnob	Head of Information Services Division	Office of SMEs Promotion
6	Mr.	Lt.Gen.Chayasit Linthong	CIO	Defense Space Technology Center
7	Mrs.	Suwattana Luengtrairat	Information Technology Advisor	The Secretariat of the house of Representatives
8	Mrs.	Sisadee Rhunsiri	Director of Information Technology Bureau	The Secretariat of the house of Representatives
9	Mr.	Banharn ChongCharoenprasert	CIO	Office of the Judiciary
10	Mr.	Yiemchai Chatkeo	CIO	Mass Rapid Transit Authority of Thailand
11	Mrs.	Sudaporn Vimolseth	Vice President	TOT Corp
12	Dr.	Malee Wongsaroje	Computer Technician Officer	National Statistical Office
13	Mrs.	Ratcharin Lakananan	Director Assistance	Securities and Exchange Commission
14	Mr.	Pongsak Chewcharat	CIO, Senior Executive Vice President	Small and Medium Enterprise Development Bank of Thailand
15	Mr.	Manus Maneenuse	Director, Information Technology Group	Department of Primary Industries and Mines
16	Ms.	Yaowarin Srichainan	Computer Technician Officer	Bureau of Information Technology, Revenue Department
17	Ms.	Pensiri Siviroj	Computer Technician Officer	Sukhothai Thammathirat Open University
18	Mrs.	Suvannee Pipatpiboonpol	Computer Technician Officer	Department of Business Development
19	Mr.	Soonthorn Vassana	Vice President of Business Development	CAT TELECOM

[List of Participants]

No.		Name-Surname	Position	Department
			Division	
20	Mr.	Pracha Chitsutthiphon	CIO, Vice Governor of Nakhonratchasima	Nakhonratchasima Province
21	Mr.	Phadet Jinda	Assistant Secretary of Nakhonratchasima POC	Office of Secretary for Nakhonratchasima Province
22	Mr.	Prajak Chertchom	Head of Business development Division	Software Industry Promotion Agency (Pubic Organization)
23	Mr.	Somchai Reopananichkul	CIO, SENIOR EXECUTIVE VICE PRESIDENT	THAILAND POST CO.LTD.
24	Mr.	Apichart Ountaphan	Senior Manager, System Development 2 Division	THAILAND POST CO.LTD.
25	Mrs.	Waewta Ruangnapa	Director of ICT Center	Office of Ministry of Commerce
26	Mr.	Phicheth Kitisin	CIO / Deputy Secretary General of the Senate	The Secretariat of the Senate
27	Ms.	Charunit Surapunthu	VP (Government Ageneies Depantment)	CAT Telecom
28	Mr.	Uthai Shiandjan	Lecturer	Naresuan University Phayao
29	Ms.	Vithida Chongsuphajaisiddhi	Lecturer	School of Information Technology, KMUTT
30	Dr.	Nattawut Satrawaha	Computer Technician Officer	TOT Corp
31	Ms.	Nantana Chaipak	Computer Technician Officer	Expressway and Rapid Transit of Authority of Thailand
32	Ms.	Chitgasame Pattanasiri	Computer Technician Officer	Technology of the Judiciary
33	Mr.	Keartisak Sensai	Director of ICT Center	Office of Ministry of Education
34	Ms.	Nongpanga Boonpium	Computer Technician Officer	Bureau of Information Technology, Revenue Department

[Workshop Agenda]

Day	Time	Content	Led by	Instruction Language	Method
DAY 1 31 Aug	9:00-10:00	Registration, Opening session, Introduction	Facilitator (Mr.Jirapon/Ms.Iwasaki/Mr. Pornprom)	Thai/English	Live / Video Conference
	10:00-11:00	Establishment of Infrastructure of e-Government	Prof. Takei	English	Video Conference
	11:00-11:45	Question-and-answer session	Prof. Tajiri, Mr. Jirapon	English	Live
	11:45-12:45	Lunch Break	-		
	12:45-13:50	Ubiquitous Society and role of e-Government	Prof. Obi	English	Live
	13:50-14:30	Question-and-Answer session	Prof. Obi	English	Live
	14:30-15:00	Group Discussions on “Major Issues on e-Government”	Mr. Jirapon, Facilitators	Thai / English	Live
	15:00-16:00	Common Infrastructure Services in Thailand	Dr. Sak	Thai	Live
DAY 2 1 Sep	09:00-10:00	e-Services on Government Data Exchange and Portal in Thailand	Dr. Sak	Thai	Live
	10:00-10:45	Government Information Dissemination Application	Ms. Inaba , Mr. Hirama	English	Video Conference
	10:45-11:40	HRD on e-Government	Prof. Obi	English	Live
	11:40-12:30	Question-and-Answer session	Ms. Inaba , Mr. Hirama	English	Live
	12:30-13:30	Lunch break	-	-	-
	13:30-14:50	e-Municipalities in Japan	Prof. Obi	English	Video Conference
	14:50-15:00	Question-and-Answer session	Prof. Obi	English	Live
	15:00-16:00	ICT Security Outsourcing	Mr. Parinya	Thai	Live
DAY 3 2 Sep	09:00-10:00	Smartcard and eCitizen Security	Dr. Komain	Thai	Live
	10:00-11:00	Security policy and Technology	Prof. Maegawa	English	Video Conference
	11:00-11:15	Question-and-Answer session	Prof. Tajiri	English	Live
	11:15-12:00	Presentation on “Future e-Government”	Prof. Tajiri	English	Live
	12:00-13:00	Lunch break	-	-	-
	13:00-13:45	Formulation of a Strategic Plan for e-Government	Prof. Obi	English	Live
	13:45-14:30	Exercise of Strategic Plan for e-Government	Prof. Obi	English	Live
	14.30-15:30	Measuring and Monitoring e-Government Progress in Thailand	Dr. Thaweesak	Thai	Live
	15:30-16:00	Evaluation and Wrap up	Dr. Thaweesak, Prof. Obi, Mr. Shibuya	Thai/English	Live

Indonesia

I. Introduction

1.1. Online Course via JICA Net on e-Government Human Resources Development Course held in Jakarta from 26, 27 and 30 August 2004;

1.2. A total number of confirmed participants are 26 persons representing Government, Local Governments, Private Entities, Association, and Universities. However, some of participants could not attend the whole days due to some reasons.

1.3. The course officially opened by honorable Mr. Djoko Agung, Assistant Deputy Minister for e-Government, the Ministry Information and Communication. Also attend at the opening course, honorable Ms. Sri Wuryatmi, Assistant Deputy Minister for training and development The Ministry Information and Communication, Mr. Takahara, JICA Expert for Ministry of Information and Communication.

II. Preparation

2.1 Facilitators provide a draft of participants invitation to Waseda University to get approval;

2.2 July, 2004 Facilitators invite in total of 40 participants from several institutions such as local governments, universities, research and development institutions and association;

2.3 2-3 August, 2004 conduct survey to Jakarta and made a courtesy visit to Professor J.B. Kristiadi, the Permanent Secretary of the Ministry of Communications and Informations of Indonesia and then followed by meetings with Facilitators and JICA Jakarta Office staff.

2.4 Facilitators prepare all related works including :

- Course material;
- Back drop;
- Soft-copy of material for participants in CD Rom;
- Training kit;

2.5 Establishment training class room and equipment.

III. Implementation

Day 1 (26 August 2004)

III.1 Session 1: Opening Session

The Opening remarks were delivered by Mr.Djoko Agung, Deputy Assistant for e-Government Development of the Ministry of Information and Communications Republic of Indonesia, Professor Toshio Obi of Waseda University of Japan, and Mr. Jirapon Tubtimhin from NECTEC Thailand.

3.1.1 Mr. Djoko Agung thanked to the Waseda University and JICA for their concerns in conducting the online course on e-Government human resources development. He mentioned about the importance of this project and e-Government as well as the importance of having the Chief Information Officer (CIO) workshop or training in the near future. He reminds the participants to take benefits of this course and accomplish the course successfully.

3.1.2 Professor Toshio Obi highlighted the project of e-Government human resources development course which is conducted by Waseda University in cooperation with Thailand and co-sponsored by Indonesia, Philippines, and Vietnam.

3.1.3 Mr. Jirapon Tubtimhin shared the Thailand's experience on e-Government development.

III.2 Session 2: Ubiquitous society and role of e-Government

By Professor Toshio Obi

3.2.1 Professor Obi through his lecture provided information on comprehensive introduction of e-Government. As of Japan, e-Government started many years ago when many local governments have already established "Public LANs" connecting public facilities (34.8% of all local governments had public LANs in July 2002.) Hence these local governments can establish an FTTH network in rural areas where private companies cannot due to cost-benefit issues. MPHPT assists those local governments with grants (1/3 of the construction cost).

3.2.2 The ubiquitous network society converges many forms of physical networks such as telephone line (ADSL, and CATV), optical fibre, and wireless broadband. This convergence broadband of wire & wireless initiate the ubiquitous network society that promotes creation of new industry and applications towards the World's most advanced wireless network.

3.2.3 Number of subscribers in Japan change so rapidly in few years since mobile internet access service was introduced in 1999 until the IMT2000 services was in place in 2001, and now number of mobile subscribers reaches 76.8 million subscribers.

3.2.4 Japan's experience noted that after an economic crisis like the collapse of the IT bubble, there are no indications that the world economy will grow rapidly. Discussion about shifting to e-Government is constantly taking place, and certain countries including Japan are taking great steps towards functioning

e-Government. There were some questions have to be answered on: How can e-Government be administered nationally and locally? What benefits can the government, companies, and Citizens expect, respectably?

3.2.5 There some matters to be considered such as:

- The negative aspects, which are obstacles to promoting e-Government.
- Also need to discuss present/potential demerits, such as security problems, unified management of agencies, and the risk of extending a digital divide.
- A problem that every country faces in promoting e-Government is the issue of the legal system.
- Computerization of the government means in one aspect an administrative and fiscal reform, and the legal system would be the first to change.

3.2.6 The most important is Japan's effort in creation e-Japan Strategy in 2001 with a goal to make Japan the world's leading IT economy by the year 2005. Followed by the e-Japan Strategy II in 2003 with objective on the practical application and implementation of Japan's IT infrastructure and advanced technology.

3.2.7 National trends and issues on e-Government :

- e-Government is a core of Government structural/financial report;
- Promotion of e-Government is essential to enhance international competitiveness;
- Application of business management model to e-Government is a key for success;
- Digital Government brings about synergy effect on regional industrial development;
- Innovation contributes to technology-oriented community development;
- National security issue is an emerging agenda;
- IT Manpower development is important for Digital opportunity;
- e-Democracy could be achieved by the participation of e-people;
- Leadership is needed on establishing global e-Government framework;
- Integration between Central (GWAN) and local governments (LGWAN) should be made;

3.2.8 Several related questions were asked by participants as follows:

- How wide is the Japanese e-Government (e-Japan Strategy) penetration?
- What is the level of teledensity by the time when e-Japan Strategy was introduced?
- What is the current level of Japan e-Government status?
- How many Internet Exchange (IX) and Internet Service Provider (ISP) are in Japan?

III.3 Session 3: Presentation on Thailand experience on e-Government

By Mr. Jirapon Tubtimhin, NECTEC-Thailand

Mr. Jirapon explained about experiences on implementation of e-Government in Thailand. He shared some government initiatives and success stories of e-Government in some cases, such as expanding telephone penetration and PC penetration. The Ministry of ICT Thailand has created budget PC or low price PC which selling price started from USD 200 and creating cooperation with Microsoft for developing operating system and application software in Thailand language.

V. Session 4: Establishment of Infrastructure of e-Government

By Professor Takei

5.1 Professor Takei explained on Complexity of Infrastructure that:

- One of the largest Infrastructures: Geographical, Field, Service Providers, Users;
- Made of dozens of components: Functions, Central and Local, Ministries, Category;
- Interoperability between components: Universal, Efficiency;
- Can not make everything new: Time-wise, Cost-wise;
- Complicated boundary condition: Existing system, Existing Practice, Public Low;
- Nationwide and secured: Government service by nature;
- Many technology options: Particularly in Networks;
- Nothing begins without infrastructure!

5.2 There are three important e-Government infrastructure: Public Key Infrastructure (PKI), Network Infrastructure, and System Center. More over that component of network infrastructure shall consist of Backbone network in Nationwide and extremely high capacity connects Central Government and Local Governments, Access Network that connects backbone network and User Networks enormous number of lines, and finally User Network which is inside of user premises, LAN.

5.3 There are some technology options to be considered within e-Government development:

- Network Architecture dealing with Hierarchy, Topology, Combination of Networks;
- Bandwidth of Backbone Network mainly on Planning and Demand vs. Cost, and New Technology such as DWDM
- Bandwidth of Access Network, such as FTTH, ADSL, CATV, Wireless

- Bandwidth of User Network, such as Broadband LAN, Wireless LAN
- Protocol (IP): IPv6 vs. IPv4
- Interconnection between networks: Increase of IX Capacity
- Wireless and its Security.

5.4 Finally, there are some major decisions to be made, including:

- Multi purpose usage of Infrastructure or Single Purpose from e-Government (G to G/B/C) to e-community (B to B, B to C, C to C) and IT-Society (from Infrastructure such as IP-Phone to Application) "value for money", cost vs. security, quality;
- Role share between Central and Local Governments: Budget, Subsidy and User closeness who has responsibility to what;
- Role share between Public and Private Sectors;
- Familiarity to the current practice vs. efficiency;
- Technologies to be adopted;
- Combination of existing and new;
- Design Spec for Network Inter-working;
- Operational Spec for PKI Inter-working;
- Use of ASP as System Centers; and
- Security Policy.

5.5 Participants question on:

5.5.1 Is IP version 6 has been implemented or still under going in research?

Answer: Currently IPv6 has been commercialized in some areas and parallely being developed through test bed research in Japan.

5.5.2 Mr Takahara gives input on status of IPV6 development in Japan;

5.5.3 Coverage of e-Government infrastructure throughout Japan, is it only in the main island or has been covered all Japan area and how long does it take to built the infrastructure, and how much does it cost?

Answer: All over Japan has been covered by broadband services where optical fiber deployed from the north through the south part and combine with wireless broadband. The most important thing is Japan very concern with maintenance issues in order to keep the development result longer. For example: Yokosuka has been applied e-Government successfully in GIS and e-procurement.

5.5.4 Information societies was formed in Japan due to the highly society needs on information.

VI. Session 5 : Group Discussions (Major Issues on e-Government)

Participants are divided into four (4) groups and given an issue to be discussed by each group. These are summary of the discussion result:

6.1 Group 1: ICT Human Capital Management

This group highlighted some problems in order to manage IT human resource development. Also introduced some effort in regard with motivation improvement such as functional assignment, salary, etc. Special condition is the good leadership by the Government, IT as a hobby, Incentive feeling, etc.

6.2 Group 2: ICT Infrastructure

This group introducing the Indonesian ICT Milestone in that has been established. Those Infrastructures has been implemented by the initiator, but some is just in concept level. There are some issues that support the programs such as IT Leadership, Government Policies and Regulations, Budget, National Coordinator, Digital Divide, etc.

6.3 Group 3: Government e-Services

This group emphasized on some existing e-services that have been implemented in government. There is regulation conflict between local and central government regulation which is indirectly hamper the e-Government.

To solve problem needs : a clear regulation, investment, awareness, and third partner to sponsor the program.

6.4 Group 4: ICT Strategy and Implementation

This group introduced the vision and the fact condition derived from field experience and emerging issues in society. The obstacles of online implementation are standardization, cyber law, IT Literacy HRD, National backbone, Website in every department, office automation, and work flow.

Day 2 (27 August 2004)

VII. Session 6: Government Information Dissemination Application

By Researcher Inaba

7.1 Video lecture from Researcher Yukiko Inaba live from Tokyo. She highlighted some step of Japanese Government Information Dissemination Application which include: Overview of Japanese Government Information Dissemination Application, Measures of central government administrative organs, Measures of local

governments by giving a Special Lecture "e-Municipalities and Revitalization of Local Areas", Characteristics of Japanese administrative portal site, and Problems with enhancing Japanese Government Information Dissemination Application

VIII. Session 7: Thailand Case Study

By Mr. Jirapon Tubtimhin, NECTEC-Thailand

Thailand has made an ICT Policy and Development program and also method for monitoring and evaluation of the work. Its policy and development consist of many initiative and task starting from 1992 until 2006 and beyond. The Government of Thailand has set up central organization to oversee ICT development and utilization within the public sector. Emphasis will be on the unity and integration of database system, planning, coordination, budget allocation and transparent procurement, to meet up with each agency requirement as well as reduce investment duplication. This will enable public sector to accumulate, exchange and share information among themselves, based on secured and open standard platform. Some efforts can be as follows: After Ministry of ICT has been established, multiple agencies and committees are working together for creating e-Government strategies, establishing legal infrastructure to support the national development of ICT. Many activities are being undertaken including efforts to increase rural access and bridging the digital divide.

IX. Session 8: Security Policy and Technology

By Professor Maegawa

9.1 Professor Maegawa explains on Security Policy and Technology. He gives indepth security policy and technology covering some issues as follows:

- Introduction of Information Security
- Threats, Vulnerabilities and Countermeasures
- Cracker's Techniques
- Technical Security Measures (Virus Protection, Network Connectivity, Authentication, Encryption, Backup and Recovery)
- Administrative Security Practice
- Laws, Standards and Guideline
- Development of Human Resources
- Conclusion - The Role of Governments

9.2 There are some important roles of government as follow:

- Develop / Improve Laws & Guidelines
  - Laws against computer fraud, unauthorized access, etc.
  - Laws for safety of cyberspace like the Digital Signature Law.

- Guideline on cryptography, privacy, etc.

- Set Government PKI (GPKI)

- Develop CSIRTs
  - Computer Security Incident Response Teams, one for the Government, one for private sector
- Support R&D Activities on Security Technologies
- Deliver Security Awareness Program for Public
- Develop Human Resources for Security Management
- Develop Security Policy for the Governments and the Guideline for Security Policy Guideline for Public Sector
- Introduce International Standards such as ISO/IEC 15408, ISO/IEC 17799, GMITS

X. Session 9: Special video lecture on e-Municipalities in Japan

By Professor Obi

10.1 Best Practice Speed, Cost and Efficiency

- Combination of existing and new infrastructure
- Role play: Central, Local, Municipal governments and private sector
- Usage of infrastructure: from e-Government to e-society (e.g. e-commerce, CTI, VoIP)
- Technologies
- Research, Strategy & Planning on infrastructure, to deal with this issue needs more course on JICA-Net.

10.2 At the end of this lecture, Professor Obi provide videotaped record on e-municipalities in Japan with some example of case study from Ichikawa city, Yokosuka city, and Matsumoto city.:

- Service in view of "Citizen as "customer"", the of the electronic government of Ichikawa City;
- service in view of "Citizen as "taxpayer and sovereign"", the videotaped record of the electronic government of Fujisawa City, and
- Telemedicine System & e-Matsumoto City Initiative Measures of Shinshu University & Matsumoto City.

10.3 Key-Issues of e-Municipality are:

a. Principles or Basic Concept of IT-related HRD are:
   - To develop the basic IT Ability of all Staff-members for Information Handling;

- To nurture IT Professionals (IT Managers and IT Architects) who work as Leaders to promote Digitization of their Section

b. IT Basic Ability for all Staff-members

- To understand the Meaning/ Goals of Digitization of their Organizations
- To understand how to handle Information including Security, Privacy, Copy-rights and so on.
- To master how to operate Information Systems
- To master how to submit their own Messages
- To master Rules and Manners for submit their own Messages

c. IT Professionals (IT Managers and IT architects)

- IT Leaders for Promotion of Digitization of their Section
- Net-workers who are Agents/Negotiators among Sections
- Net-workers who are Agents/Negotiators between Governmental/Municipal Offices and Citizens
- Small Group Trainings/Collaborative Learning

Courses/Levels Goals: Objectives	Trainings	Sections
Advanced -To nurture IT Leaders	Training for IT Professionals (IT Managers / IT Architects)	Section of IT Policy
Middle -To develop IT Literacy	Creation of Home Pages DB Systems of Official Documents Financial/Accounting Systems Digital Presentation Access Word/Excel	Section of IT Policy Section of Personnel
Basic	Groupware Introduction of PC Training of PC for new employees	

d. Future Works

- Role of CIO (Chief Information Officer) in Municipalities
- To nurture IT Leaders
- To cultivate the IT Ability of Citizens

10.4 Step to measure of local e-Government are:

Step 1: Let each central government administrative organs and local governments open and enhance their websites

Step 2: Enhance portal site function

Step 3: Form a new community of administration and citizen through websites

XI. Session 10: Group Discussion "Lessons from Japan"

Led By Professor Obi

11.1 Group 1 dealing with e-municipalities

Problems :

1. Infrastructures : high cost, limited network system (wire and wireless system), low penetration computers.
2. Human Resources : many people don't know how to use computer and access to the data center ; limited socialization of e-Government
3. Human Resources for Government : need more good motivation ; more study about information technology
4. Public Information : information open for public; creating dynamic information, not static.

Solutions :

1. Public information through kiosk system (free) in public area
2. Creating an integrated portal for all government services
3. Creating and easy, comfort and quick respond for back offices and front office
4. Consistency budget from central and local government
5. Leadership

11.2 Group 2 dealing with e-telemedicine

Components e-Telemedicine :

- Hospital
- Patient/Citizen
- Doctor
- Drug Store
- Automatic Billing
- Other facility : ambulance
- IT Support

Services :

- Healthy Consultation
- Telemedicine
- Appointment with doctor

Usefulness :

- Online for Medical Report
- Reference for other hospital

Weakness :
- False Order possibility

11.3 Group 3 dealing with information security

Problems :
1. Trusting from citizen to their government
2. Property protection
3. Law enforcement

Solution :
- Cyber law
- Software & Hardware
- Human Resources

11.4 Group 4 dealing with local e-Government

General view :
- Leadership and commitment to serve people electronically
- Participation of private sector and NGO
- Involvement of people in developing local policies using web conference room
- User interface uses Japanese language
- User friendly and easy to use application
- Integrated system
- Greatly reduce time to search information
- e-Government positively change the habit of government officers

Services :
- ID registration
- GIS
- City plan
- Lot price
- System for disable people
- e-Procurement
- Kiosk System
- Bicycle parking complaint

XII. Session 11: Discussion on "Issues and Solutions for e-Government"

Led By Professor Obi

All participants discussed issues and solution for e-Government mainly in Indonesia. Participants asked to identify some main issues that should be prioritized for Indonesia. The following issues that should be prioritized based on participant's identification are as follow:

a. Leadership
b. Policy and Regulations
c. Infrastructure
d. Effective management
e. Skilled Human Resource
f. Change of process/procedure and working culture
g. Strategic plan implementation
h. Budget
i. Private sector / stake holders participation

At the end of this lecture, Professor Obi explained to participant on this matter in the third day of the lecture live from Tokyo.

Day 3 (30 August 2004)

XIII. Session 12: Exercise of Strategic Plan for e-Government

By Professor Obi (Live from Tokyo)

All participants make presentation on their exercise of strategic plan for e-Government. However, due to the lacking time therefore each group only represented by a participant :

Group 1 by Mr. Aditya from Gajahmada University,

Group 2 by Mr. Fredy Basah from Ministry of Internal affairs

Group 3 by Mr. Ifan Artha from Ministry of Research of Technology

Group 4 by Mr. Zakaria from Ministry of Internal affairs

In general all participants agree that there should be a law and regulation enacted by government as an umbrella for implementing e-Government. e-Government is transformation process by using ICT to optimize government service delivery and governance. So it's about transforming relationship than about technology, and it requires new architectural sourcing and planning approaches.

There are four phases of e-Government started from Presence, Interaction, Transaction and Transformation. Each phase has unique strategy/ policy, people, process and technology influences.

The reason for doing a strategic plan are : guideline for management and IT managers to define short and long term plans, and serves as the principal working document for management to meet the present and future needs of government

services. e-Government planning must consist of vision (e-community), mission (goals) and objectives, prioritization, policy, strategic, consistency, documentation and rational decisions.

XIV. Session 13: Formulation of a Strategic Plan for e-Government

By Professor Obi (Live from Tokyo)

14.1 In Japan, the Government Decision Body headed by PM IT Strategy Council aimed to bring the government to be efficient, paperless, and competitive. With that reason, Japan has moved to establish some regulatory as follows:

- IT Basic Strategy on Nov.2000,
- e-Japan Strategy on Jan.2001,
- Policy Review Act and the Electronic Signature Act on Apr.2001.

14.2 Recently, there have been movements to promote e-Government in many Asian countries, seeking a simpler, more efficient administrative system. In Japan, the "e-Japan Strategy" was announced on January 22, 2001, whose objective is for Japan to be the most advanced IT nation in the world by 2005. Today, the "New Intensive Plan on E-Japan" has been announced. However, it cannot be concluded that e-Government in Japan is not progressing as fast as in other developed countries although they have a number of hurdles to overcome to develop e-Government. Considering the evaluation of the United Nations Department of Economic and Social Affairs (UNPAN-DPEPA).

14.3 Japan has many projects to promote e-Government, and we introduce the cases of several advanced countries and use them as material for interpreting the action plan. In this lecture consider the cases of countries such as the United States, Britain, and Canada, where the promotion of e-Government can be compared to Japan. Considering the example of Korea and other advanced Asian economies in e-Government, we can find solutions to encounter several problems.

14.4 While at the same time, look at some concrete e-Government issues, verify how e-Government is used by the citizen, revealing aspects of high usability. Legal systems such as the e-signature law and the privacy protection law are continuously developed and discussed.

14.5 In case of Japan, e-Japan strategy is the priority policy areas establishment of the ultra high-speed network infrastructure and competition policies within 5 years, establishing rules on electronic commerce, realizing an electronic government, and nurturing high-quality human resources for the new era.

14.6 Future development toward user-oriented simple and efficient government, including development foundation for on-lining administrative procedures that has

been completed by this March, 2004. The challenge will be to focus attention on operational reforms in response to IT use, along with providing better convenience and services to people by making good use of the foundation of development. In order to do that, at the CIO (Chief Information Officer) Council on July 17 2003,

14.7 A Program for the Creation of Next-Generation Electronic Government was decided in three-year plan by the end of FY2005 with a target: to realize "Provision of user-oriented administrative services" and "Simplified government with high budget efficiency.

XV. Session 14 : Discussion

Led By Facilitators

During the discussion, all participants discussed directly with Professor Obi live from Tokyo and was facilitated by Mr. Pingky, the Indonesian scholar in Waseda University. The discussion was on crucial factors on e-Government development aimed for future Indonesian e-Government.

XVI. Final Evaluation

Local government and central government have a different strategy plan of e-Government in one hand; but they have also the same strategy in establishing or improving the e-Government policy on the other hand. Generally speaking, the local governments in the autonomous era have built some strategies in order to implement the Information and Technology in various manners. Further, the central government in each department has also a different strategy. It is based on what they do in conducting the administration. Nevertheless, both central and local governments have a number of similarities in establishing the e-Government strategy. They will take into account the following issues:

- Leadership covers national vision, mission, and milestones
- Government Regulation, Policies and Procedures which support the narrowing digital divide, IT access on affordable cost Management – awareness of senior official and staff to the ICT
- Infrastructures including hardware, software, networking and technology
- Allocation of necessary budget
- Human Resources Training on IT Field (to increase e-literacy of society) and developing a comprehensive nationwide curriculum to prepare the IT literate generation (to create a qualified human resources)
- Developing a reliable and accessible government services system by the society.
- Change Management - The manual system changes to computerized system.
- E-services - Online services to public
- Identification and enhancement of IT system application related to public services

- Building web site for both central and local government which provides information and the recent data to public
- Extending the web access through SMS and IVR medium.
- Increasing the e-literacy for both government official and society
- Online government application which integrates the database and process of working between agencies, and application of office automation.

XVII. Closing

Mr. Djoko Agung Harijadi and Mr. Takahara jointly submit the certificate to participants who have actively joined the online course. Finally, Mr. Djoko Agung Harijadi on behalf of Ministry of Communication and Information convey a short speech to thank to Waseda University and JICA in conducting this online course and officially closed e-Government online training program, witnessed by Mr. Takahara JICA Expert for Ministry of Information and Communication

[List of Participants]

No.	Organizations	Title	Name	Position
1	Department of Financial (Depkeu)	Ms	Dra. Siti Murfiah M.Soc. Sc	Head of Financial Application System Division (Kabid Pengembangan Sistem Aplikasi Keuangan Umum)
2	Department of Internal Affairs (Depdagri)	Mr	Zakaria	Pusdatinkomtel
3	Department of Trade and Industry (Depperindag)	Mr	Fredi Basah	Head of Evaluation and Reporting Division (Kabag. Evaluasi dan Pelaporan)
4	Department of Justice and Human Rights (DepKehHAM)	Ms	Retna Ngesti Pratiwi, SH, MM	Head of Data collection and Processing Division (Kabag Pengumpulan dan Pengolahan Data)
5	Department of Energy and Mineral Resources (Dep ESDM)	Mr	Syamsudin Halik	Head of Energy Information Division (Kabag Informasi Energi)
6	Ministry of Research and Technology (Menristek)	Mr	Effendi	Webmaster
7	Ministry of Research and Technology (Menristek)	Mr	Ifan Artha W	Webmaster
8	National Development Planning Board (Bappernas)	Mr	Hari D Korianto	Head of Information Technology Facility Division
9	Statistic Center Bureau (BPS)	Mr	Adi Hastono, Ssi, Msi	Head of Data Communication Network Sub-Division (Kasubdit Jaringan Komunikasi Data)
10	Research and Applications of Technology Board (BPPT)	Mr	Ir. Samargi, MEng.	Head of Information System Division (KaBid Sistem Informasi - P3TIE)
11	Risti Telkom	Mr	Warista Tarigan	IT Solutions Manager
12	Infocom Services - Prov. Banten	Mr	Ir Tahir Mudjahid	Ka KPDE - Arsip Daerah Prov Banten
13	Infocom Services - Prov. Central Java	Mr	Ir. Tegoeh Wynarno Haroeno, MM	BIKK Jawa Tengah
14	Infocom Services - Prov. Jogjakarta	Dr	Dr. Ir. Achmad Djunaedi, MUP	Head of Local Information Board (Kepala Badan Informasi Daerah)
15	University of Indonesia (UI)	Mr	Zainal A Hasibuan	Staff of Computer Knowledge Unit

16	University of Gajahmada (UGM)	Mr	Adityo Hidayat	General Manager
17	Indonesia Chamber of Commerce (KADIN)	Dr	Alexander Rusli	Specialist Staff
18	Software Association Indonesia (ASPILUKI)	Mr	Yustiono, ST	Secretary General
19	Directorate General of Posts and Telecommunications (DGPT)	Mr	Ir. Ruslan Harun, MM	Director of Information Technology (Kasubdit Informatika, Dittelinfo Ditjen Postel)
20	Directorate General of Posts and Telecommunications (DGPT)	Mr	Ir. Ismail, MT	Head of Information Technology Operation Section (Kasi Operasi Informatika)
21	Directorate General of Posts and Telecommunications (DGPT)	Mr	Ir. Rahman Baharuddin, MT	Head of Radiocommunications Applications planning Section (Kasi Perencanaan Aplikasi Ditfrek, Ditjen Postel)
22	Directorate General of Posts and Telecommunications (DGPT)	Mr	Yessi Arnaz F.	Staff of Data Processing (Staf Pengolahan Data, BagPer Ditjen Postel)
23	Ministry of Communications and Information (Kominfo)	Mr	Abu Bakar Sutsam	Head of e-Gov Development Division (Kabid Pengembangan E-Gov)
24	Ministry of Communications and Information (Kominfo)	Mr	Lukman	Head of Sub-Division for e-Gov (Kasubbid e-gov)
25	Agency for Financial Audit (BPK)	Ms	Selvia Vivi Devianti	Head of Data Processing Division (Kabag PDE)
26	Ministry of Administrative reform (MenPAN)	Mr	Hasan Abud	

[Workshop Agenda]

	Day/Time	Content	Led by	PC Use	Delivery From TIC	
					Lecturer Video	PowerPoint Presentation
DAY 1 Aug.26	9:30am - 10:00am	Registration, Opening session, Introduction	Facilitators, Iwasaki			
	10:00am - 10:45am	On-site Lecture "Ubiquitous society and role of e-Government"	Prof. Obi (in Indonesia)			
	10:45am - 11:15am	Question-and-answer session	Prof. Obi (in Indonesia)			
	11:15am - 12:00am	Presentation on Advanced Case & Experiences of Participants	Participants/ Jirapon Tubtimhin	Used		
	12:00am - 1:00pm	Lunch break	-			
	1:00pm - 2:05pm	Video lecture "Establishment of Infrastructure of e-Government"	Prof. Takei		Delivered	Presented
	2:05pm - 2:30pm	Question-and-answer session	Prof. Obi (in Indonesia)			
	2:30pm - 3:00pm	Orientation	Facilitators	Used		
	3:00pm - 4:00pm	Group Discussions on "Major Issues on e-Government"	Facilitators	Used		
DAY 2 Aug.27	9:30am – 10:15am	Video lecture "Government Information Dissemination Application"	Visiting Researcher Inaba		Delivered	Presented
	10:15am - 11:10am	Thailand Case Study	Jirapon Tubtimhin		Delivered	Presented
	11:10am - 11:30am	Question-and-answer session	Prof. Obi (in Indonesia)			
	11:30am - 1:30pm	Prayer-and-Lunch break	-			
	1:30pm - 2:30pm	Video Lecture "Security Policy and Technology"	Prof. Maegawa		Delivered	Presented
	2:30pm - 3:50pm	Special Video Lecture "e-Municipalities in Japan"	Prof. Obi (in Indonesia)			
	3:50pm - 4:20pm	Group Discussion "Lessons from Japan" and Explanation about homework	Prof. Obi (in Indonesia)	Used		
	4:20pm - 4:30pm	Break				
	4:30pm - 4:50pm	Discussion "Issues and Solutions for e-Government"	Prof. Obi (in Indonesia)	Used		
DAY 3 Aug.30	9:30am - 10:10am	Exercise of Strategic Plan for e-Government (homework)	Facilitators		Delivered	Presented
	10:10am - 11:00am	Lecture "Formulation of a Strategic Plan for e-Government"	Prof. Obi (Live from Tokyo)		Delivered	Presented
	11:00am - 11:10am	Break	-		Delivered	Presented
	11:10am - 12:00am	Discussion on Lessons from Japan e-Government and Plan for future e-Government in Indonesia	Prof. Obi (Live from Tokyo)	Used	Delivered	Presented
	12:00am - 1:00pm	Lunch, Closing Remarks				

- The shaded timeframes mean that connection will be established between TIC and the Indonesia Satellite Center
- On Day 2, delivery from TIC will be disconnected at 3pm. After that, videos and PowerPoint presentations will be operated locally by Iwasaki and the Indonesian staff.
- This timetable was finalized by incorporating the local requests. No further changes allowed.

Vietnam

1. Place and Duration

The workshop was transmitted visa ISDN 384kbps from Tokyo to Hanoi and Hochiminh city of Vietnam

【Venue】

- In Hanoi: the classroom is arranged in the distance learning room of Posts and Telecommunications Training Center No1 (Hanoi) which can occupy up to 70 participants.
- In Hochiminh city: the classroom is arranged in the distance learning room of Posts and Telecommunications Training Center No2 (Hochiminh City) which can occupy around 60 participants.

The facility and equipment of these 2 rooms are provided very comfortable for distance learning.

The class in Hanoi located 10 km from the center of the city and the one in Hochiminh city located right at the center of the city. Therefore, participants had no difficulty in traveling to the classrooms since all of them live inside the cities.

【Duration】

- November 1-3, 2004

2. Participants

Participants are Government officers, Managers of ICT companies, and Instructors of ICT centers.

- 36 participants attended the workshop in Hanoi

The category of Hanoi participants is described as hereunder:

Government sector: • Central: • Local:	 8 1
ICT companies:	7
ICT press:	1
Research Institute:	2
ICT University:	4
ICT instructors:	13
TOTAL:	**36**

- 22 participants attended the workshop in Hochiminh city

The category of participants in Hochiminh city is described as hereunder:

ICT center:	3
ICT University:	3
ICT companies:	10
ICT Instructors:	6
TOTAL:	**22**

3. Preparations

□ The facilitators of the workshop kept contact with Waseda University through the

assistants.

- ☐ All the pre-material was printed out and distributed to the participants one week before the workshop.
- ☐ The course and post-material are given to the participants on the first day of the training course.
- ☐ Facilities at the training rooms are checked and cleaned to ensure the smooth operation.
- ☐ Waseda University provided very close cooperation and support to PTTC1 and PTTC2.

4. Day1
   - ☐ Live lecture from Tokyo "Ubiquitous society and role of e-Government" by Prof. Toshio Obi
   - ☐ Video Lecture from Tokyo "Establishment of Infrastructure of e-Government" by Prof. Takei
   - ☐ On site lecture on "Introduction of Vietnam's e-Government Strategy" by Dr. Nguyen Minh Tien, Director of National Institute of Posts and Telecommunications Strategy

Group discussion on "Major issues on e-Government" was postponed to the next day due to the shortage of time.

- ➢ Participants are very enthusiastic to the subjects of the lectures. However, Most of them met difficulty in catching the English of the lecturers
- ➢ Telecommunications connections went on smoothly, no problem or unexpected incidents.

Question and Answer:

Question 1: How much Japan had paid for establishing its e-Government system?
Answer: In the initial period, Japan had paid 15 billion US dollar every year in establishing its e-Government system. This was quite a huge investment, but the benefit the system will bring to the people very greatly.

Question 2: How is the road-map towards the e-Government in Japan? What should be the priorities to establish the e-Government system?
Answer: We will learn about the road-map towards the e-Government system in Japan in the next days of this training course. Regarding the priorities of the e-Government system establishment, it should be leadership, human resource development, infrastructure, etc. It depends on the conditions of each country to order what should be first. In developing countries like Vietnam, it should be focused firstly on infrastructure and leadership.

Question 3: What are the basic conditions to establish e-Government? What is the experience of Japan in dealing with the issue of "one-door service"?
Answer: Japan has success in implementing public services such as accommodation registration in big cities, and other public services.

Question 4: Application of "open-source" in e-Government, especially in public services?
Answer: This is the technical issue. In Japan, "open-source" had been put in test operation. It is not popular yet since people still used to work with window. However, Japan plans to

apply this technology in future for public services dissemination.

Question 5: Experience of Japan in applying "Biometric technique" to information security
Answer: Japan had introduced several "Biometric" techniques to e-Government such as identification of figure print, hand geometry, retinan, etc. However, these techniques are still under research for widely applying to the e-Government system.

Question 6: Why the cases of successfully applying e-Government in Japan do not include Tokyo?
Answer: This is very interesting question. Tokyo is a crowded city, therefore e-Government should be introduced step by step. The cases displayed in the lecture are only typical cities of successfully applying e-Government, not all.

Question 7: What are the difficulties the cities in the video lecture had to cope with when they implement the e-Government?
Answer: The difficulties are financial shortage, infrastructure development, human resource development.

Question 8: Basic laws concerning the e-Government introduction in Japan
Answer: There are many legal documentation concerning the e-Government implementation in Japan.

Question 9: The difference between the e-Government and e-Commerce?
Answer: e-Commerce is a part of e-Government. e-Government focuses on supporting activities of the local authorities including financial matter while e-Commerce focuses mainly on business on the net.

5. Day2
   - ☐ Special Video Lecture from Tokyo "E-Municipalities in Japan" by Prof. Obi
   - ☐ On site lecture "Information Literacy Education" by Prof. Urano
   - ☐ Video lecture from Tokyo "Government Information Dissemination Application"
   - ☐ On site lecture on "IT Human Resource Development for e-Government in Vietnam" by Dr. Nguyen Ngoc Binh, Hanoi University of Technology

- Participants are very enthusiastic to the subjects of the lectures. However, Most of them met difficulty in catching the English of the lecturers. Watching video for a long time also made participants tired.
- Telecommunications connections went on smoothly, no problem or unexpected incidents.

Question and Answer:
Question 1: In slide No34 presented the TCP/IP WRAPPER, please explain about the application of this technology and its connection with system software and OS operating system such as Microsoft or Linus

Answer: This is the deeply technical point. The slide 34 only connects to the Window operating system

Question 2: How to deal with the delay problem in the high secured web-site caused by coding?
Answer: Coding will create delay in high secured web-site. Each specific case should be studied for optimum solution.

Question 3: Does Japan have any effective measures to prevent Spam mail?
Answer: So far no measure is absolutely effective in Japan.

Question 4: What are the standardizations on network security in Japan?
Answer: Japan follows the international standardizations on network security.

6. Day3
   - ☐ Video lecture from Tokyo "Security policy and Technology" by Prof. Maegawa
   - ☐ Live lecture from Tokyo "Formulation of a Strategic Plan for e-Government" by Prof. Obi
   - ☐ Exercise of Strategic Plan for e-Government

- Participants are very enthusiastic to the subjects of the lectures. However, some technical questions are left unanswered by lecturers.
- Telecommunications connections went on smoothly, no problem or unexpected incidents.

Question and Answer:
Question 1: Measures to protect from unauthorized access from different layers of infrastructure?
Answer: Several technologies are utilized based on practical infrastructure and applied technology, cost and importance of information need to be secured.

Question 2: Information on website of e-Government is on-line or off-line.
formation is displayed on-line so that it can be updated frequently

Question 3: How e-Government website helps people in coping with earthquakes?
Answer: People can read on the web where they should go or how they could support people hurt by earthquake.

Question 4: Is open-source popular in Japan? Does Japan have any plan to support Vietnam in open source development?
Answer: Open-source is popularly utilized in Japan. Japan, China and Korea had worked out joint-plan on open source development. In Japan open-source is strongly developed in central systems. However, in the offices, people are still familiar with Windows.

Question 5: Any cooperation programs relating to IT, ICT, e-Government between Japan and Vietnam?

Answer: As mentioned by Dr. Nguyen Ngoc Binh in his lectures, there are a number of cooperation programs relating to IT, ICT, e-Government between Japan and Vietnam. This training course is also one of the cooperation activities.

7. Group Discussion "Major Issues on e-Government" in Vietnam

Major Issues:
7 major issues were mentioned by the participants in order to develop e-Government in Vietnam:

① People's understanding about the e-Government
② ICT information infrastructure
③ Legal environment for e-Government
④ Information safety and security
⑤ Administrative reform
⑥ Shortage of financial sources
⑦ Shortage of qualified human resources

Solution:
3 groups of solutions were discussed by the participants:

① Strengthening the understanding of the whole society about the e-Government
② Developing human resources and financial resources through projects funded by foreign countries
③ Creating the effective legal environment and the mechanism of healthy open market

8. Group Discussion "Issues of IT HRD for e-Government in Vietnam through Lessons from Japan"[

Participants agreed that the leaders at the highest level should pay a special attention to the development of e-Government. However, the government alone could not solve the issue, but cooperation from people and enterprises is needed.

- People have to improve themselves their capability and understanding in order to exploit the services of e-Government.
- Enterprises should also understand about the e-Government and make contribution to e-Government development.
- The government should support its people at the maximum extent such as infrastructure development, networking to home, less-expensive equipment and IT dissemination.

Thus, the firm foundation for e-Government development will be created in order to develop and information society in the long run.

9. Summative Evaluation

Venue: Hanoi
Total number of participants: 36

1. OVERVIEW

- Very useful, gaining a lot of knowledge

- It is useful to get good knowledge of e-Government
- This course is really useful for the participants. We can see the way to establish the e-Government step by step with many practical examples
- This course contains a lot of interesting information on e-Government. It may be a good reference source for Vietnam implementation
- The course provides us with much information and experience which are quite useful for Vietnam in building an e-Government
- The information in this course was useful to us
- Very good for person in charge of implementation e-Government. Some information may cause difficult to person work for other sector (like words: IX, IMT-2000)
- Through this course I have learnt exciting knowledge and lost of experiences regarding e-Government development in Japan
- Very good content. However, it is quite a short time for participants to understand all the knowledge
- I think it is a good chance for me to learn more about e-Government
- This is a good chance for me to acquire more knowledge of e-Government
- I have an overview how to build e-Government in Japan and get many experiences to build the plan, strategy of e-Government in Vietnam
- The course presents about e-Government HRD
- This course examines effective HRD in ICT to bridge the gap in implementing e-Government initiatives in APEC
- This course is rich of content and useful to us
- The course is useful for me
- To get more information on e-Government
- This course is a good reference for me to have an idea on e-Government development in Vietnam
- Useful for me
- Very interesting
- This course is good reference and supplies quite a good knowledge about e-Government, especially in Japan.

2. LECTURE MATERIALS

QUALITY AND QUANTITY OF LECTURE MATERIAL

- The content is valuable but the presentation materials needs to be more summarized
- Lecture materials are good enough for me to understand the lectures
- Rather good
- Very good
- The quality of the materials are good, while it might take the participants some more time apart from the session to read the huge documents
- Very good
- Good. But lack of experiences of e-Government in other countries in APECTEL like Korea or China
- Very good
- The quality of the documents for this course is very well-prepared in both content and appearance
- Good

- The content is good but need to be organized in a better way
- Good both in content and organization
- It is good. Thank you very much
- Quality and quantity of lecture materials are good
- Adequate
- Good in spite of short quantity
- Lecture materials are well-prepared
- Good
- Very good
- Good, enough information
- The quality is good but the quantity is too much, not focus on the main points
- Very good
- Good
- Good
- Quite good

SUGGESTION FOR IMPROVEMENT OF LECTURE MATERIALS

- The content of presentation materials needs shorter and clearer
- It is better to have notes of the lectures not only slides for deeper understanding
- Please put the page number for the document
- The handouts should be exactly the same with the PowerPoint slides and are paged so that it would be convenient for the participants to look at
- Have document that describe new concepts such as IMT-2000, KPT, IX, WSIS, Bangkok agenda,
- Provide the experiences including not successful project an the mapping with specify issue in Vietnam
- Please give course material for participants one week before course
- To improve the lecture materials, teachers should collaborate with Vietnamese experts in e-Government more closely to give further and more details about Vietnam's e-Government policy, planning in government, ministry, province

3. **LECTURE DELIVERY**

OPINION ON DELIVERY OF THE LECTURE

- Good, but sometimes it is difficult to catch English
- Good
- The lectures are prepared very carefully and there are a lot of interesting information
- Sometimes the sound is not very good so it is difficult to hear the lecture
- Some of the lecturers speak English with Japanese accents which is rather difficult for us to catch up their points
- Very good
- Good and useful
- The course is very necessary and useful for the countries which plans to develop e-Government
- Good
- Good
- Good
- Good
- Good
- Good

- The lecturers speak too fast in some cases
- It is good. However, the lecture is boring sometimes due to video lecture delivery
- Good
- Good
- Good

SUGGESTION FOR IMPROVEMENT OF LECTURE DELIVERY

- The presenter should check the sound before giving lecture
- Some of the participants have raised technical questions which are left unanswered. It may be better for the organizers to include some technical experts in the group of lecturers
- The lecture document should be more detailed
- Have one presentation on e-Government in the APEC economies
- You should plan more time for us to describe the reality of Vietnam
- The lecture should concentrate on some key issue and make longer conversation
- Lecturers should stop sometime during the lecture to give questions for participants to think. The course then will be more exciting
- Working group, discuss, remarks together

Venue: Hochiminh city
Total number of participants: 22

1. OVERVIEW

- This course is good but not easy practice
- Good basic information about e-Government strategy and development
- This course helps me realize benefits of e-Government for citizens and business and know essential steps to implement e-Government
- The content of the course is useful and it is a good opportunity to share the experiences together
- All right
- In common way, it's so good. For me, I found so much information. I am interested in e-Government in Vietnam and want to know the e-Government in Japan
- This is the course introducing issues relating to e-Government development
- This course gives participants the overview knowledge of e-Government
- Good course
- Good course
- Very good for me but we need more time to discuss some case study
- This is a course for develop e-Government HR. This course should last longer and the teacher should speak English clearer.
- It is useful and is fundamental for me to contribute in strategic plan for e-Government in my country
- What a interesting course I have improved knowledge about e-Government
- Definition of e-Government and its main function
- This course bring many concepts and information about e-Government
- For a short time, but this course brings some concept for me about e-Government development terms. I am satisfied with the course

2. LECTURE MATERIALS

QUALITY AND QUANTITY OF LECTURE MATERIAL

- Very good
- Good
- I think the lecture materials are enough for me
- The quality is good. It is well-prepared and contains helpful knowledge
- Quantity is enough. However, the quality need to be significantly improved
- Medium level
- It is very good preparation with pre-course and course materials
- Everything is rather good
- Enough
- Enough
- Quantity is quite enough for our research. I can get much from document, however, I could not understand some lectures
- All right. But you should give a general strategy and explain it gradually through the lecture
- Some slides of lecture are not given to participants
- Good
- Very good
- Very good

SUGGESTION FOR IMPROVEMENT OF LECTURE MATERIALS

- The content of presentation materials needs shorter and clearer
- The course needs to have videos for e-Government application
- The material should suggest more reference link for further research
- For interactive course each participant should have microphone. That will make easier to join the discussion
- Mention about e-Government in other ASEAN countries and its resolution besides Japan
- Give us more case study
- You should summarize lecture materials before you present. I like some more examples

3. LECTURE DELIVERY

OPINION ON DELIVERY OF THE LECTURE

- Good
- Good
- Slide should be followed the presentation
- No bad
- All right
- Good, but the lecture is longer than it was scheduled
- The English is difficult for listening
- Rather good
- Video lecture is no attractive. Live lectures from Tokyo are attractive. Group discussions are good
- Video is not good. The lecture is good
- Very good
- It is not good because the lecture is so long but the time is limited
- It is good but I think participants need attraction, excitement
- Good
- Lecturer's voice is hard to understand

SUGGESTION FOR IMPROVEMENT OF LECTURE DELIVERY

- The screen should be larger for easy follow-up. Each member should have a microphone
- It would be great if speaker's pronunciation was better and more clearly
- Have more animation slide
- Should have live lectures
- Should arrange longer timer for lecture
- Teachers should speak slowly

[List of Participants]

No	Name	Organization	Public	Private	Academia
PARTICIPANTS IN HANOI					
1	Ms. Ho Thi Viet Ha	Ministry of Home Affairs	X		
2	Mr. Pham Huy Dong	Ministry of Home Affairs	X		
3	Mr. Nguyen Dang Khoa	National Institute of Administration	X		
4	Mr. Le Tu Luc	Hanoi People's Committee	X		
5	Mr. Nguyen Duc Toan	E-library, Hanoi University of Technology			X
6	Mr. Ngo Hoang Giang	E-library, Hanoi University of Technology			X
7	Mr. Hoang Trung Hieu	Vietnam Posts and Telecommunications Corp.		X	
8	Mr. Vu Minh Duc	Ministry of Posts and Telematics	X		
9	Ms. Giap Thi Huong	Ministry of Posts and Telematics	X		
10	Ms. Nguyen Minh Hang	Ministry of Posts and Telematics	X		
11	Mr. Chu Lam Thai	Ministry of Posts and Telematics	X		
12	Mr. Vo Ta Lam	Ministry of Posts and Telematics	X		
13	Mr. Ha Thai Bao	Center of IT Development			X
14	Mr. Vu Truong Thanh	Research Institute of Post and Telecommunications			X
15	Mr. Nguyen Quang Minh	Vietnam Data Company		X	
16	Ms. Cao Tran Viet Nga	Institute of Posts and Telecommunications Strategy			x
17	Mr. Vu Duy Du	Hanoi Posts and Telecommunications Office		X	
18	Ms. Nguyen Thi Minh Van	Posts and Telecommunications Information Center		X	
19	Mr. Ha Hai Nam	P&T Institute of Technology			X
20	Ms. Phan Thi Hoai Phuong	P&T Institute of Technology			X
21	Mr. Nguyen Anh Vu	ETC company		X	
22	Mr.Bui Anh Quang	VIETTEL company		X	
23	Mr. Tran Xuan Thinh	VIETTEL company		X	
24	Mr. Dao Ngoc Tu	Posts and Telecommunications Training Center No1			X
25	Mr. Nguyen Quang Hung	-ditto-			X
26	Mr. Le Duc Kien	-ditto-			X
27	Ms. Pham Thanh Mai	-ditto-			X
28	Mr. Nguyen Tuan Phong	-ditto-			X
29	Mr. Pham Duc Truong	-ditto-			X
30	Ms. Nguyen Thi Bich Nga	-ditto-			X
31	Mr. Chu Quang Ngoc	-ditto-			X
32	Mr. Nguyen Viet Tien	-ditto-			X
33	Mr. Vu Huu Tien	-ditto-			X
34	Mr. Nguyen Ngoc Thanh	-ditto-			X
35	Ms. Pham Tran Cam Van	-ditto-			X
36	Mr. Le Kim Ngoc	-ditto-			X

PARTICIPATNS IN HOCHIMINH CITY					
1	Mr. Nguyen Van Thien	PTTC2			X
2	.Ms. Le Thi My Linh	PTTC2			X
3	Mr. Nguyen Quang Trung	PTTC2			X
4	Mr. Le Quy Quynh	PTTC2			X
5	Mr. Lam Minh Dao	PTTC2			X
6	Mr. Tran Cong Hung	PTIT			X
7	Ms. Tran Thi Hong Dao	Saigon Postel		X	
8	Mr. Luong Thanh Tai	Electronic Telecom Company		X	
9	Mr. Nguyen Xuan Ba	Post Office of Hochominh city		X	
10	Mr. Hoang Quoc Truong	Post Office of Hochominh city		X	
11	Mr. Pham Gia Huy	Electronic Company No2		X	
12	Mr. Ngo The Gioan	IT Internet Viettel		X	
13	Mr. Tran Quang Vu	IT Internet Viettel		X	
14	Mr. Nguyen Phu Quy	Vietnam Data Company No2		X	
15	Ms. Bui Hong Hanh	Southern center of Telecom traffic		X	
16	Mr. Tran Quang Phuong	PV17, Hochiminh Police office	X		
17	Mr. Le Huy Cuong	PV17, Hochiminh Police office	X		
18	Mr. Nguyen Van Toan	National University of Hochiminh city			X
19	Ms. Nguyen Thi Hien	PTIT			X
20	Mr. Nguyen Ngoc Bao Thach	PTTC2			X
21	Mr. Nguyen Thanh Son	Viettel company		X	
22	Mr. Nguyen Xuan Truong	VASC		X	

[Workshop Agenda]

Day/Time			No.	Content	Led by (Location)
	Vietnam Time	Japan Time			
DAY 1 Monday, November 1	8.30am-9.00am	10.30am-11.00am		Registration	Facilitator
	9.00am-9.30am	1100am-11.30am	1	Opening session - Opening remarks (5 minutes) - Introduction of this course and lecturers (15 minutes) - Introduction of participants (10 minutes)	Mr. Hiroshi IZAKI Senior Deputy Resident Representative, JICA Vietnam Office Prof. Urano (Vietnam) Facilitator
	9.30am-10.15am	11.30am-12.15am	2	**Live lecture from Tokyo "Ubiquitous society and role of e-Government" <1.>**	Prof. Obi (Tokyo)
	10.15am-10.30am	12.15am-12.30am		Coffee break	-
	10.30am-11.30am	12.30am-1.30pm	3	Question-and-answer session	Prof. Obi (Tokyo) Prof. Urano (Vietnam)
	11.30am-1.30pm	1.30pm-3.30pm		Lunch break	-
	1.30pm-2.35pm	3.30pm-4.35pm	4	**Video lecture from Tokyo "Establishment of Infrastructure of e-Government" <2>**	Prof. Takei
	2.35pm-3.00pm	4.35pm-5.00pm	5	Question-and-answer session	Prof. Obi (Tokyo) Prof. Urano (Vietnam)
	3.00pm-3.15pm	5.00pm-5.15pm		Coffee break	-
	3.15pm-4.30pm	5.15pm-6.30pm	6	"Introduction of Vietnam's e-Government Strategy (30minutes) Group Discussions on "Major Issues on e-Government"	NIPTS Prof. Obi (Tokyo) Prof. Urano (Vietnam) Facilitators
DAY 2 Tuesday, November 2	8.30am-9.15am	10.30am-11.15am	7	**Video lecture from Tokyo "Government Information Dissemination Application" <3>**	Visiting Researcher Ms. Inaba
	9.15am-9.30am	11.15am-11.30am	8	Question-and-answer session	Prof. Obi (Tokyo) Prof. Urano (Vietnam)
	9.30am-9.45am	11.30am-11.45am		Coffee break	

	9.45am-10.40am	11.45am-12.40am	9	**On site lecture "Information Literacy Education"<4>**	Prof. Urano (Vietnam)
	10.40am-11.30am	12.40am-1.30pm	10	Question-and-answer session	Prof. Urano (Vietnam)
	11.30am-1.30pm	1.30pm-3.30pm		Lunch break	-
	1.30pm - 3.00pm	3.30pm - 5.00pm	11	**Special Video Lecture from Tokyo "E-Municipalities in Japan"<*1>**	Prof. Obi (Tokyo)
	3:00pm-3.15pm	5:00pm-5.15pm		Coffee break	-
	3:15pm-4.30pm	5:15pm-6.30pm	12	"IT Human Resource Development for e-Government in Vietnam" (30minutes) Group Discussions on "Issues on IT Human Resource Development for e-Government in Vietnam through Lessons from Japan"	Hanoi University of Technology Prof. Obi (Tokyo) Prof. Urano (Vietnam) Facilitators
DAY 3 Wednesday, November 3	8.30am-9.30am	10.30am-11.30am	13	**Video lecture from Tokyo "Security policy and Technology"<5>**	Prof. Maegawa
	9.30am-9.45am	11.30am-11.45am	14	Question-and-answer session	Prof. Obi (Tokyo) Prof. Urano (Vietnam)
	9.45am-10.00am	11.45am-12.00am		Coffee break	
	10.00am-10.45am	12.00am-12.45am	15	**Live lecture from Tokyo "Formulation of a Strategic Plan for e-Government" <6>**	Prof. Obi (Tokyo)
	10.45am-11.30am	12.45am-1.30pm	16	Question-and-answer session & Discussion on "Future e-Government"	Prof. Obi (Tokyo) Prof. Urano (Vietnam)
	11.30am-1.30pm	1.30pm-3.30pm		Lunch break	-
	1.30pm-2.15pm	3.30pm-4.15pm	17	Exercise of Strategic Plan for e-Government	Prof. Obi (Tokyo) Prof. Urano (Vietnam)
	2.15pm-2.30pm	4.15pm-4.30pm		Coffee break	-
	2.30pm-3.00pm	4.30pm-5.00pm	18	Evaluation	Prof. Obi (Tokyo) Prof. Urano (Vietnam)

	3.00pm- 3.30pm	5.00pm- 5.30pm	19	Closing ceremony	JICA Vietnam Office Prof. Obi (Tokyo) Prof. Urano (Vietnam)

Evaluating 4 e-Government Workshops in the Philippines, Indonesia, Thailand and Vietnam

[Schedule]

Country	Date	Venue
Philippines	Aug. 23rd, 24th, 25th	University of Philippines
Indonesia	Aug. 26th, 27th, 30th	JICA Center
Thailand	Aug. 31st ,Sep.1st, 2nd	NECTEC HRC
Vietnam	Nov. 1st, 2nd, 3rd	PTIT

[Yearly Timetable]

Month	Activities	Reporting
4-5	Creation of content and infrastructure Test trial for online program to the Philippines	
7-8	Test trials for online program to Indonesia, Thailand, Malaysia and Vietnam	
8	Training program in the Philippines and Indonesia	
9	Training program in Thailand	APECTEL
11	Training program in Vietnam Review and evaluation of project Waseda Workshop on ICT and e-Government Waseda University	
12	Finalization of report	

[Evaluation of e-Government]

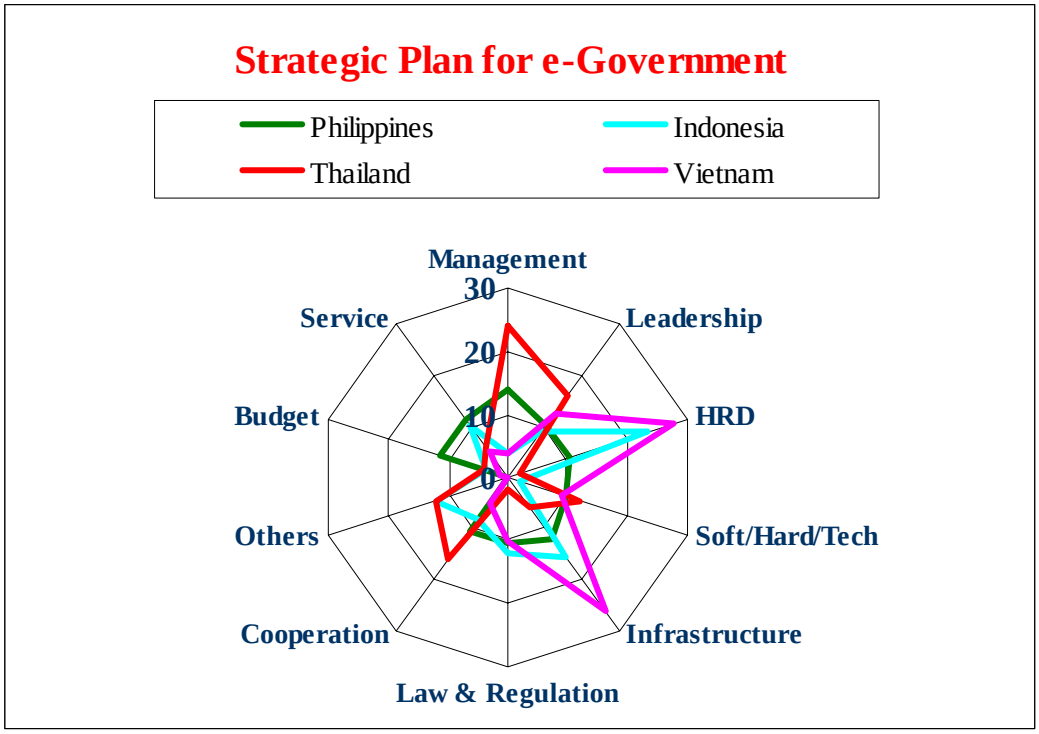
As a result of this evaluation, we found these tendencies as follows.

- In Philippines, 1.Management, 2 Infrastructure, 3 Budget.
- In Indonesia, 1.HRD, 2.Infrastructure, 3.Service.
- In Thailand, 1. Management, 2.Leadership, Cooperation, 3.Soft/ Hard/ Tech.
- In Vietnam, 1.HRD, 2.Infrastructure, 3.Leadership.

We can understand that the most important strategy is Management and HRD. However, some points to notice are that we did not implement the same evaluation to the Philippines, therefore we made the original index by using another data of the course evaluation.

	Philippines	(%)	Indonesia	(%)	Thailand	(%)	Vietnam	(%)
Management	4.13	13.8	4	3.7	12	24	3	3.8
Leadership	3.16	10.2	10	9.3	8	16	10	12.5
HRD	3.13	10.4	25	23.3	1	2	22	27.5

Soft / Hard / Tech	2.93	9.8	2	1.9	6	12	7	8.8
Infrastructure	3.56	11.9	17	15.7	3	6	21	26.3
Law	3.09	10.3	13	12	1	2	8	10
Cooperation	3.16	10.5	9	8.3	8	16	4	5
Others	0	0	13	12	6	12	0	0
Budget	3.45	11.5	4	3.7	2	4	1	1.3
Service	3.38	11.3	11	10.1	3	6	4	5
Total	30	100	108	100	50	100	80	100



[Participants' Affiliation]

Philippines

1. IT management staff 17
2. Director level 10
3. Chief, Assistant Director, General Manager, Senior Specialist 7
4. Engineer 3

Indonesia

1. Head 13

2. Staff 3, Manager 3
3. Webmaster 2
4. Others 3
5. Director 1

Thailand
1. Director 6
2. CIO 7
3. Specialist on e-Government 21

Vietnam
No data available.

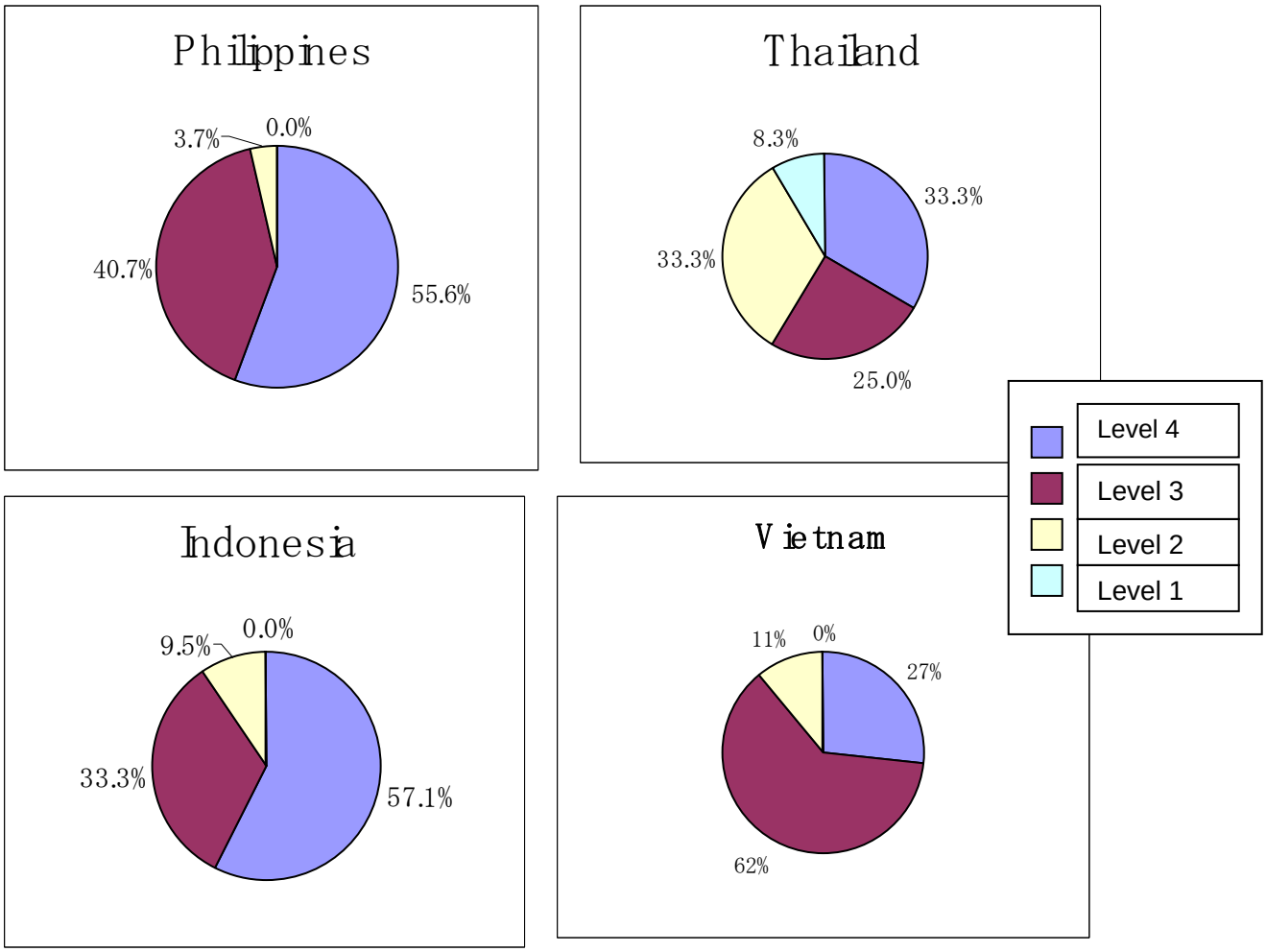
[Evaluation Model]
To evaluate the performance of the workshops, we use the bench marking of CarkPatric as follows. Our objective is Level 3 among these bench markings.

Level		Bench Marking
Level 1	• Reaction • Satisfaction	• Motivation for learning on e-Government • Completion rate
Level 2	• Learning	• Understanding of Keyword used in e-Government • *Ubiquitous society* • *Infrastructure of e-Government* • *Information Literacy Education* • *Security Policy* • *IT Technology* • Active Participation in discussion during the JICA-Net course
Level 3	• Behavior • Exercise of Ability	• Asking questions which get to the point • Findable Needs for e-Government • Thinking of Strategies to promote e-Government in office
Level 4	• Business Result	• Practice

Objective

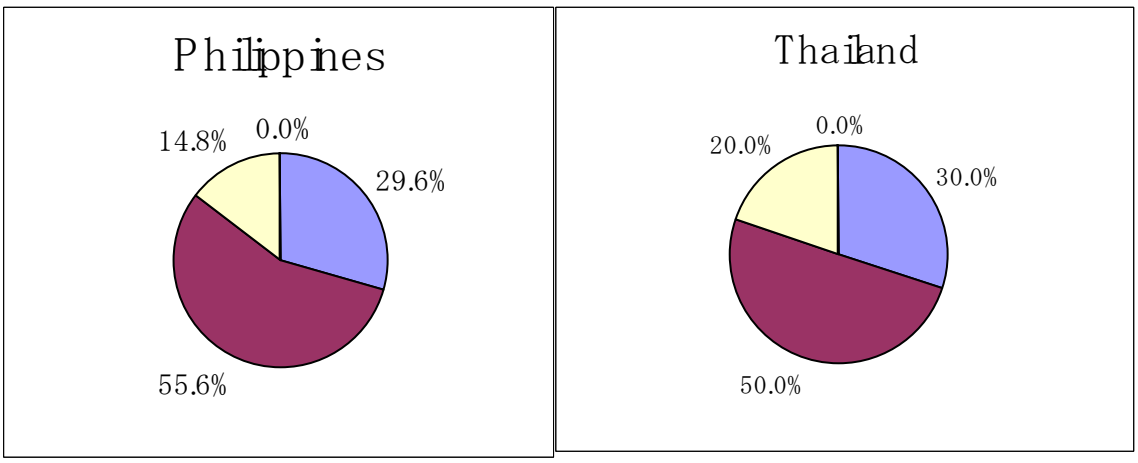
[Evaluation Result]

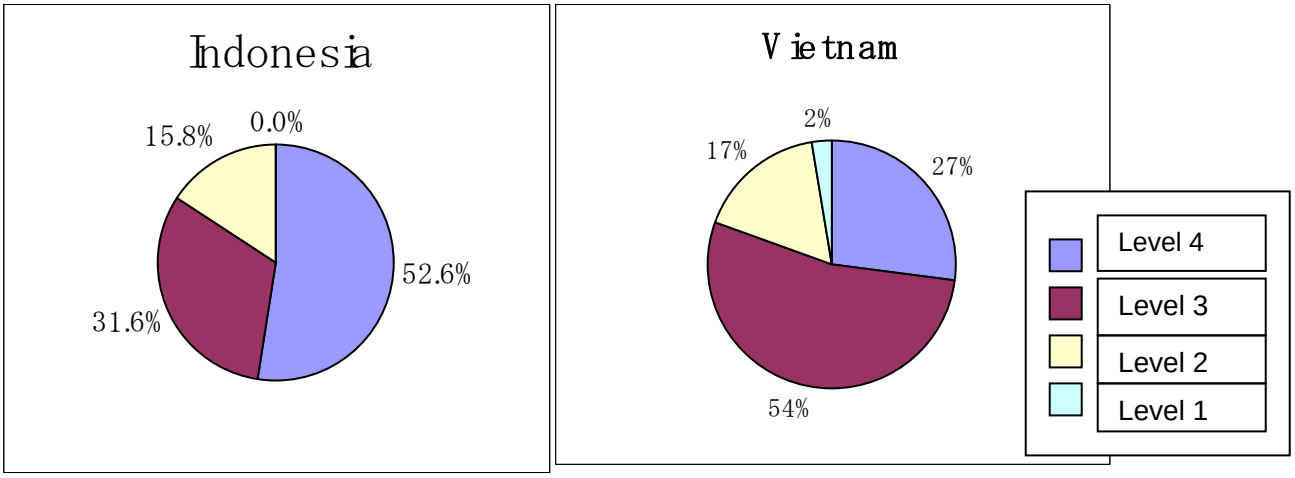
◆ **Overview**



*Rating scale is Level 1-4 with 4 being excellent and very good, 3 being good or adequate, 2 which have some indications, and 1 being poor.

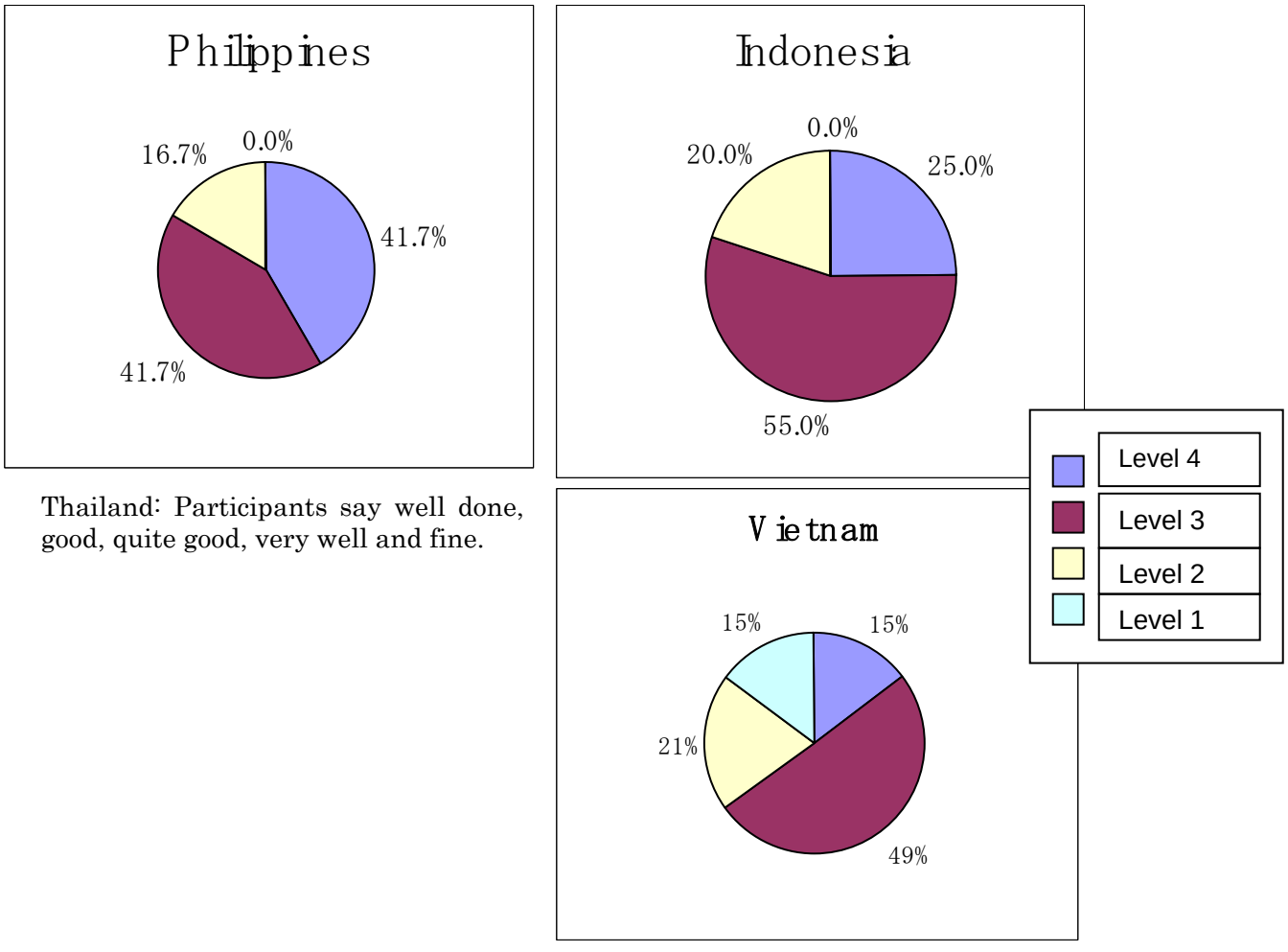
◆ **Lecture Materials**





*Rating scale is Level 1-4 with 4 being excellent and very good, 3 being good or adequate, 2 which have some indications, and 1 being poor.

◆ **Lecture Delivery**



Thailand: Participants say well done, good, quite good, very well and fine.

2) Report on Waseda International Workshop

[Schedule]

Date	Time	Schedule	
Day 1 21-Nov	-	Arrival	
		Welcome Dinner	
Day 2 22-Nov	9:00-9:15	Registration	
	Opening remarks		
	9:15	【Waseda University】**Prof. Yoshiyori URANO**, Dean, GITS	
		【ITU】**Mr. Mario MANIEWICZ**, Head of HRD Division	
		【Japan】**Mr. Naohiro ISHIDA**, Director General of International Affairs, Ministry of Internal Affairs and Communications	
	Keynote SpeechI 「Ubiquitous Japan」		
	9:30	【Japan】**Mr. Hirofumi SUGIYAMA**, Director of International Policy, Ministry of Internal Affairs and Communications	
	Keynote SpeechII 「CIO」		
	10:00	【Thailand】 **Dr. Pairash THAJCHAYAPONG**, Permanent Secretary, Ministry of Science and Technology	
	Plenary sessionI		Moderator【Philippines】 **Mrs. Aurora RUBIO**, Chief, Department of Transportation and Communications
	10:40	CIO University	【USA】 **Prof. Jean-Pierre AUFFRET**, Director of CIO Program George Mason University(CIO University)
	11:10	Development of CIO Model	【Indonesia】 **Mr. Boni PUDJIANTO**, Head for e-Government Application Development, Ministry of Communication and Information **Mr. Gunadi**, Chief, Directorate General of Posts and Telecommunications, Department of Communications
	11:40	Discussion	

	12:00	Luncheon hosted by ITUAJ	
	Plenary session II		Moderator【Malaysia】 **Mr. Ab Rashid Ab Rahim**, Head of Training, INTAN
	13:30	IPR	**Prof. Yasuaki MOLI**, GITS, Waseda University
	14:00	ITU/ BDT	**Mr. Mario MANIEWICZ**, Head of HRD Division, ITU
	14:30	Discussion	
	Plenary session III		Moderator【Vietnam】 **Mr. Chu Quang Toan**, Deputy Director, Post and Telecommunications Training Center No.1
	15:00	RFID and IC Tags	**Prof. Kiyohide HIGUCHI**, School of International Liberal Arts, Waseda University
	15:20	e-Government in Japan	**Prof. Hiroko KUDO**, School of Education, Waseda University
	15:50	Discussion	
	16:30	Visit to Digital Museum of Toppan Printing	
	17:30-19:30	Reception hosted by Toppan Printing	
	20:00	Back to hotel	
Day 3 23-Nov	Plenary session IV		Moderator【Thailand】 **Mr. Jirapon TUBTIMHIN**, Director, GITI, NECTEC
	9:00	ICT in China	【China】 **Mr. LIU Jinming**, Deputy President, Institute of International Economy, National Development and Reform Commission
	9:30	Building Ubiquitous Society in Korea	【Korea】 **Mr. RHEE Chung Wook**, President, The Digital Times
	10:00	Q&A/ Discussion	
	Plenary sessionV		Moderator【ITU/APEC】 **Prof. Toshio OBI**, Director, Institute of e-Government

	10:30	New Trends on e-Government in Asia	【Singapore】 **Mr. James SL YONG**, Senior Director, NCS
	11:00	Scoring e-Government Activities in APEC Economies	【Japan】 **Mr. Kuninari SUZUKI**, Researcher, Institute of e-Government, Waseda University
	11:20	Solution Model on Public Safety by ICT	【Japan】 **Mr. Junichi SAKATA**, Manager, KPMG Azsa & Co.
	11:40	Evaluating 4 e-Gov Workshops in Philippines, Indonesia, Thailand and Vietnam	【Japan】 **Ms. Naoko IWASAKI**, Assistant Director, Institute of e-Government, Waseda University
	12:00	Q&A/ Discussion	
	12:20	Lunch	
	Plenary sessionVI		Moderator【Brunei】 **Mr. Abdul Mutalib Yusof**, Assistant Chief Executive, Industry Development & Human Capacity Building Group, Authority for Info-communications Technology Industry of Brunei
	13:30	Evaluation of e-APEC	【PECC】 **Mr. David PARSONS**, Coordinator, e-APEC Assessment Project
	14:00	HRD Management	【Thailand】 **Mrs. Sudaporn VIMOLSETH**, Vice President, TOT Academy
	14:30	Q&A/ Discussion	
	Plenary sessionVII		Moderator【USA】 Mr. Katsuyuki IMAMURA, CEO, Washington Strategy Group

	15:00	APEC e-Government Program	【Mexico】 **Mr. Roberto MARTINEZ**, Senior Consultant, e-Government and IT Policy Unit, Ministry of the Public Function
	15:30	Asia Broadband Program	**Prof. Nobuyuki TAJIRI**, GITS, Waseda University
	16:00	Q&A/ Discussion	
	Plenary sessionVIII		Moderator【Thailand】 **Mr. Arthur MORSE**, Adviser to the Permanent Secretary, Ministry of Culture
	16:20	Round Table Discussion and Statement	
	17:00	[end]	
	18:00	Dinner for international participants	
Day 4 **24-Nov**	Visit to YRP (Yokosuka Research Park)		
	11:00	e-Municipality	**Mr. WAKAYAMA,** Yokosuka City Government
	11:40	Advanced Mobile Researches	**Mr. Hiromitsu WAKANA**, Director, Yokosuka Radio Communications Research Center, National Institute of Communications Technology (NICT)
	12:30	Lunch	
	13:30	Activities of YRP R&D Promotion Committee	**Mr. Hideo SEKIGUCHI**, Director General, YRP R&D Promotion Committee
	14:30	Mobile 3G	**Mr. Masami YABUSAKI**, Visiting Professor, GITS, Waseda University (Loan from NTT DoCoMo)
	18:00	Dinner	
Day 5 **25-Nov**	Breakfast session		
	8:00	Breakfast	
	9:00	Speech by President Katsuhiko SHIRAI, Waseda University	
	9:20	Wrap up Session	

	10:30	Closing remarks

[Presentations of 8 Speakers Funded by APEC]

1.	**Professor. Dr. Pairash THAJCHAYAPONG (Thailand)** Permanent Secretary, Ministry of Science and Technology	**Annex A**
2.	**Prof. Jean-Pierre AUFFRET (USA)** Director of CIO Program, George Mason University (CIO University)	**Annex B**
3.	**Mr. LIU Jinming (China)** Deputy President, Institute of International Economy, National Development and Reform Commission	**Annex C**
4.	**Mr. RHEE Chung Wook (Korea)** President and Publisher, The Digital Times	**Annex D**
5.	**Mr. James SL YONG (Singapore)** Senior Director, Intelligence, Insights & Innovation, NCS Pte. Ltd.	**Annex E**
6.	**Mr. David PARSONS (PECC)** Coordinator, PECC Assessment of the e-APEC Strategy, PECC	**Annex F**
7.	**Mrs. Sudaporn VIMOLSETH (Thailand)** Vice President, TOT Academy, TOT Corporation Public Company Limited	**Annex G**
8.	**Mr. Roberto MARTINEZ (Mexico)** Senior Consultant, e-Government and IT Policy Unit, Ministry of the Public Function	**Annex H**

[Summary]

1. Session I

□ *The Development and Evolution of CIO University (George Mason University)* by: J. P. Auffret. - Director, Technology Management Program

Federal IT Background and Challenges

To meet the objectives of US federal government in order to become more citizen centered and results oriented, it realized the need for skilled information technology workforce. Likewise, it noted the importance of IT in following ways:

- that IT is increasingly important in the provision and communication of government services;
- that IT is evolving rapidly and becoming ever more complex;
- that there are increasing challenges in hiring, developing, retaining and educating a skilled information technology workforce.

In 1996, The Information Technology Reform Act, better known as Clinger-Cohen Act was passed requiring all US federal agencies to develop a set of guidelines for the IT knowledge requirements and then to assess how their workforce compared.
Under the law, a CIO council was created to serve as the principal interagency forum for improving practices in the design, modernization, use, sharing and performance of the federal government information technology resources. The IT Workforce committee was also created to serve as the principal interagency forum for developing the federal information technology workforce.

Federal IT Workforce

The US federal IT workforce has an average age greater than 45 years old. Over 50% of IT management is eligible for retirement within five years. The government faces a stiff competition against the private sector in hiring highly skilled employees and managers.

The Federal IT workforce created under the Clinger-Cohen Act has three objectives: recruitment and retention of the manpower, career development and workforce planning. Almost all the department agencies are members of the Federal IT workforce.

CIO University

In 1999, the Federal CIO Council established the CIO University in order to enhance the skills of its most promising mid and senior lever IT professionals. Prior to the establishment, some issues were considered that led to how and what the CIO university is today: a virtual university; a mix of federal government and private sector students; and with a curriculum based upon a set of core competencies.

The CIO University partners with various universities in US which include the Carnegie Mellon University, George Mason University, George Washington University, LaSalle University, Loyola University, Syracuse University, and University of Maryland University College.

The students of the CIO-U can come from either the private of federal government, has average number of three years of professional work experiences, has to meet the admissions requirements and are assigned a university. Students receive the Federal CIO certificate upon completion of the program.

The George Mason University, one of the founding members of the CIO University, offers Technology Management Program and has the goals of preparing technology leaders focusing on: leadership and management; technology innovation, commercialization and integration; and systems thinking. These are the same skills that comply with the standard set by the CIO Council.

In summary, the CIO University is a collaboration of the CIO Council, University Partners, Students, and the Federal Agencies.

The Path to e-Government

The CIO Council and CIO University play an important role in the development and success of Federal e-Government initiatives including participating in strategy development, setting priorities and fostering a strong IT e-Government workforce.

A successful partnership of the federal government and universities – that is helping to educate tomorrow's Federal Information Technology leaders today and facilitate the success of citizen-centered and results-oriented e-Government.

□ ***The Development of CIO Model*** **by Boni Pudjianto and Gunadi (Indonesia)**

CIOs today should focus not only on the technology aspect of IT but also on socio-economic aspects such as institutional, cultural, and personal. Nowadays, socio-economic aspects of IT can be regarded as the hardest issues to be handled by CIO.

The development of CIO Model has been initiated as a continuity of the e-University project. It was successfully implemented in Philippines, Thailand, Indonesia, and Vietnam. Indonesia and Thailand will collaborate for developing the CIO Model as they have been approved in APECTEL30 to do so.

Some activities have been taken regarding the development of CIO Model; comparative study on CIO Model among several member economies, and information sharing among member economies and other countries. It is expected for some developing countries to adopt CIO model from other countries so that it will encourage them to implement CIO Model as a solution to overcome some problems such as corruption and transparency.

Based on Thailand experience on promoting the CIO, the development of CIO Model has decided some elements to be surveyed. The preliminary survey has concluded some important guidelines for Government CIO such as the role of CIO, the responsibilities of CIO, and qualification standard of CIO. In addition, CIO training model has been introduced. This model is the adaptation from the Thailand model. This model covers competencies based on know what, know how, and know how to be. And also, CIO Training material has been proposed.

Q&A

Name & Country	Question	Answer
1. Mr. Pingky (Indonesia)	1. What is your perspective about the idea to put IT Governance in CIO Curriculum?	1. It is an important point for CIO University to understand the IT Governance Good Practice. Not only Federal government but also private sector struggling with various projects to be successful in term of budget and timeframe.
2. Mr. David Parson (PECC)	2. How possible the CIO University expands and spread the concept so that it can be implemented in economy members?	2. The concept is very popular and independent to the country. The curriculum consists of not only computer science but also of non-technology such as IT bus
3. Mr. Abdul Mutolib (Brunei Darussalam)	3. What initiatives have been done in developing the CIO Model?	3. At this moment, the survey is in the progress. Preliminary survey is still ongoing. Some case studies have been reviewed to develop suitable CIO Model.

2. Session Ⅱ

□ *Presentation on IPR* by Prof. Yasuaki Moli, GITS, Waseda University

□ *Presentation on ITU/ BDT by* Mr. Mario Maniewicz, Head of HRD Division, ITU

□ Q&A

Name & Country	Questions	Answers
1. Mohamed Shareef, Maldives	You pointed out the role of ITU changed from traditional to modern to add the current requirement of IT. In most countries, this issues often issue does not fall under one umbrella. At least 2 ministries in charged on this matter (i) Science & Technology and (ii) National ICT Agency	Due to it's nature of multi disciplinary, it is expected to be dealt by more than one ministry. ITU tries to be a natural agency. There is no standard or limitation how many agency should involved but all must co-ordinate their effort to achieve the goal.
	How ITU could integrate this issue?	In order t ensure the success of e-Health, for example, the involvement of Ministry

		of Health is very important.
2. Chris Pokarier, Waseda Univ.	Who are the members of ITU?	In principle, we accept all to become a member of ITU. We have member states (governments) and sector members (full members which have the right to vote). Other than that, we accept industry members or actors.

3. Session Ⅲ

□ *Presentation on RFID and IC Tags* by Prof. Kiyohide HIGUCHI, School of International Liberal Arts, Waseda University

□ *Presentation on e-Government in Japan* by Prof. Hiroko KUDO, School of Education, Waseda University

4. Session Ⅳ

□ ***Presentation on ICT in China* by Mr. Liu Jinming (China)**

□ ***Presentation on Building Ubiquitous Society in Korea* by Mr. Rhee Chung Wook (Korea)**

For many years, Korea has been pursuing an ambitious national project in the information industry field to become a global IT powerhouse. The project was named u-Korea or ubiquitous Korea, which means a nation connected by telecommunication networks that will provide high-speed uninterrupted access to the Internet, fixed and wireless mobile communication networks anytime, anywhere.

Under the ultimate goal of creating u-Korea, in which a variety of IT is melded with our everyday lives in a network for providing a better and more convenient environment, the project is aimed at making the information industry a core driving force of national development and achieving per capita income of $20,000 within next three years.

Since 90s Korea has been developing many innovative technologies such as CDMA and the broadband internet and now is already a recognized IT leader. As a result, the IT industry has already emerged as a key driving force of the Korean economy.

The number of high-speed Internet subscribers in the country has already reached to nearly 12-million, the highest broadband penetration rate in the world.

A rapidly increasing number of Koreans are logging on to the network through a wide range of devices such as mobile handsets, PDAs, smart phones and other high-tech devices.

In a recent report by the Korean Ministry of Information and Communication and the Korea Internet Promotion and National Internet Development Agency, the number of Internet users in Korea exceeded 30 million as of June this year, which represents 63.3% of the total population.

This figure has placed Korea third in the world, following only Iceland and Sweden. The number of PCs has increased from 5.4 million in 1995 to 26.7 million last year, growing by almost five times in less than 10 years.

The number of Internet banking subscribers has also increased dramatically by 180 times over the same period, from 0.12 million to 21.7 million. More than 32 million Koreans (about 68% of the total population) use mobile phones, with three carriers offering many kinds of multimedia services through the third-generation service.

Korea also is one of the world leaders even in the manufacturing sector. Korean products now account for nearly 30% of the world's mobile phone market and also lead the world in semiconductors, TFT-LCD and digital TV market.

Such successes are the result of the cooperation between the public and private sectors under a collaborative legal framework to yield active investments and advanced technology as well as demand creation in the field.

Korea is now heading further toward the realization of the u-Korea. At the center of the u-Korea is an "IT839 Strategy". The u-Korea project is strongly backed by President Roh Moo-hyun, is built on the IT839 Strategy. The strategy was drawn up by the Korean Ministry of Information and Communication (MIC) and announced in March, 2004.

WHAT IS THE IT839 STRATEGY?

The IT839 Strategy is composed of eight new information and telecommunications services, three major infrastructures for the new services, and nine new growth engines. The underlining concept is that the introduction of eight new services will prompt private investment into the building of the three essential infrastructures, which will, in turn, help develop nine key new growth engines, creating synergic effects.

The eight new services are: wireless broadband (WiBro), digital multimedia broadcasting (DMB), home network, Telematics, radio frequency identification (RFID), W-CDMA, terrestrial digital televisions and Internet telephony (VoIP).

The three major infrastructures that are needed for the eight new services are: broadband convergence network (BcN), ubiquitous sensor network (USN) and next-generation Internet protocol (IPv6).

The nine new growth engines originally selected by the Korean Ministry of Information and Communication (MIC) last year are: next-generation mobile communications, digital televisions, home network, IT system-on-chip (SoC), next-generation PC, embedded software, digital contents and software solutions, telematics devices, intelligent service robot.

The rewards will be immense if the strategy will be implemented successfully by the cooperation of the public and private sectors.

According to the estimates of MIC, the IT service market will grow from 2.6 trillion won in 2004 to 10 trillion won in 2007. The entire IT industrial production will expand from 240 trillion won to 380 trillion won (about 346 billion dollars) in 2007.

Employment in the IT field will grow from 1.28 million in 2004 to 1.5 million in 2007. IT exports, which reached $57.6 billion in 2003 and which are estimated to expand to $70 billion in 2004, will grow up to $110 billion, help Korea achieve $20,000 per capita income by 2007. In a period of stagnation in economic growth such as today, the establishment of u-Korea will facilitate national growth and eventually improve the quality of the people's lives. It seems to be too early to evaluate the u-Korea project as a whole and/or IT839 Strategy specifically at this point of time. For Korean government is still working on the road maps to implement the IT 839 Strategy and is planning to announce them around the end of this year.

However, there are many other things to consider in order to make the project and the strategy to be successful. First of all, it doesn't seem to be easy for government to stimulate the huge amount of private investment partly because the strategy was mapped out, not by private sector but by government. Secondly, action plans to implement the IT 839 strategy didn't come out yet. Action plans should be reasonable and timely to make the strategy successful. Thirdly, it will not easy for government to use the people's pension and public fund enough to revitalize the IT industry. It needs people's consensus, which usually takes a long time.

Finally, at least some of the new services and/or new growth engines need help or cooperation of the other economies. For example, Korea has not cutting-edge technology in the fields of home network, system on chip and intelligent robot, etc. However, if Korea's recent fast achievements in IT world are any indication, it seems to be possible that u-Korea project based on IT 839 Strategy will be very fruitful in near future.

5. Session V

□ *Presentation on New Trends on e-Government in Asia* by Mr. James SL Yong (Singapore)

□ *Presentation on Scoring e-Government Activities in APEC Economies* by Mr. Kuninari Suzuki, Researcher, Institute of e-Government, Waseda University

□ *Presentation on Solution Model on Public Safety by ICT* by Mr. Junichi Sakata, Manager, KPMG Azsa & Co.

□ *Presentation on Evaluating 4 e-Government Workshops in Philippines, Indonesia, Thailand and Vietnam* by Ms. Naoko Iwasaki, Assistant Director, Institute of e-Government, Waseda University

6. Session VI

□ ***Presentation on Evaluation of e-APEC* by Mr. David Parsons, Coordinator, e-APEC Assessment Project**

e-APEC Strategy growing in importance

The e-APEC Strategy is now much more important to individual economies and the region than it was when initiated in 2001. It will continue to grow in importance. A key reason is that ICT is increasingly the means through which economic integration is intensifying.

The benefits of regional integration are therefore going to be greatest for economies that cooperate and coordinate through systems that ICT and the e-APEC Strategy are intended to provide.

Brunei Goals remain a fundamental cornerstone

The Brunei Goals on internet access are a cornerstone of the e-APEC Strategy because without effective access it is not possible to participate fully in these growing trends.

Effective individual and community-based internet access also provides the means to deliver better and lower cost public services and the necessary capacity building programs.

APEC will double rather than triple access by 2005

APEC is unlikely to achieve its goal of tripling internet access across the region by 2005 but will rather double the number with access. Addressing this shortfall in developing economies will depend on the widespread deployment of affordable new generation wireless and satellite technology for data access.

Improvements in e-Infrastructure

APEC economies have made significant improvements in establishing e-Infrastructure. The rapid deployment of the mobile sector has increased teledensity and phone coverage across nearly all economies. The delivery of broadband has given many users more effective access to the internet. This provides a valuable foundation for further progress in the e-APEC Strategy.

Competition and investment e-infrastructure

Increased competition and market-oriented policies have helped lead to innovation and further investment in e-infrastructure. Most APEC economies have become more open to international competition in the five years to 2003 and have gained benefits through improved teledensity and better services.

Market-oriented and pro-competitive policies will be crucial for further investment in infrastructure since it will be delivered largely by the private sector. These policies include establishing appropriate regulatory regimes which can be adapted as the structure of the industry changes and which also serve the interests of end users.

APEC economies among world leaders but some falling behind

APEC economies are among the world leaders in many facets of the e-APEC Strategy including the delivery of broadband, e-government services and mobile services. The performance in these leading economies has been facilitated by significant economy-wide ICT strategies.

Some APEC economies are falling behind. The rapid pace of integration of ICT occurring in the region suggests that this is more serious than the simply-defined digital divide because these economies are lacking the efficient systems which the e-APEC Strategy is aimed at providing. These economies can benefit from the "demonstration effect" of APEC's leading economies. They also have the potential to advance by leapfrogging to higher levels of ICT integration.

APEC's contribution

APEC is providing targets and goals for all economies in key strategic areas of the e-APEC Strategy. Agreement upon these targets, complemented by information sharing, best practices, principles for action, and capacity building, is a valuable contribution which is often underestimated by business and APEC observers.

The agenda of the APEC groups contributing directly to the e-APEC Strategy is wide-ranging and significant. These groups provide economies with the key elements for advancing the e-APEC Strategy. APEC groups could cooperate more and be more strategic about the design of projects and activities.

Resources for building skills and capacity

Building skills and capacity is the most pressing need for APEC economies. With scarce APEC resources, it may be more beneficial to have fewer and more significant projects strategically designed around areas that will have a wider impact on the region's development. Some of these areas include developing regulatory regimes, e-government, distance learning, paperless trading and trade facilitation. Business is likely to be more willing to contribute to projects that it sees as strategically focused.

□ *Presentation on HRD Management* by Mrs. Sudaporn Vimolseth, Vice President, TOT Academy

Abstract

This workshop is one of the activities under e-University Network for HRD in e-Government which is a collaboration project of APEC/JICA/ITU and Waseda University. All the parties concerned support budget and in-kind contribution.

This paper will present APEC/JICA /ITU on going project, HRD Program for ICT in Thailand and TOT Academy considerations in HRD Management to build up knowledge and skill.

Introduction

As we are all known and aware that Human Resources are the vital resources to bring the fruitful success to the company or organization. So, Human Resources development is very important to cope with changes in technology and business world.

APEC/JICA /ITU on going project

Thailand and PECC at the Phase1 in 2003 initiated the project "e-University in HRD for e-Government" by using JICA-Net between Japan and Thailand which is self funded by Waseda University and JICA and has done successfully. Phase 2 of 2004 with partners of Japan, Thailand, Philippines, Vietnam, Indonesia and Malaysia which got APEC Central Fund at the amount of US$66,700 along with self-funding at the amount of US$120,000 from Waseda University, Japan, ITU-CoE, and in-kind contribution from the participating economies and universities.

The activities of the year 2004 are as follows:

1) The workshop on e-Government at APECTEL 30 in Hong Kong.
2) The 3-days workshop in Philippines during 23-25 August with 34 participants and Indonesia during 26-27 and 30 August with 35 participants.
3) The 3-day workshop in Thailand during 31 August – 2 September 2004. Totally 35 participants from government parties attended included 10 ladies.
4) International e-Government conference in Tokyo during 21-25 November 2004

As planned, there will be a workshop in Vietnam and Malaysia within this December.

Besides, APEC e-Government Research Center at Waseda University, Japan which was newly established has the objectives to formulate APECTEL project of "e-University in HRD for e-Government" as Center of Excellence, to coordinate, support and network e-Government research / education / training activities in APEC region, to work on evaluation/review of e-Government related projects in member economies and to make the findings of its research widely available

The ongoing projects are as follows:

1) CIO/IT Management Workshop
2) International Research on Public Safety
3) World Ranking of e-Government
4) Evaluation on e-APEC Activities
5) E-University in HRD for e-Government
6) Conference on CIO/e-Government in Tokyo
7) Graduate School on CIO
8) Establishment of Government CIO Training Model and Network for e-Government

Development

This project is a continuity of the project **'e-University'** which has been successfully implemented in this year, 2004. Participating economies which include Indonesia, the Philippines, Japan, Vietnam, Malaysia and Thailand agree that there are some certain needs to continue the HRD program by focusing on the more specific target group.

Therefore, Thailand and Indonesia are jointly proposing this project with the Philippines, Vietnam, Malaysia and Japan as co-sponsors aiming at an establishment of an adaptive Government CIO Training Model and Network for e-Government Development.

The ultimate objective of this project is

- To establish an adaptive model for APEC's government CIO training and development
- To achieve the goal, a survey on the present situation and requirements regarding Government CIOs HRD program of APEC member economies
- To give recommendation for sustainable networking program

The project will utilize the concept of a joint research work teamed up among participating member economies. Benefit of this project will contribute to government CIOs, related e-Government development agencies as well as institutions and business entities. All APEC economies will be able to participate for better deployment and utilization of the designed Government CIO Training Model.

HRD Program for ICT in Thailand

HRD Program for ICT in Thailand divided into two programs: Technical Oriented Program and Managerial Oriented Program.

Technical Oriented Programs

- IT Applications Workshop
- Computer Networking Knowledge
- Database Development
- Web-based Application Development
- Open Source Software Utilization
- Site Visit to Best Practice Companies

Managerial Oriented Programs

- IT Laws and Regulations
- ICT Trends
- ICT Project Managements
- Knowledge Management
- Knowledge about Taxation
- SME Business Management is to give the information of SME Management
- ebXML Awareness Day
- Seminar on ICT System Standards
- ICT Exhibition / Expo

TOT Academy HRD Management

As TOT Corporation PCL is now transforming to be business like administrative agent and TOT Academy, a department under whose responsibility is to develop TOT personnel, has

defined Department vision that is

"*We strive to be one of the leaders in ICT learning solution provider in South East Asia*"

So that the potential and capability of TOT's personnel will be maximized in conformity with TOT 's value added products and services to all customer. Besides, in order to meet that vision, we have defined the mission as follows:

- Link together activities of human resources development according to the business strategy of TOT Corporation.
- Develop employees' competencies for various business groups of TOT Corporation.
- Develop employees to be the customer solution provider for key account management.
- Be the leader in creating new organizational culture for TOT Corporation.
- Be the centre of ICT knowledge internationally.

TOT Academy has put her position by concentrating in three areas: concept, culture, knowledge learning and will responsible to create, develop and align three areas together.

The development procedure that we do for our staff, we will have to survey and analyse the development needs from each group by meeting and discussing with line managers or head of each department. The development approaches that we use will vary depends on learning objectives such as class room, training/workshop, self directed learning, e-learning, expert briefing, continuous education, project assignment, team-based work and job rotation.

However, Competencies-based development consists of Core Competencies, Management Competencies and Functional Competencies, another approach that is expected to help aligning HRD activities to the corporate strategies. Another point to consider in this factor is that HRD management requires relationship development with other departments in the corporate and with other academic institute too.

TOT Academy has created various ways to support self learning such as "e-Learning" that they can learn anywhere any time that is convenient and "Learning Corner" in the webpage that all TOT employees could review lessons learnt after attending classroom courses or extend their knowledge and also we are just starting to build up TOT Knowledge Management to bring out the expertise in each person as well as sharing both information and experiences in website with other parties whose jobs are closely involved

TOT Knowledge-Based Society

As online activities of Knowledge Management (KM) have tendency to move from not only stocking information for online search but also to facilitate knowledge sharing environment of each working party. TOT Knowledge-Based Society (TOT KBS), a KM webpage, was developed to focus on society-supports so as to provide several societies in each area of knowledge. Members of each society, whose jobs are closely involved, should bring back experiences or knowledge sharing then apply to suit their everyday operations. A knowledge society will be close organized as long as society members still have similar problems or issues to discuss together. KM-facilitators have to control sharing time, initiate hot issues (if necessary), provide supporting information and keep knowledge arisen from the society for further references. Not only online meeting, KM-facilitators could provide off-line face-to-face meeting by arranging seminars, workshops or training programs in order to enhance required knowledge that initiated by the society. TOT KBS could support TOT to move forward to knowledge-based organization and could be part of knowledge-based society according to the Government policy.

TOT HRD Training Program

- Telecommunications Technologies Program
- IP-based Technologies
- Internet Applications for Students and School Teacher
- Products and Services
- Smart card Technology
- Computer Courses
- Marketing Plan and Strategy
- Modern Client Solution Providers
- English at work Program
- Modern Telecommunications Management which is a joint program with Thammasat university, Thailand
- Master Degree in Marketing in ICT which is a joint program with Chulalongkorn University, Thailand in the year 2005

Conclusion

This information will be background information of HRD management that we did but we still have to continuously share and develop new ways to serve our employees.

□ **Q&A**

Name & Country	Questions	Answers
1. Prof. Toshio Obi, Waseda Univ.	What is the future plan of PECC?	Mr. Parsons: APEC will get its feedback from PECC. Mr. Parsons hopes after this Prof. Obi will focus on e-Government because APEC does not concentrate on this issues as yet. He is very confident that this matter will be in good hand under Prof. Obi's leadership and head drive the program.
2. Dr. Ab. Rashid. Ab. Rahim, Malaysia	Considering rural people, if there is no contents/applications related to them, what is the motivation for them to access the ICT?	Mr. Parsons: We have to look at 2 different things: (i) Contents is very important but (ii) It is not an excuse for inaction for the Government. Mrs. Sudaporn: Depends on the contents we put in. TOT invests on linking to the village by which the government gains very little out of it, but hopefully they will get some knowledge about what happened in the city. ICT also links government with the rural people.
3. Mr. Chu Quang Toan, Vietnam	Please explain further about the Study of CIO that will be	Mrs. Sudaporn: Training of CIO model, continuity for

	launched next year.	HRD involving the Philippines, Thailand, Vietnam, Indonesia is very important to ensure the success of e-Government. The study funded by APEC will be launched next year including (i) to conduct a survey and (ii) training module for CIO course
4. Mr. Imamura Katsuyuki, USA	e-Government composed of several factors. Please explain G-E, G-G and G-C.	Mr. Parsons: Basically e-Government involves private sectors and citizen's initiatives in link-up in the e-Government. For example, with private sectors we have e-Procurement program (or e-Auction) and for citizen, we have Smart Card program.
5. Mrs. Aurora A. Rubio, the Philippines	Observation Referring to the repost by PECC, Issues about trippling numbers of internet users access. Focus should also be made on community centers access and not only from home/home base.	Mr. Parsons: Points taken.

7. Session Ⅶ

□ *Presentation on APEC e-Government Program* by Mr. Roberto MARTINEZ, Senior Consultant, e-Government and IT Policy Unit, Ministry of the Public Function

Mr. Martinez structures his presentation based on the construction of the establishment of an e-Government specific APEC agenda such as the one proposed within the e-Government symposium hosted by Korea some years ago; the recent experience of Mexico in the field of e-Government.; the APEC report on e-Government; the follow-up agenda of the e-Government program.

Mr. Martinez stresses on how crucial was to gather the support from two main groups within the e-Government symposium hosted by Korea, the telecom group and the e-commerce steering group that adopted the Korean proposals, as well as the great potential of their combined and coordinated work. In that sense, the CIO model is crucial as test case in the APEC region. About the state of e-Government in APEC, Mr. Martinez highlights the variety of experiences that the APEC economies have obtained. In this case, a common main issue for a group of APEC economies would be the deployment of IT infrastructure within the country. For a second group, the main issue would be the adoption of ICT policies that would support the development of national competitiveness and the attraction of foreign direct investment. Yet, a third group of APEC economies would need to focus on the effectiveness of their e-Government policies in the benefit of their citizens.

In the case of Mexico, there is a challenge related to IT infrastructure deployment, as well as a challenge in coordinating IT strategies with national competitiveness. Related to that is the realignment of government processes to enhance efficiency for the benefit of the citizens. An example of what is being said is the Mexican e-Government page (e-Mexico) which has four pillars: e-learning, e-health, e-economy and e-Government. What is more, the Mexican experience has got direct political support, as it is included in the Presidential agenda.

Facing the future, one of the main challenges in the Mexican e-Government agenda is to bring common e-Government services to the citizens (based on the territorial structure of the country) An important effort has been deployed by Mexican authorities to set an integrated one face unified window for citizens to take advantages of on line services. This effort has been recognized internationally and awarded.

□ ***Presentation on Asia Broadband Program*** **by Prof. Nobuyuki TAJIRI, GITS, Waseda University**

The main features of the Asian Broadband program, an initiative of the Japanese Government started in March 2003 are highlighted as an example of cooperation between Asian economies. The exposition begins with an explanation of the background of the program: ICT as a driving force of economic development, as well as the importance of broadband as a faster and cheaper way to access the Internet. That would explain the growing confidence of the Japanese Government in the broadband.

In the case of Japan, there has been a significant growing of the number of broadband users from year 2000 (60 thousand subscribers) to 2003 (15 million subscribers). This is joined to the reduction of the prices for access.

Some indicators of the digital divide in Asia are given, for example, the Internet penetration rate. Professor Tajiri concludes that Asia has a huge gap in Internet penetration rate, especially when compared with the penetration rates in Europe.

In order to make ICTs a driving force to obtain social development and economic growth, it is vital to improve the situation described in Asia and reduce the digital divide.

Professor Tajiri also explains why is vital to diffuse and encourage the use of broadband in Asia. The seven targets of the first part of the Program (deployment of broadband infrastructure until 2010) are stated. The second part of the program is related to the diffusion of broadband. In order to increase the diffusion of the broadband, contents and applications are also important. There is a similarity between this program and the e-Japan Strategy II, that successfully achieved the targets proposed. A problem pointed out by Professor Tajiri when talking about the Japanese experience is the one related to the low usage of broadband although the availability of it: The actual usage of DSL is only 31% of the total availability of DSL. A conclusion is that network development is necessary but not enough.

After the conclusion of the Asian Broadband Program there are still some tasks to be

completed, stated in agreements between the Japanese Government and the Asian economies, including the promotion of broadband. There are also some cooperation projects between Japan and some Asian countries (e.g. Human Resources Development programs).

Professor Tajiri concludes his exposition with a personal balance on the accomplishments of the Asian Broadband program. Despite the positive results of this cooperation program obtained so far, there are still some issues to develop. These are related to the availability of budget. Also, unfortunately, according to Professor Tajiri, ICT is not always given priority because ICTs are still not considered as basic goods, but luxury goods.

More emphasis should be given to Human Resources Development, policy making, and, over all, implementation of ICTs.

□ **Q&A**

Name & Country	Question	Answer
1. Representative of Nepal	1. Is there any plan to include Nepalese villages in the program?	1. It is subjected to evaluation and budget availability.

8. Session Ⅷ

□ **Roundtable Discussion**

Mr. Arthur Morse, Adviser to the Permanent Secretary, Ministry of Culture, presented to the group a draft of the Waseda statement (that was approved on the last day of the seminar.)

However, it was suggested and decided that copies be distributed to all members for thorough review of the draft.

[Waseda Statements 2004]

The workshop was held in Waseda University during November 21-25, 2004, attended by participants from Bangladesh, Brunei Darussalam, Cambodia, China, Chinese Taipei, Indonesia, Japan, Korea, Malaysia, Maldives, Mexico, Mongolia, Myanmar, Nepal, Peru, Philippines, Singapore, Thailand, Tuvalu, U.K., U.S.A., Vietnam, ITU and PECC. We, all participants, would like to thank all the parties involved in organizing this workshop, in particular Waseda University, APEC and ITU.

We acknowledged this event as an excellent example of joint effort among academia, international organizations and governments, for the betterment of global society through training, education and exchange of information in ICT.

We appreciate the huge benefits derived from this opportunity to exchange experiences and knowledge about the recent ICT trends, progress and challenges, especially in the following areas:

1. Implementation of ICT/CIO/e-Government programs in countries of ITU, especially in the APEC region.

2. Assessment of the 'APEC e-Government' initiatives under e-APEC strategy.

3. A follow-up Evaluation from the APEC e-Government symposium, held in October 2004 in Mexico.

4. Human resource development for e-Government and ICT usage.

5. Implementation of e-local government initiatives particularly those showcased in Yokosuka City.

6. Contents and application of ICT and services, as shown in the advancement of 3G mobile telecommunication research and application of RFID and IC tags.

7. Ubiquitous network society (u-Government) in Japan and Korea.

8. Development and application of new technology in publishing and printing especially in relation to new digital services and cultural industries as demonstrated at Toppan.

9. Cooperation on Cluster between Universities and ICT-based R&D centers, such as demonstrated by YRP (Yokosuka Research Park).

10. Declaration of Principles and the Plan of Action of the World Summit on Information Society and the activities of the Telecommunications Development Bureau (BDT) of the International Telecommunication Union, particularly on its programs for developing countries.

In line with the instruction to ministers by APEC leaders in their declaration in Bangkok 2003 to accelerate progress towards the Brunei Goals on an important agenda including the implementation of the e-APEC Strategy in partnership with relevant stakeholders, support

has been voiced including for the upgrading of computer skills among the workforce for effective use of the Internet, advancing cyber-education and ICT capacity building.

Moreover, considering the huge benefits of ICT, the e-Government/CIO and mobile business initiatives could bring good governance and betterment of civil society, therefore, we would like to endorse the following actions and agenda:

1. Encourage and strengthen cross border cooperation in promoting the e-Government initiatives. In this connection, it is urgent to initiate efforts for providing more inputs on e-Government to different APEC Fora.

2. Propose to APECTEL31 to be held in Bangkok next March 2005 to consider the establishment of a Taskforce on e-Government as an inter-functional group, international activities in cooperation with working groups such as eSTG, BFSG, HRDSG and DCSG.

3. Request the APEC e-Government Research Center to make some benchmarking assessment on e-Government initiatives in member economies and report to APECTEL in Bangkok in March, 2005.

4. Enhance ICT-related HRD activities through the establishment of the 'ITU-Waseda joint graduate study program on CIO'.

5. Establish an adaptive CIO training model with respect to e-Government development via an APECTEL funding project which has been approved by APECTEL30 in September 2004 in Singapore, (sponsored by Thailand and Indonesia) to produce better and standardized training modules.

6. Promote the continuity of distance learning as a means of promoting better improvement in HRD, similarly to e-University project via the JICA-Net facility, which is now involving Japan, Philippines, Indonesia, Thailand, Vietnam and Malaysia.

7. Encourage an establishment of national CIO council to enhance active cooperation and networking internationally among CIOs.

8. Accelerate e-Government development efforts by promoting M-government (mobile government initiatives). Wireless technology, such as i-mode, should be fully capitalized as a media for conducting interactive transactions which include government to citizens (G2C), government to business (G2B) and government to government (G2G).

9. Support the efforts of the United Nations Conference on Disaster Reduction (scheduled to be held in Kobe in January 2005) to encourage the ICT usage in managing the restoration programs after natural disasters, such as typhoon, flood and earthquake.

10. Recommend APEC TELMIN 6 (scheduled to be held in May/June 2005 in Peru) to find ways to accelerate the diffusion of Internet and to bridge the digital divide, in line with the Brunei Goals for all citizens in the APEC region to have access to the Internet by 2010.

11. Support the efforts to prepare for the preparatory ITU World Telecommunication Development Conference in Asia Pacific Region which will be held in June, 2005 in Vietnam.

12. Support the efforts to prepare for the Second WSIS meeting to be held in November 2005 in Tunisia in the field of Digital Divide.

13. Encourage private and public sector leaders to allocate more resources to re-training activities for new / emerging technologies to enhance international competitiveness for all economies.

14. Encourage APEC to call on PECC to build upon its assessment of progress in implementing the e-APEC Strategy reported to APEC Ministers in Santiago in 2004 by continuing this as an ongoing annual assessment process.

15. Support the ongoing effort by Waseda University and the international bodies in organizing this workshop in the future so that participants could benefit from technology update, sharing of information and experiences, and this will enhance our further cooperation in improving the quality of life through ICT usage.

[List of Participants]

	Country/ Organization	Name	Official Title
1	ITU	Mr. Mario Maniewicz	Head, Human Resource Development (HRD) Division, BDT, ITU
2	PECC	Mr.David Parsons	Coordinator, PECC Assessment of the e-APEC Strategy, Pacific Economic Cooperation Council (PECC), Singapore
3	Brunei Darussalam	Mr. Abdul Mutalib Yusof	Assistant Chief Executive, Industry Development & Human Capacity Building Group, Authority for Info-communications Technology Industry of Brunei
4	China	Mr. Liu Jinming	Deputy President Institute of International Economy, National Development and Reform Commission
5	Indonesia	Mr.Bonifasius Wahyu Pudjianto	Head Sub Division for E-Government Application Development, Ministry of Communication and Information
6	Indonesia	Mr. Gunadi	Head of Regional Section for Posts, Telecommunications and Informations Directorate of International Affairs, Directorate General of Posts and Telecommunications, Department of Communications
7	MIC, Japan	Mr. Naohiro Ishida	Director General of International Affairs, Ministry of Internal Affairs and Communications
8	MIC, Japan	Mr. Hirofumi Sugiyama	Director of International Policy, Ministry of Internal Affairs and Communications
9	Japan	Mr. Shinichiro Sakata	Vice President Member of the Board, NICT
10	Japan	Prof. Shunichi Furukawa	Graduate School of Systems and Information Engineering, University of Tsukuba
11	Korea	Mr. Rhee Chung Wook	President and Publisher, The Digital Times
12	Malaysia	Mr. Ab Rashid Ab Rahim	Head of Training, IMATEC, National Institute of Public Administration (INTAN)
13	Maldives	Mr. Mohamed Shareef	Head of Networks, National Centre for Information Technology (NCIT)
14	Mexico	Mr. Roberto Martinez	Senior Consultant, e-Government and IT Policy Unit, Ministry of the Public Function
15	Myanmar	Mr. Khin Maung OO	Director, Posts and Telecommunication Department, Ministry of Communications, Posts and Telegraphs
16	Nepal	Mr. Surendra Lal Hada	Assistant Manager, Nepal Telecommunications Authority
17	Philippine	Ms. Aurora A. Rubio	Chief, Telecom Policy and Planning Division, Department of Transportation and Communications
18	Philippines	Ms. Maria Lourdes P. Aquilizan	Information Technology Officer, National Computer Center
19	Singapore	Mr. James SL Yong	Senior Director, Intelligence, Insights & Innovation, NCS Pte. Ltd.
20	Thailand	Mr. Pairash Thajchayapong	Permanent Secretary, Ministry of Science and Technology
21	Thailand	Mrs. Sudaporn Vimolseth	Vice President, TOT Academy, TOT
22	Thailand	Mr. Arthur Morse	Adviser to the Permanent Secretary, Ministry of Culture
23	Thailand	Mr. Jirapon Tubtimhin	Director, Government Information Technology Infrastructure (GITI), National Electronics and Computer Technology Center (NECTEC)

24	Thailand	Mr. Pornprom Ateetanan	Head of Technology Transfer Section, Government Information Technology Infrastructure (GITI), National Electronics and Computer Technology Center (NECTEC)
25	Thailand	Ms. Rattanawan Rattakul	Senior Business Analyst, Office of the Permanent Secretary, Ministry of ICT
26	Thailand	Mr. Pichai Suwanakijboriharn	Chief Researcher/Engineer, PTD(Post and Telecom Dept.)
27	Thailand	Mr.Pasu Srihirun	Communication Engineer, Frequency Management Division, PTD
28	Thailand	Mr. Worapat Patram	Communication Engineer, PTD
29	Thailand	Ms.Lalida Limwuthigaijirat	Communication Engineer, Frequency Management Division, PTD
30	Thailand	Mr. Yongyos Koaykul	Manager, Knowledge Development and Learning Suuport Sector, TOT Academy, TOT
31	Tuvalu	Mr. Lopati Tefoto	General Manager,Tuvalu Telecommunications Corporation (TTC)
32	USA	Mr. Jean-Pierre Auffret	Director and Professor, Technology Management Program, George Mason University
33	USA	Mr. Katsuyuki Imamura	CEO, Washington Strategy Group
34	USA	Mrs. Hilda Auffret	IT Integration Architect, DSL, Fiber & Broadband Data Services Affiliate, Verizon, Advanced Services Group
35	Vietnam	Mr. Chu Quang Toan	Deputy Director, Post and Telecommunications Training Center No.1
36	Vietnam	Mr. Nguyen Ngoc Son	International Cooperation Dept. Posts and Telecommunications Institute of Technology (PTIT)
37	Waseda University	Prof. Katsuhiko Shirai	President
38	Waseda University	Prof. Chris Pokarier	School of International Liberal Arts
39	Waseda University	Prof. Hiroko Kudo	School of Education
40	Waseda University	Prof. Kiyohide Higuchi	Faculty of International Liberal Arts
41	Waseda University	Prof. Yoshiyori Urano	Dean, GITS(Global Info and Telecom Studies)
42	Waseda University	Prof. Yoshinori Sagisaka	GITS
43	Waseda University	Prof. Yasuaki Moli	GITS
44	Waseda University	Prof. Kiyoshi Nakamura	GITS
45	Waseda University	Prof. Nobuyuki Tajiri	GITS
46	Waseda University	Prof. Hitoshi Mitomo	GITS
47	Waseda University	Prof. Toshio Obi	GITS, Director, ITU- Waseda ICT Center
	OBSERVERS	—	
1	Bangladesh	Mr. Kazi Khaled Al-Zahid	Senior Lecturer, East West University, Computer Science and Engineering Dept
2	Bangladesh	Ms. Rubaiyat Yasmin	Lecturer, University of Rajshahi
3	Cambodia	Mr. Y Siline	Researcher, MPT
4	Cambodia	Mr. Cheng Rithy	National Information Communications Technology Development Authority of Cambodia
5	Chinese Taipei	Ms. Kathy Shieh	Researcher, Institute for Information Industry, Ministry of Economic Affairs
6	Indonesia	Mr. Pingky Dezar Zulkarnain	Audit Board of Rep. Indonesia
7	Malaysia	Mr. Ali Mohamad Ismail	Researcher, Ministry of Defense
8	Malaysia	Ms. Nik Noraini Nik Ya	Manager, Ministry of Education
9	Malaysia	Mr. Rusli Harun	Manger, Ministry of Education
10	Malaysia	Mr. Gazali Abas	Principal Assistant Director, Economic Planning Unit., Prime Minister's Department
11	Mongol	Mr. Ulziikhutag Odgerel	Researcher, Mongolian ICT Policy Project, IDRC of Canada
12	Peru	Mr. Luis Orihuela	Manager, OSIPTEL
13	Philippines	Ms. Jingle ConCon	Staff, Senate
14	Vietnam	Ms. Tran Nhat Lee	Researcher, MPT

3) Future Activity

We have submitted the following project proposal as a continuation and follow-up: Establishment of Government CIO Training Model and Network for e-Government Development (See Annex I.)

4) Questionnaire for APEC Projects which are in the Category of Seminar, Symposium or Short-term Training Course

[Facilitators]

Name: Sudaporn Vimolseth
Sex: F
Agency/ Economy: TOT Academy, TOT, Thailand

a) **What were your roles before, during and after the activity?**
I am Vice President of HRD Department that has to build up Human Capacity to cope with the change of technology and my role still be the same even before, during and after.

b) **Do you think the project achieved its objectives? What were the project's results/achievements?**
Yes, the project achieved its objectives with great success in establishing APEC "e-University networks" in HRD for e-Government through e-learning system by using new networking technology, and promoting strong partnership and interactive collaboration among academic institution, government and industry in supporting HRD requirements in the new economy, also implementing ICT training and research programs .

c) **Were the attendees the most appropriate target group?**
Yes, they are.

d) **What is your assessment of the overall effectiveness of the project?**
The workshop was excellent and very effective .There are various experiences of speakers from many economies and also participants from the region who work in e-Government to share each other view. Besides, this will create network among them to continue to share ideas, problems and experiences after the workshop.

e) **Was there any room for improving the project? If so, how?**
No, it is very successful.

f) **Any other suggestions:**
This should continue to be arranged each year to update and share new ideas.

Name: Jirapon Tubtimhin, Pornprom Ateetanan
Sex: M
Agency/ Economy: NECTEC, Thailand

a) **What were your roles before, during and after the activity?**
Managing and directing the projects under the NECTEC's Unit called Government Information Technology Infrastructure (GITI) which includes CIO training programs in Thailand.

b) **Do you think the project achieved its objectives? What were the project's results/achievements?**
Obviously the project has achieved its objective since results from evaluation returns show that the participants were satisfied with the content and format of the event held in Thailand.

c) **Were the attendees the most appropriate target group?**
Yes, most of our attendees were CIO's and ICT department managers.

The category of participants is displayed as of following table.

Category of participants

Category	No. of Participants
Government CIO	**7**
Director of ICT Center	**6**
ICT Knowledge Worker	**21**
Total	**34**
Government Sector	**19**
▪ Central	18
▪ Local	1
State Enterprise	**12**
Academic Institution	**3**
▪ Central	2
▪ Local	1

d) **What is your assessment of the overall effectiveness of the project?**
Participants have gained the blended experiences and practices from the two countries, Japan and Thailand which they believed that could be employed in their e-Government works in a more fruitful way/approach. The course is appropriate to Government Chief Information Officer (GCIO) and there should be added more case studies for participants to discuss.

e) **Was there any room for improving the project? If so, how?**
Improvements will be based on suggestions from the participants' voices through evaluation forms which include the improvement on class room and facilities, requirement for more specific and hand-on courses as for hi-lighting.

There should be more case studies for participants to discuss and course combination of lecture, discussion and field study is more effective.

f) **Any other suggestions:**
Pre survey on needs of target groups should be conducted prior to the event in order to

provide courses in accordance with their present situation of e-Government project development.

There were so many interesting and important topics provided from the course and participants had not enough time to discuss the case studies.

Participants have consensus that they should promote CIO Training Model and CIO Council also promote strong partnership and interactive collaboration of GCIO on e-Government via APEC e-University Network in HRD.

Name: Gunadi
Sex: M
Agency/ Economy: Department of Communications, Indonesia

a) **What were your roles before, during and after the activity?**
My role was as a contact point as well as a facilitator of the training course in Jakarta

b) **Do you think the project achieved its objectives? What were the project's results/achievements?**
The project achieved the objectives properly, and the results were very good.

c) **Were the attendees the most appropriate target group?**
In term of attendees, they were appropriate target group.

d) **What is your assessment of the overall effectiveness of the project?**
Overall of the project is effective, since it's been well planned and executed in accordance with its objectives and was done in timely manner.

e) **Was there any room for improving the project? If so, how?**
Some of improvements which important are including to prolong its training period, extends its training networks and increase the number of participants.

f) **Any other suggestions:**
None

[Speakers]
Name: Pairash Thajchayapong
Sex: M
Agency/ Economy: Permanent Secretary, Ministry of Science and Technology, Thailand

a) **What were your roles before, during and after the activity?**

My roles during the past ten years include:

a1) President, King Mongkut's Institute of Technology Ladkrabang during 1992-1998

a2) Director, National Electronics and Computer Technology Center (NECTEC) which is a statutory government organization under the National Science and Technology

Development Agency (NSTDA), Ministry of Science and Technology (MOST), during 1986-1998.

a3) President, National Science and Technology Development Agency (NSTDA) an umbrella of three key R&D centers which are National Electronics and Computer Technology Center (NECTEC), National Center for Genetic Engineering and Biotechnology (BIOTEC) and National Metal and Materials Technology Center (MTEC), during 1998-2004.

a4) Permanent Secretary of Ministry of Science and Technology (MOST) from 2004-present. One of MOST's high-lighted policies is to facilitate and promote technology clustering in line with the country's economic and social development plan.

b) **Do you think the project achieved its objectives? What were the project's results/achievements?**

Certainly the project has achieved its objective since the attendees showed their curiosity in the discussion for sharing experiences along with the provided topics and sessions and finally concluded with a unique outcome urging for the continuity of this project through the Final Statement issued from the evaluation workshop held during November 21-25, 2004 at Waseda University in Tokyo.

This workshop is an excellent example event of joint effort among academia, international organizations and governments, for the betterment of global society through training, education and exchange of information in the context of ICT.

c) **Were the attendees the most appropriate target group?**

Yes they were, since majority of the attendees were key persons and representatives from academia, international organizations and government sectors who have been currently in charge of ICT and ICT-related works and mandates. They used this opportunity to exchange experiences and knowledge about ICT trends, progress and challenges, especially how to put efforts for providing more inputs on e-Government to APEC Fora.

d) **What is your assessment of the overall effectiveness of the project?**

Attendees have gained the blended experiences and practices from different and relevant stakeholders who joined in this project. I am certainly confident that the encouragement and strengthening of cross-border cooperation in promoting the e-Government via Waseda Statements 2004 will push forward the ICT Utilization and Development in Public Sectors and will enhance further cooperation in improving the quality of life through ICT usage especially in the APEC member economies.

e) **Was there any room for improving the project? If so, how?**

Improvement and enhancement of equipment regarding the distance learning which is one of alternative mode of instruction of this project are encouraged in order to attract and facilitate more live and interactive discussion among attendees and instructors/lecturers. Besides, provision of course curriculum in accordance with customers' needs should be considered in order to achieve a higher satisfaction level.

f) **Any other suggestions:**

Technology clustering should be underlined and promoted in the future development cooperation projects among APEC Fora where academic institutions and ICT-based R&D centers can take efforts in the establishment of the phenomenon. Moreover development of action plan including IT personnel capacity building that would lead to cooperation among APEC member economies on design, development and implementation of e-Government applications and tools based on the open standard architecture could help leverage maturity level of e-Government development among participating members.

Name: Jean-Pierre Auffret
Sex: M
Agency/ Economy: Director and Professor, Technology Management Program, George Mason University, United States of America

a) **What were your roles before, during and after the activity?**
I gave a talk at the Waseda International Workshop on ICT / CIO and e-Government held on November 21st to 25th, 2004 titled "The Development and Evolution of CIO University". I also attended the full conference.

b) **Do you think the project achieved its objectives? What were the project's results/achievements?**
Yes – I think that the workshop was very successful in providing a forum for the exchange of experiences and insights into the successful development, management and implementation of e-Government. I also believe that the conference was successful in providing a basis for future collaboration and information exchange amongst the participants in areas such as the adaptive CIO training model, the possible establishment of an international CIO council and cross border e-Government cooperation.

c) **Were the attendees the most appropriate target group?**
I believe that the mix of participants from APEC member government ministries, academia, international organizations and the private sector was appropriate and led to a very successful workshop.

d) **What is your assessment of the overall effectiveness of the project?**
I think that the workshop was very effective – and that the workshop will have a lasting impact through the furthering of future collaborations.

e) **Was there any room for improving the project? If so, how?**
No – Professor Obi and his colleagues at Waseda University did a fantastic job in organizing and running the workshop.

f) **Any other suggestions:**
I believe that the workshop was excellent – and that a similar workshop next year would be of benefit to all participants - especially w/ the rapid developments in ICT and

e-Government.

One other possibility is the development of an ongoing means of more formalized information exchange amongst the participants between annual workshops to further the knowledge of e-Government and CIO best practices and experiences (such as a password protected electronic bulletin board or streamlined knowledge management system.)

Name: James S L Yong
Sex: M
Agency/ Economy: Senior Director, NCS Pte Ltd, Singapore

a) **What were your roles before, during and after the activity?**
I was invited to present on "New Trends & Perspectives on e-Government in Asia" at the Waseda Intl workshop on ICT/CIO/eGov.

b) **Do you think the project achieved its objectives? What were the project's results/achievements?**
I believe the workshop was very productive and worthwhile for all participants. The organization by Waseda was meticulous, and it was an excellent forum for sharing of experience and knowledge among participants from various APEC economies. Many of this knowledge and information can be brought back and applied in the participant's own countries. In addition, the Workshop also provided an opportunity for the participants to network and build inter-economy friendship and understanding. The trip to Yokosuka Research Park was also extremely insightful and impressive. At the end of the Workshop, a joint statement was put out by the participants, which will serve as inputs to other APEC discussions and decision-making.

c) **Were the attendees the most appropriate target group?**
Yes, a majority of the attendees were senior and experienced personnel who were able to share developments on ICT/CIO/eGov in their economies.

d) **What is your assessment of the overall effectiveness of the project?**
Excellent.

e) **Was there any room for improving the project? If so, how?**
Although the Workshop is already of a very high standard, one possible area of improvement (especially if the Workshop were to be expanded in future years) is to have real-time translation for attendees, so that the speakers can deliver their presentations in their own native languages.

f) **Any other suggestions:**
Perhaps in future, the Workshop can be videotaped so that all participants can bring back not just a CD of the presentation materials, but also a video of the actual proceedings to share with others in their organizations who may not have had the opportunity to attend.

Name: Roberto Martinez
Sex: M
Agency/ Economy: Consultant, Federal e-Government and IT Policy Unit, Mexico

a) **What were your roles before, during and after the activity?**
As a consultant to the Head of the Federal e-Government and Information Technology Policy Unit in Mexico, I was requested to be in charge of following up the outcomes of APEC's Second High-level Symposium on e-Government, held in Acapulco, Mexico, on October 4-6. As such, I was invited to attend the APEC workshop at Waseda University, in order to identify due courses of action towards the development of an APEC e-Government work program.

b) **Do you think the project achieved its objectives? What were the project's results/achievements?**
In light of the above-mentioned goal, the e-Government workshop at Waseda University did achieve significant results; namely, consensus building around the feasibility of forming an APEC e-Government permanent mechanism, like a steering committee or a taskforce, which will be proposed to the consideration of APEC-TEL, which might harbor such a group.

c) **Were the attendees the most appropriate target group?**
Certainly they were, given their direct involvement with the planning and implementation of e-Government across the APEC region.

d) **What is your assessment of the overall effectiveness of the project?**
The project made a key contribution in giving a focus to a prospective APEC-wide e-Government program, which could center around specific challenges, such as mainstreaming the new strategic role of the government CIO as a top level policy maker throughout APEC member economies.

e) **Was there any room for improving the project? If so, how?**
Not really, for in my opinion the event fulfilled its goals by an ample margin.

f) **Any other suggestions:**
Perhaps to take advantage of IT, in order to establish a more close-knitted working group, through the use of a mailing list and a bulleting board.

CIO in Thailand

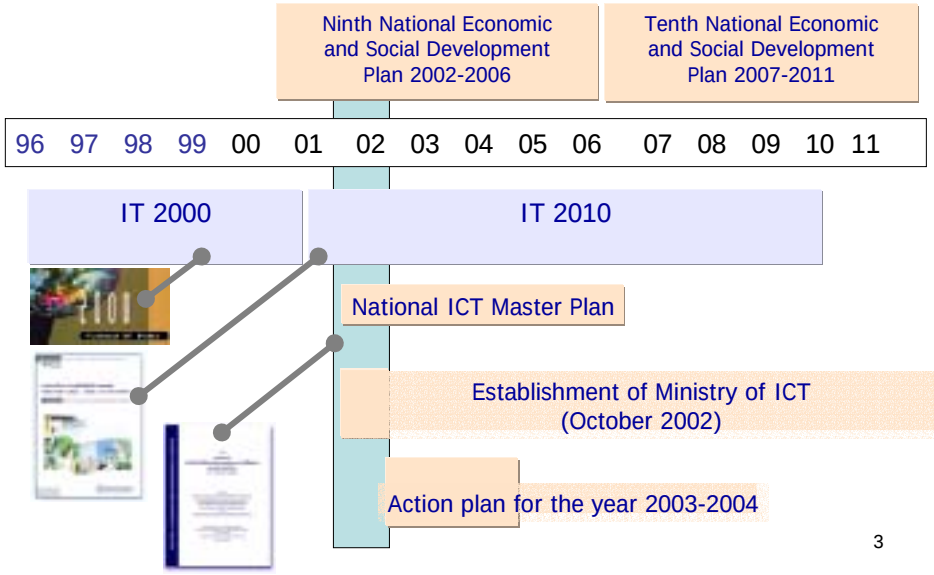
Pairash Thajchayapong
Permanent Secretary
Ministry of Science and Technology, Thailand
(pairash@most.go.th)

JICA / APEC / ITU - Waseda Workshop on ICT, November 22, 2004

Presentation Outline

- Thailand ICT Development
- Establishment of Government CIO (GCIO) Program
- Role, Responsibility and Knowledge of GCIO
- GCIO Training Program
- Government IT Award
- Highlight of Performance of GCIO
- Challenge for GCIO and The Way Forward

Timeline for **IT 2010** and the five-year **National ICT Master Plan**



Policy Framework

IT 2010: ***Towards the Knowledge-based Economy and Society***

Cabinet Approval 19 March 2002

Flagships and Infrastructures in IT 2010

7 Strategies in ICT Master Plan

1. The development of the ICT industry into a regional leader
2. The utilization of ICT to enhance the quality of life and society
3. Reform and enhancement of the capability on ICT research and development
4. Social capacity leverage for future competition
5. Development of entrepreneur capacity for the expansion of international markets
6. The utilization of ICT in SMEs
7. The utilization of ICT in **government administration and services**

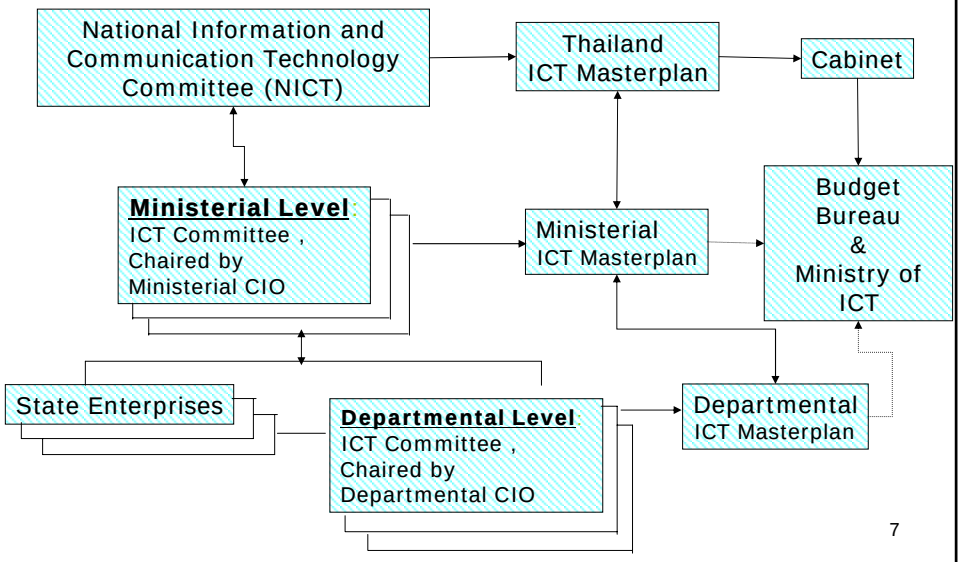
Strategy 7: (ICT Master Plan)
The utilization of ICT in government administration and Services

Government to set up central organization to oversee ICT development and utilization within the public sector. Emphasis will be on the unity and integration of database system, planning, coordination, budget allocation and transparent procurement, to meet up with each agency requirement as well as reduce investment duplication. This will enable public sector to accumulate, exchange and share information among themselves, based on secured and open standard platform.

- Setting up new ministry responsible for the development of ICT nationally.
- Structural reform within organization in related to ICT, such as ***setting up CIO office*** as well as improving laws and regulations.
- Develop governmental database for information exchange
- Apply GIS for socio-economic development
- Encourage effective use of ICT network among government agencies
- Devise mechanisms to build up ICT-related capability for public sectors employees
- Develop monitoring and evaluation system for national ICT development
- Develop National Digital Nervous System

From: National ICT Master Plan(2002-2006) http://www.nitc.go.th/masterplan/

ICT Policy Formulation :-
Organizational Structure



Government CIO (GCIO)

Core Objective :

Every ministry and department and every state enterprise is to appoint one CIO to oversee the unified IT development plans at both the departmental level and the ministerial level

GCIO :- Responsibility

- Be Chairman of Organizational ICT Committee
- Define Organizational Vision, Mission, Policy and ICT Standard
- Formulate organizational ICT Masterplan
- Approve and Allocate budget for ICT project
- Monitor and Track for Integrated System
- Evaluate the Organizational Information System
- Inform ICT Progress to CEO

Knowledge for GCIO

- ICT :- Technology , Trend and How to apply
- ICT Masterplan Formulation
- Organizational Process Re-engineering
- Information System Development
- Information Resources Management
- Information System Utilization for Organization
- Knowledge Management
- ICT Laws
- Information Security
- Computer / ICT Center Management
- Telecommunication and Internet

Source:- *"Impact of CIO and ICT Masterplan formulation for ICT Utilization in Public Sector"* Chulalongkorn University

GCIO Intensive Training and Capacity Building Program

- GCIO Intensive Training Course jointly managed by
  - Office of the Civil Servant Commission **(OCSC)**
  - Ministry of Information and Communication Technology **(MICT)**
  - Ministry of Science and Technology**(MOST)**
  - Launched in Sep 1998
    - a special 30-hour/2 week in compulsory training program
    - 16 CIO intensive training courses have been carried out
    - 575 CIOs have completed the courses
    - 280 CIOs are playing their role right now
- GCIO Capacity Building Program by GCIO Forum / Workshop
  - regular gathering of GIO to meet for technology update and free exchange of ideas and cooperation among the GCIO

GCIO Training Course Outline
(By MOST & OCSC & MICT)

- ICT trends
- Roles and Responsibilities of CIOs
- ICT Policies in Thailand and Abroad
- e-Commerce and e-Government concepts and examples
- IT Project Management
- Knowledge Management
- Business Process Reengineering
- ICT Laws
- Computer Networks & Internet
- Outsourcing/Acquisition
- Information Security

- Hands-on practical IT Applications
  (e-Mail, Web, Anti-Virus, Anti-Spam& Spy)
- Site visits to leading IT Organizations
- Workshop and group discussion on current issues of ICT

CIO Forum/Workshop

- Objective
  - Gathering of GCIO to meet for technology update and free exchange of ideas
  - Promote strong partnership and interactive collaboration of GCIO
- Methodology
  - Face to Face
  - Video Conference
  - Combination of videoconference, face-to-face discussions, and workshops
  - 3-4 events per year regarding to current topic and technology

Example of : CIO Forum

Topic :- CIO Forum on e Government for High Performance Government Development

Hosted : CIO#16

Co-Hoste: Waseda,NECTEC(MOST)

Date : July 30, 2004 (1 day)

Venue : PTT Auditorium

Participants : 200 GCIOs and ICT Directors

Example of CIO Workshop






Topic :- CIO Workshop on e-Government implementation strategies for success

Methodology

- Combination of videoconference and face-to-face lecture from Japan and Thailand
- Lecture, group discussion, hands on exercise

Hosted :- JICA - *Waseda U.* - *NECTEC*

Date :- Aug 31 - Sep 1 , 2004 (3 days)

Venue :- ICT Human Resource Development Center, NECTEC(MOST)

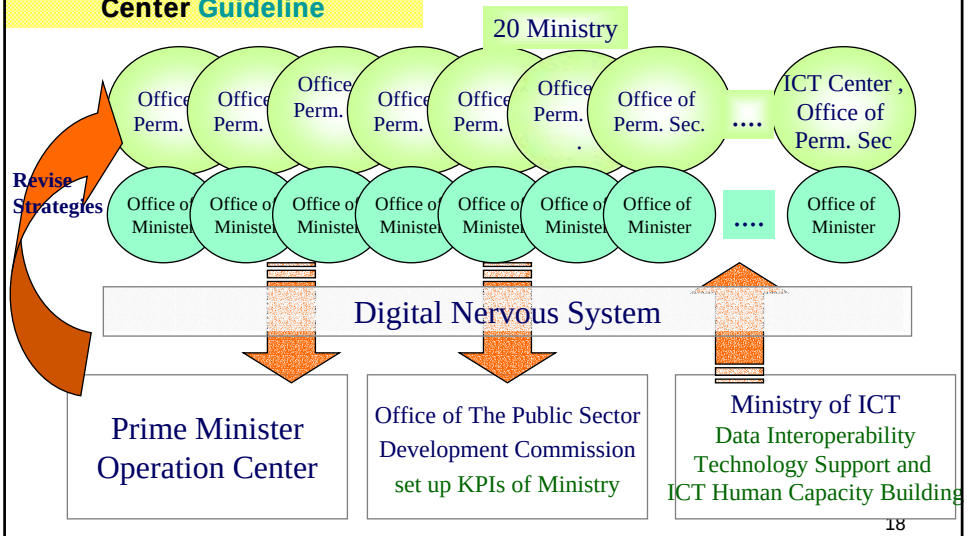
Participants :- 34 GCIOs and ICT Director from Government Agencies, Academic Institution and Local Government

GCIO's Website http://www.nitc.go.th/cio/

CIO Newsletter

Highlight of Performance of GCIO(1)

DNS and Prime Ministry Operation Center Guideline



Highlight of Performance of GCIO(2)

IT Infrastructure

- Government Information Network (GINet)
  - Development of Government Information Network
  - Handle data traffic between Headquarters (government agencies in Bangkok) and their branches in Bangkok and other provinces
  - Directory service to all government agencies
  - Secure electronic mail
- Government Information Technology Services (GITS)
  - Government Application Services
  - Government CA Services
  - Government System Integration

Highlight of Performance of GCIO(3)

GITS's Services Websites

gmail.gits.net.th

www.gdir.gits.net.th

www.thaisarn.com

freecert.gits.net.th

www.thaigov.net

truehits.net

Finder.gits.net.th

Government IT Award

- Awarding in every 2 years since Year 2000
- Award Category
  1. Citizen Services
  2. Online Citizen Services
  3. IT for Organizational Administration
  4. IT Collaborative Project
  5. IT Innovation

GCIO Achievements : Awards

Government IT Award II, Year 2002

– e-Revenue :- Revenue Department (RD)

www.rd.go.th

- 1st Prize :-
  - Online Citizen Services
  - IT for Organizational Administration
- Honorable Prize
  - IT Collaborative Project


e-Revenue
Changing History
Revenue Department's Collection
2001
2002
2003
e-Filing Through Internet
AnyWhere
AnyTime
AnyBody
e
REVENUE
Self Filing Tax Return


"Today, I want to pass on a clear message that the government seriously wants to see the implementation of e-government.
The Revenue Department is a role model for the public sector that we should learn from.
They were awarded for their intranet and internet service. Their Director-General was selected for Best IT Executive"
Dr. Thaksin Shinawatra
The Revenue Department is a New Generation of Government Agent
e-Government Workshop (Bangkok, 26 March 2003)

GCIO Achievements : Awards(2)

Government IT Award II, Year 2002 (Continued)

- e-Commercial Registration :- Department of Business Development / Ministry of Commerce
  www.thairegistration.com
  - 2nd Prize :- Online Citizen Services
- e-Registration :- The Registration Administration Bureau /Ministry of Interior
  www.khonthai.com
  - 3rd Prize :- Online Citizen Services

e-Commercial Registration : Department of Business Development / Ministry of Commerce

- e-Commercial Registration
  - www.thairegistration.com

e-Registration : The Registration Administration Bureau / Ministry of Interior

- Virtual Registration Office and Thailand gateway
  - www.khonthai.com
    - MOI Call Center
    - Thailand Gateway for Registrar Office
    - Citizen e-Mail address
    - MOI e-Services

Future Development Projects

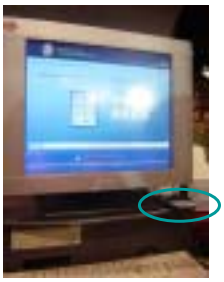
- Government Fiscal Management Information System :GFMIS
- Core Agencies
  - The Budget of Bureau
  - The Comptroller General's Department
  - The Office of Civil Service Commission
  - the Office of the Auditor General
  - Office of the Public Sector Development Commission
  - Public Debt Management Office

Launched October 1 , 2004 **http://www.gfmis.go.th**

Future Development Projects(2)

Multi-Purposed ID Card

Thai National Smart ID Card : Launched April 2004



*Smartcard & Fingerprint

Future Development Projects(3)

e-Government Portal

What CIO should concentrate

- Good e-Services for Citizen
- ICT Outsourcing
- Information Security
- Information Disclosure & Data Protection
- Paperless / Lesspaper System
- ICT Literacy
- Appropriate Technology Deployment

Underlying Technology & Application

- **Technology**
  - Wireless
  - XML
  - Web Services
  - RFID
  - Nanotechnology
- **Application**
  - ERP
  - SCM & e-Logistics
  - CRM & Call Centers
  - Knowledge Management & Portal
  - Ubiquitous Government

Facts and Figures

Source:- *"Impact of CIO and ICT Masterplan formulation for ICT Utilization in Public Sector"* Chulalongkorn University

Establishment of Government CIO Training Model and Network for e-Government Development Project Under APECTEL

Participating Members:

- **Initial Participating Economies :- Indonesia and Thailand**
- **Co-sponsoring Economies :- Japan, Philippines , Vietnam and Malaysia**
- **Partners :- APEC E-Government Research Center at Waseda University , Pacific Economic Pacific Economic Cooperation Council (PECC)**

Objectives:

- To establish an adaptive model for APEC's government CIO training and development
- To achieve the goal, a survey on the present situation and requirements regarding Government CIOs HRD program of APEC member economies
- To give recommendation for sustainable networking program

Deliverables:

- Conceptual and Detailed design paper on APEC regional CIO training model
- GCIO Workshop and Joint research team meeting

Duration: 1 Year (Jan-Dec 2005)

summary

- We have developed IT2010 Policy Framework and National ICT Master Plan
- One of the seven strategies of the National ICT Master Plan focus on eGovernment which includes the establishment of GCIOs
- We have two levels of GCIOs i.e. ministerial and deparmental
- Role, responsibility and knowledge of GCIO are defined
- Training and capacity building programs are needed
- Incentives such as awards are given every two years
- Government has future plan of eGovernment and GCIOs must be kept abreast with the changing technology and management trends

Thank you for your attention

George Mason University
Technology Management Program

The Development and Evolution of CIO University

J. P. Auffret
- Director, Technology Management Program
November 22nd, 2004

George Mason University
Technology Management Program

Outline

- **Federal IT Background and Challenges**
- **Federal IT Workforce**
- **CIO University**
- **The Path to eGovernment**

Background and Challenges

- Information technology is increasingly important in the provision and communication of government services
- Information technology is evolving rapidly and becoming ever more complex
- There are increasing challenges in hiring, developing, retaining and educating a skilled information technology workforce.

Meeting the federal government's objectives in becoming more citizen centered and results oriented requires a skilled information technology workforce.

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Clinger Cohen Act ("Information Technology Reform Act")

- Proposed and passed in 1996 - required U.S. federal agencies to develop a set of guidelines for the Information Technology knowledge requirements and then to assess how their workforce compared.

CIO Council

"The CIO Council serves as the principal interagency forum for improving practices in the design, modernization, use, sharing, and performance of the federal government information technology resources."

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IT Workforce Committee

The IT Workforce Committee serves as the principal interagency forum for developing the federal information technology workforce.

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Federal IT Workforce Background

- **Federal IT Workforce has an average age greater than 45 years old**
- **Over 50% of IT management eligible for retirement within five years.**
- **Strong competition from the private sector for IT employees and managers.**

Now as much as ever information technology success is heavily dependent on attracting, educating and retaining a talented information technology workforce.

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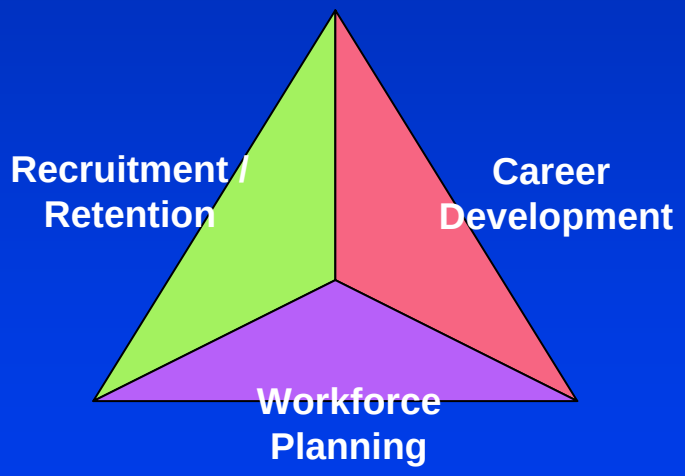
Technology Management Program

Federal Government IT Workforce Objectives



Federal IT Workforce Committee - Agencies

Agency International Development
Central Intelligence Agency
Department of Agriculture
Department of the Airforce
Department of the Army
Department of Commerce
Department of Defense
Department of Education
Department of Health and Human Services
Department of Housing and Urban Development
Department of the Interior
Department of Justice
Department of Labor
Department of the Navy
Department of State
Department of Transportation
Department of Treasury
Department of Veterans Affairs
Environmental Protection Agency
Federal Emergency Management Agency
General Services Administration
NASA
National Science Foundation
Nuclear Regulatory Commission
Office of Personnel Management
Social Security Administration

CIO University – Organizing Questions

- **In 1999, the Federal CIO Council established CIO University with the goal of enhancing the skills of its most promising mid and senior level information technology professionals. Major organizing questions included:**
  - An in-house or virtual university?
  - All federal government students or a mix of federal government and private sector students?
  - The curriculum?

CIO University Today

CIO University today:

- A virtual university
- A mix of federal government and private sector students
- A curriculum based upon a set of core competencies.

CIO University Partners

- **Federal CIO University Partners include: Carnegie Mellon University, George Mason University, George Washington University, LaSalle University, Loyola University, Syracuse University, and University of Maryland University College.**

Students enroll in the CIO University partner programs and upon completing the partner program requirements receive the Federal CIO Certificate.

CIO University – Students

The students are:

- From the federal government and the private sectors.
- Working professionals with a minimum of three years of professional work experience (average number of years is much greater).
- Meet the admissions requirements and are selected for the specific university program.

George Mason Technology Management Program

- **The George Mason Technology Management Program is a founding member of CIO University and has the goals of preparing technology leaders to succeed in this challenging environment with a focus on:**
  - Leadership and Management
  - Technology innovation, commercialization and integration
  - Systems thinking

George Mason Technology Management Program Students, Faculty and Partners

- **Motivated accomplished students from local firms and organizations including: Datatel, Freddie Mac, Lockheed Martin, Northrop Grumman, Nextel, SAIC, Boeing, Perot Systems, Bearing Point, AT&T, IBM, State Department, Department of the Airforce, Department of the Army and the Worldbank.**
- **Top faculty with both industry experience and current academic research success.**
- **Partnerships with many local innovative technology firms, some of whom comprise a program industry advisory board.**

George Mason University
Technology Management Program

Federal CIO University Learning Objectives

- Understanding the role of the CIO
- Developing leadership and managerial abilities
- Understanding and applying the principles of change management
- Understanding information resources strategy and planning
- Understanding performance assessment
- Understanding project and program management
- Understanding capital planning and investment assessment
- Understanding the dimensions of acquisition
- Understanding eGovernment, electronic business and electronic commerce
- Understanding and applying IT security and information assurance

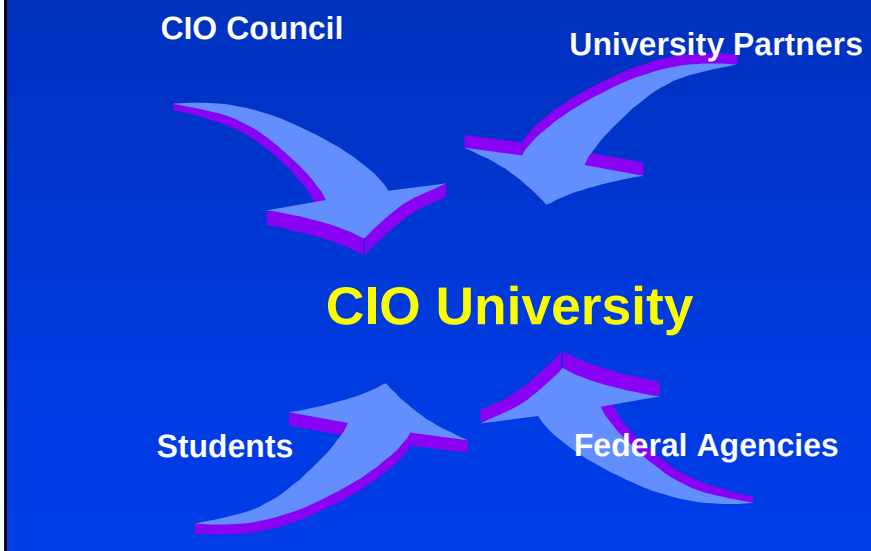
George Mason University
Technology Management Program

Learning Objectives Evolution

- **Learning objectives revised in 2003 with the addition of Understanding Enterprise Architecture**

George Mason University
Technology Management Program

What is CIO University?



CIO Council's and CIO University's Role in eGovernment

The CIO Council and CIO University play an important role in the development and success of Federal eGovernment initiatives including participating in strategy development, setting priorities and fostering a strong IT eGovernment workforce.

Developing Innovative Effective eGovernment

- **eGovernment initiatives are organized by:**
  - Government to citizen
  - Government to government
  - Government to business
  - Internal efficiency and effectiveness
  - E-authentication
  - Lines of business.

As a framework for the eGovernment initiatives and IT overall, the Federal Government has agreed on a Federal Enterprise Architecture

George Mason University
Technology Management Program

CIO University's Role in Developing Innovative Effective eGovernment

Major eGovernment initiatives include:

- Business Gateway
- Disaster Management
- E-authentication
- E-loans
- E-records
- E-rulemaking
- E-training
- Geospatial One Stop
- Govbenefits.gov
- Grants.gov
- Integrated acquisition
- International trade
- IRS Freefile
- Recreation one stop
- Recruitment one stop
- Safecom
- Federal asset sales
- USA services
- LOB Website

George Mason University
Technology Management Program

CIO University

A successful partnership of the federal government and universities – that is helping to educate tomorrow's Federal information technology leaders today and facilitate the success of citizen centered and results oriented eGovernment.

中国情報通信資産と電子政務の発展現状と分析

China's ICT and E-government development

--The current status of and analysis--

Institute of International Economy

National Development and Reform

Commission People's Republic of China

Liu Jinming

背景 Background

- 情報基礎施設構築に力を注いできた
  China has strengthened the construction of information infrastructure
- 情報産業は継続的な速さで発展
  Chinese information industry has continuously been developed at a high speed
- インターネット資源の拡大
  Internet resources have been expanded
- ユーザーの倍増
  The number of internet users have doubled and redoubled
- 電子商務や公共領域での情報化はかつてないほど重視され、急速に発展
  E-Commerce and public information industry have gotten unprecedented recognition and development
- 企業情報化は継続的かつ深く推進
  Corporations haa been information-oriented **deeply**without interruption
- 全人民の情報に対する意識はさらに高まってきている
  information consciousness has been further improved

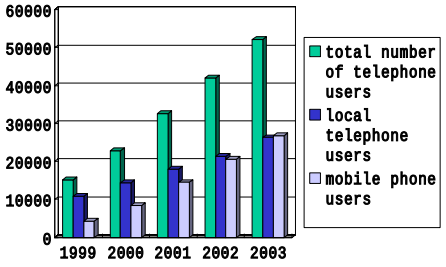
世界最大の通信ネットワーク構築
the world's largest telecommunication network

光ケーブル距離 (whole length of fiber cable)	局用交換機容量 (capacity of local switching system)	移動通信交換機容量 (capacity of mobile communications switching system)	通信業務固定資産投資額 (the fixed asset investment of communications business)	基礎データとしてネットワークポートの規模 (ports of basic data network)	ダイヤルアップネットワークサービス機ポート (ports of Internet dial-server)	中国インターネット輸出情報量 (bandwidth exported)
271万キロ (2.71 million kilometers)	35,401万門 (354.01 million gates)	3,3632万件 (336.32 million units)	2246.4億元 (224.64 billion Yuan)	140万個 (1.4 million units)	346万件 (3.46 million units)	20Gbit/s

世界最大の通信ネットワークを構築
China has built up the world's largest telecommunication network

Data comes from Annual Statistics of China

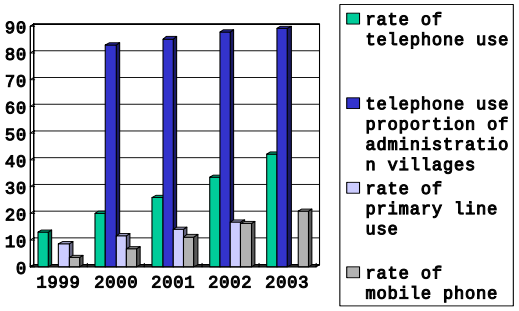
電話ユーザー数は世界第一位
the biggest number of telephone users（1）



Item	1999	2000	2001	2002	2003
The total number of telephone users 電話ユーザー総数	15201.2	22936.2	32559.0	42042.7	53199.8
The number of local telephone users at the end of the year 当地電話年末ユーザー	10871.6	14482.9	18036.8	21442.2	26330.5
The total number of mobile phone users 移動電話ユーザー総数	4329.6	8453.3	14522.2	20600.5	26869.3

The Development of Chinese Telephone Users From 1999 To 2003

電話ユーザー数は世界第一位
the biggest number of telephone users （2）



Item	1999	2000	2001	2002	2003
The rate of telephone use (phones used by every hundred people) 電話普及率（台/百人）	13.0	20.1	25.9	33.6	42.1
The telephone use proportion of administration villages (%) 通話行政村比重（%）	—	82.9	85.3	87.9	89.2
The rate of primary line use (number of lines for every hundred people) 主回線普及率（線/百人）	8.6	11.5	14.1	16.8	—
The rate of mobile phone use (phones used by every hundred people) 移動電話普及率（台/百人）	3.5	6.8	11.2	16.1	20.9

インターネットユーザー総数は世界第二位
the second Internet users in the world （1）

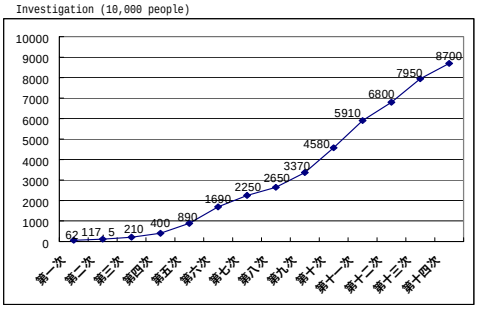
The Development Status of Chinese Internet Industry From 1997 To 2003

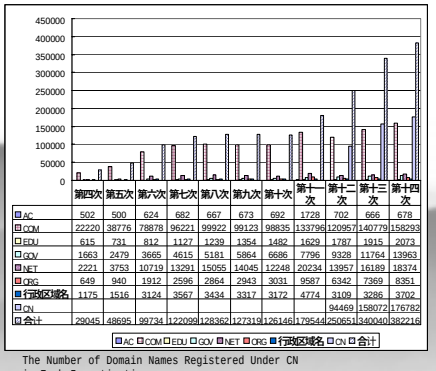
Time	1997*	1998	1999	2000	2001	2002	2003	2004. 6
Total number of Internet users (10,000 users) インターネットユーザー総数（万人）	62	210	890	2250	3370	5910	7950	8700
Total number of on-line computers (10,000 sets) インターネットコンピューター数（万台）	30	75	350	892	1254	2083	3089	3630
Number of domain names ドメイン総数（个）	4066	18396	48695	122099	127319	179544	340040	380000
Number of WWW websites WWWサイト数（个）	1500	5300	15153	265405	277100	371600	595550	627000
The total capacity of international export bandwidth (M) 国際輸出情報量(M)	25	143	351	2799	7598	9380	27216	54000

The number of Internet users in China has hit the second biggest in the world, and the broadband network has been developed at a marvelous speed

インターネットユーザー総数は世界第二位
the second Internet users in the world （2）

The Total Number of Internet Users in Each Investigation (10,000 people)





	第四次	第五次	第六次	第七次	第八次	第九次	第十次	第十一次	第十二次	第十三次	第十四次
AC	502	500	624	682	667	673	692	1728	702	666	678
COM	22220	38776	78878	96221	99922	99123	98835	133796	120957	140779	158293
EDU	615	731	812	1127	1239	1354	1482	1629	1787	1915	2073
GOV	1663	2479	3665	4615	5181	5864	6686	7796	9328	11764	13963
NET	2221	3753	10719	13291	15055	14045	12248	20234	13957	16189	18374
ORG	649	940	1912	2596	2864	2943	3031	9587	6342	7369	8351
行政区域名	1175	1516	3124	3567	3434	3317	3172	4774	3109	3286	3702
CN									94469	158072	176782
合计	29045	48695	99734	122099	128362	127319	126146	179544	250651	340040	382216

The Number of Domain Names Registered Under CN in Each Investigation

世界規模最大の有線テレビネット
built up the world's largest CATV network

- **有線テレビユーザー数世界第一位**
  China has built up the world's largest CATV network, with the biggest number of CATV users in the world
- **有線テレビネットは既に400万キロ近くになり、ユーザー数は１億を超え**
  The CATV network is nearly 4 million kilometers, has more than 100 million CATV users
- **テレビ放送人口の綜合網羅率は別々に93.34%と94.61%に達する**
  The penetration rate of broadcast and TV population has respectively reached 93.34% and 94.61%
- **全国放送映像系統総収入は既に696億元、財政配分は74億、財政配当が総収入に占める割合は10.6%**
  In 2003, the total income of nationwide broadcasting and TV system reached 69.6 billion Yuan, the financially appropriated funds reached 7.4 billion Yuan, accounting for 10.6% of the total income

ソフトウェア産業発展が迅速
software industry developed distinctly

China's software industry developed distinctly and its scale and influence kept expanding

The Status of Chinese Software Industry from 1999 to 2003

Unit: 100 million Yuan

- 2003年中国のソフトウェア産業は総額1600億元に達し、同比は45%増
  In 2003, the total volume of Chinese software industry reached 160 billion Yuan, with increase rate of 45% on the same period of last year
- 対日輸出は主要な位置を占め、2003年、対日輸出額は全ての輸出市場の約60%以上を占めた
- In 2003, the export volume to Japan accounted for over 60% of the whole export market

ソフトウェア産業発展が迅速
software industry developed distinctly

Item 指 標	1999	2000	2001	2002	2003
The sale of domestic software products 国内ソフトウェア製品販売額	182.0	238.0	330.0	507.4	805.0
The income of domestic software service 国内ソフトウェアサービス収入	238.5	322.0	406.0	468.6	630.0
Total of domestic software market 国内ソフトウェア市場合計	419.5	560.0	736.0	977.0	1435.0
The annual increase rate of domestic software market (%) 国内ソフトウェア市場年間成長率（%）	27.0	35.0	31.4	32.7	46.9
The export volume of software products ソフトウェア製品輸出額	21.0	33.0	60.0	124.0	165.0

情報サービス内容充実

information service industry develops rapidly

Chinese information service industry develops rapidly, and the on-line information resources kept exploding
In 2003, the scale of Chinese information service market reached 54.4 billion Yuan, the annual increase rate was 26.7%

The Scale and Increase Rate of Chinese Information Service Market From 2000 To 2003

	2000	2001	2002	2003
Market scale (100 million Yuan)	259.8	323.1	429.3	544
Annual increase rate (%)	34.2	24.4	32.9	26.7

The Structure of Chinese Information Service Products in 2003

Subdivided market	Maintenance and support service	Operation management service	Network service	IT consultation	System integration service	IT education and training	Total
Market scale (100 million Yuan)	154.2	42.4	191.1	24	104.9	28.8	545.4
Market share (%)	28.27	7.77	35.04	4.40	19.23	5.28	100.00

By the end of 2003, the total number of web pages on Chinese Internet had been 310 million, it increased 98.5% compared with the last year

ネットデータバンク量と規模の大幅な増強。

on-line database increase greatly

The Statistics of Nationwide On-line Database From 2002 To 2003

- The number and scale of on-line database increase greatly

  By the end of 2003, China had had 169,867 on-line database, it doubled compared with the last year; and nearly 110,000 websites owned on-line database, it increased 77% compared with the last year

  2003年末、全国のオンラインデ-タバンクが計169867個あり、前年比に対して倍増であり、オンラインデ-タバンクのサイト数は11万件、前年比77%増

- corporate websites and commercial websites are still the primary part of on-line database

  企業サイト、所業サイトがやはりオンラインデ-タバンクの主体

- the total number of on-line database owned by governmental sectors increased 12 times, and that owned by educational scientific research institutions increased twice

  その中で政府部門はオンラインデ-タバンク総量を12倍にし、教育科学研究機関はオンラインデ-タバンク総量を2倍に増やしている

ネットデータバンク量と規模の大幅な増強。
on-line database increase greatly

Item			2002	2003
The total number of on-line database in China			82929	169867
Including	Database owned by corporate websites	Total number	50656	92302
		Proportion (%)	61.1	54.3
	Database owned by commercial websites	Total number	24165	23956
		Proportion (%)	29.1	14.1
	Database owned by other non-profit organizations' websites	Total number	803	15846
		Proportion (%)	1.0	9.3
	Database owned by individual websites	Total number	1641	11541
		Proportion (%)	2.0	6.8
	Database owned by educational scientific research institutions' websites	Total number	4026	11241
		Proportion (%)	4.9	6.6
	Database owned by governmental websites	Total number	680	9099
		Proportion (%)	0.8	5.4
	Database owned by other types of websites	Total number	978	5887
		Proportion (%)	1.2	3.5
The number of websites owning on-line database			61429	108986
The proportion of websites owning on-line database (%)			16.53	18.3
The average number of database owned by each website			0.22	0.29

その他の発展状況
Other Developments

- **わが国の情報技術と標準建設領域の重大な突破。**

  China also makes great breakthroughs in terms of information technology and standard establishment

- **電子商務発展の初期の規模。**
- **Development of E-commerce has taken certain sharp**

- **企業情報化投入の継続的上昇**
- **Investment on Company's Informatization kept calefactive**

- **電子情報製品製造業は今後数年間、継続的に急速に発展。**
  - **携帯電話生産量は既に全世界生産量の35%を占め**
- **The electronic and information manufacture industry will keep increasing in a high speed in the following years**
  - In 2003, the production of mobile phones in China has taken 35% of the global production

電子政府の構築 construction on E-government （1）

一站两网四库十二金 (一サイトニネット四バンク十二金) The Project of "One Website, Two Networks, Four Databases and Twelve Essential Systems

- **一站（一サイト）"は政府部門各サイト**
  "Two Networks" refer to the LAD and Internet of E-government

"两网（ニネット）"は政務内部ネットと政務外部ネット
"One Website" refers to the portal website for the Government,

- **"四库（四バンク）"は人口、法人部門、空間地理と自然資源、マクロ経済など4つの基礎データバンク；**
  "Four Databases" refer to the establishment of four basic databases for population, legal entity, spatial geography and natural resource, and macro-economics;

"十二金（十二金）"は重点推進されている事務業務資源システムなど12業務システム
"Twelve Essential Systems" refer to 12 main operational systems that promote the development of office, operation and resources

As an essential feature of the service-oriented government, E-Government has stepped into the planning and implementation stage and made some progress.

電子政府の構築 construction on E-government （2）

- **政府サイトの構築は迅速な発展を獲得**
  The government websites construction has gotten big development
- **政府部門内部の事務情報化構築の急速な進展**
  The construction of inner office automation system of the government has been accelerated
- **政務情報の公開が著しい効果を獲得**
  There is significant outcome in government information publicity
- **教育情報化の重視**
  Government paid more attention to informatization in education department
- **全国文化情報資源工程共有の実施、中国における多くの末端大衆文化生活の繁栄**
  Make the culture information resource to be shared countryside to prosper people's culture life
- **国家デジタル図書館の建設工程は順調に推進**
  The national digital library project is launched well

電子政府の構築
construction on E-government（3）

大衆衛生インフォメーションシステムの構築
response system for public health information

- 2003年、病院インフォメーションシステム構築と国家公衆衛生インフォメーションシステム構築を重要な業界情報化の内容として、総市場規模は25.8億元に達し、 年成長率は40.2%、2002年の18.4%を大いに越えた。
  In 2003, the trade informatization market that takes hospital information system construction and national public health information system construction as main content has an amount of 2.58 billion yuan. The annual growth rate is 40.2%, much more than the 18.4% in 2002
- 19.8億元はハードウェア製品購入方面の投入で、76.8%を占める；ソフトウェア製品は3.9億元、14.9%を占める
  1.98 billion yuan (76.8%), 0.39 billion yuan (14.9%) and 0.21billion yuan (8.3%) were invested in hardware products, software products and information service products purchase, respectively
- 2004-2006年毎年の総体市場の規模は約35—50億元を維持するであろう
  It is estimated that the market scale of each year during 2004~2006 will be around 3.5~5 billion yuan

電子政府の構築
construction on E-government（4）

- インターネット薬品情報サ-ビスの審査システムの構築
  Construct a professional system to test and verify medicine information on Internet
- 全面的国家情報化推進の為の法律保障の提供
  Provide legal guarantee to promote national informatization across-the-board
- 積極的にコミュ-ニティー情報化を展開し，電子政務の構築と大衆関係と反映
  Develop the community informatization actively and combine E-Government construction with public participation
- 国家性、地域性にあった電子政務関係法律法規が相継いで登場、政府情報の公開が急速なる発展を促進
  In order to promote the government information publicity accelerate, the central and local government launched continuous decree related regulation and law

中国の情報化、電子政務が直面する問題（1）

The current problems of Chinese informatization and E-Government（1）

- 「縦の強さと横の弱さ」の問題を解決、できるだけ早い協調関係の実現、資源共有。

  To solve the problem “strong in vertical, weak in horizontal ”, and realize interconnection and intercommunication as soon as possible to share the resources

- 一サイトニネット四バンク十二金工程の迅速な構築
- To speed up the construction of One Website, Two Networks, Four Databases and Twelve Essential Systems

- 情報化管理の分割、機構設置の不合理、既に存在する強気な管理、また存在する空洞的管理問題の解決。

  To solve the problem of informationization management regional sectioning, unreasonable organization arrangement, coexist of multi-management and management vacuum

中国の情報化、電子政務が直面する問題（2）

The current problems of Chinese informatization and E-Government(2)

- 「デジタルギャップ」問題解決の重視

  Pay attention to solve the problem of “Digital gap”

- 情報化な法規システムの構築の強化

  To strengthen the construction of informatization regulation system

- 標準規範を製定

  To enact standard and criterion

- 情報化を推奨する人材の育成

  To train and fetch in information talents


Thank you
21

U-Korea
&
IT839 Strategy

November 23, 2004

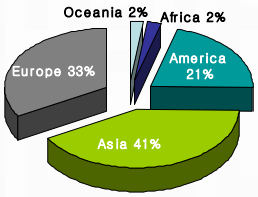
Chung-wook Rhee

President & Publisher
The Digital Times
The Republic of Korea

Worldwide Status of Mobile and Internet

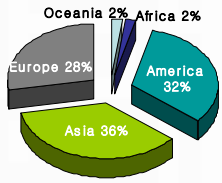
DT

Mobile Penetration



Mobile phone subscribers, 2003

Internet Penetration



Internet Users, 2003

Source : ITU Free Statistics 2004

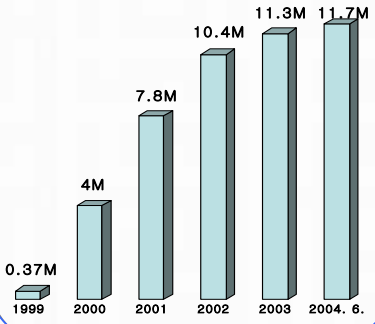
Over 1/3 of world total mobile & internet subscribers are in Asia

Internet in Korea

DT

Progress in High-Speed Internet

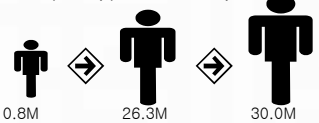
No. of Subscribers



Data Rate

56Kbps '99 → 4Mbps '02 → 20Mbps '04

Internet Users

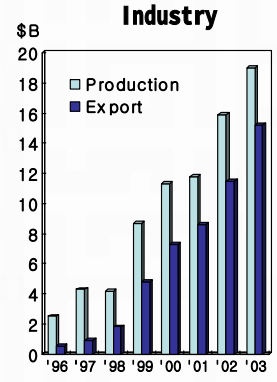


10.8M '99 → 26.3M '02 → 30.0M '04

Telecom Service in Korea

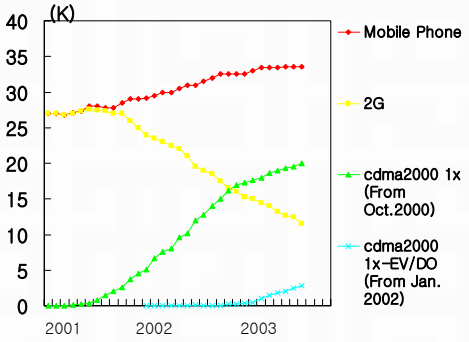
DT

Production of Mobile Telecom Industry



Export reached $15B in Nov. 2003
Rate of Export/Production of Mobile phone : 79%

Rise in No. of Mobile Subscribers



No. of Mobile Subscribers over 33M(Oct. 2003)
No. of 3G Subscribers exceeded 2G(Nov. 2002)

E-Government in Korea

DT

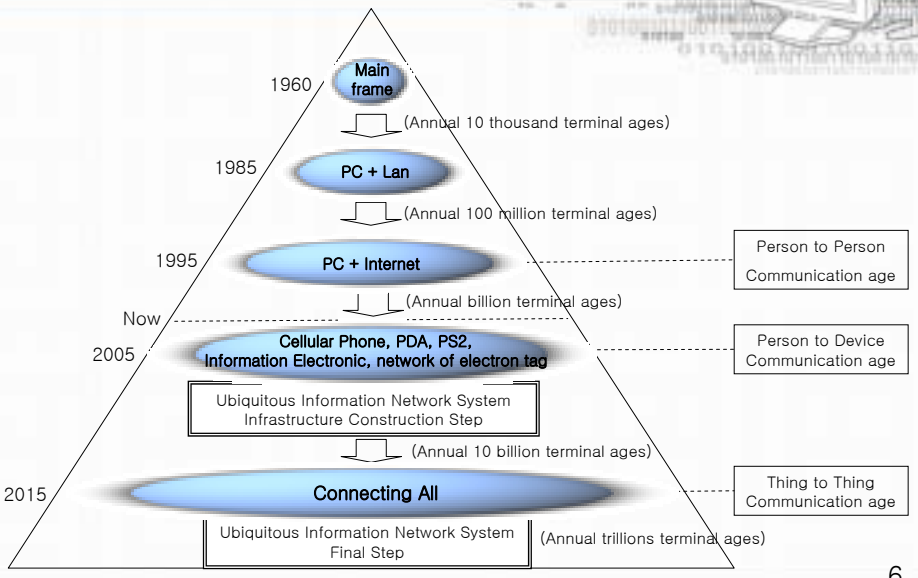
Korea

Emerging	Enhanced	Interactive	Transactional	Fully Integrated
1st Stage	2nd	3rd	4th	5th
Limited access to information	Periodic update of contents and information	Communications thru e-mail Provision of online application form	Online processing of documents (Visa and passport issuance, birth and death registration) e-payment of tax and fees	Provision of integrated online services

(Source : UN, Benchmarking e-Government, June 2002)

Evolution of Ubiquitous Network

DT



U-Korea Project

DT

U-Korea

Anywhere x Anything IT step

IT839 Strategy

e-Korea

Anywhere x Anything IT step

U-Korea : The Future

DT

Convenient Life

U-Home

- Popularization of Home Network
- Intelligent Robot as a member of family

U-Gov't

- Customized Administrative Service
- Sharing of Information between Public and Private sectors

Rich Life

GDP per capita
20,000 US$
(IT 5,000$)

Happy Life

U-Commerce

- Advanced e-commerce
- Maximizing efficiency of operating companies

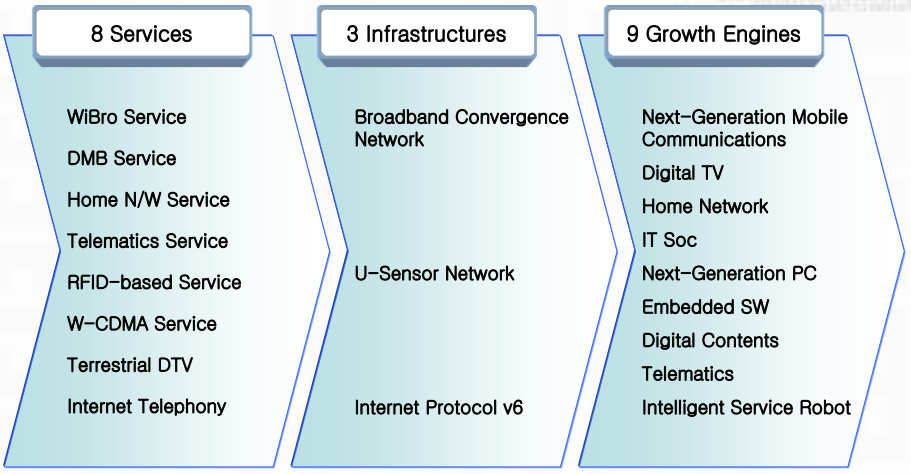
U-Society

- Improvement of social Infrastructure
- Encourge Minority Groups to participate in the social activities

Safe Life

IT 839 Strategy for U-Korea

DT



WiBro (Wireless Broadband) Service

DT

Background

The Wireless Broadband Service is a portable Internet service that provides a high-speed wireless Internet connection anytime anywhere, whether you are on the move or at a standstill.

Goal & Strategy

Wibro service operators will be selected by February 2005 and commercial services will be launched in 2006.

Expected Results

The introduction of WiBro commercial services in 2006 is expected to create 12.9 trillion won in production and 9.8 trillion won in added value (including services and devices) by 2010.

DMB (Digital Multimedia Broadcasting) Service

DT

Background

The DMB Service is a mobile multimedia broadcasting service that provides quality audio and video services over handheld devices or in a vehicle.

Goal & Strategy

The nationwide satellite DMB service will start within 2004 and the terrestrial DMB service will be provided across the country in 2006 when reassignment of channels is completed.

Expected Results

The early promotion of the DMB industry is projected to create 10.5 trillion won in production and 5.8 trillion won in added value (including services and devices) by 2010.

Home Network Service

DT

Background

The Home Network Service refers to a series of future services including consumer electronics control, interactive D-TV, VOD, health care and e-learning that will be provided at home.

Goal & Strategy

Korea plans to provide the Home Network Service to 500,000 homes in 2004 and increase the number to 10 million (60% of total households) by 2007.

Expected Results

By introducing the service earlier than other countries, Korea will be able to create 110 trillion won in production and 73 trillion won in added value (including services and devices) by 2010.

Telematics Service

DT

Background

Telematics is an in-vehicle multimedia service that offers infortainment as well as information for traffic and emergency rescue operations via location-based, mobile communications networks.

Goal & Strategy

Korea will become one of the leaders in the telematics industry by increasing the size of the service and device markets to 6.3 trillion won by 2010.

Expected Results

We will strengthen the competitive edge of industries related to telematics and create 5.9 trillion won in service production and 16.9 trillion won in device production by 2010.

RFID based Service

DT

Background

Radio Frequency Identification (RFID) is a sensor technology that identifies information on the product with an RFID tag and gathers information on its surrounding environments.

Goal & Strategy

Korea will allocate additional frequencies for RFID in 2004 and encourage the development of core technologies such as RFID chip, reader and middleware by 2010.

Expected Results

The RFID commercial service is expected to create 11.7 trillion won in production (including services and devices) by 2010.

W-CDMA Service

DT

Background

The W-CDMA service is an IMT-2000 service that provides voice, video and high-speed data service in the 2GHz band.

Goal & Strategy

The W-CDMA service in the Seoul Metropolitan Area will be stabilized by the end of 2004 and achieve balanced development with the CDMA service from 2005.

Expected Results

The W-CDMA investment by telecom carriers is expected to produce 9.5 trillion won in service production, 97 trillion won in device production and 8.5 trillion won in added value by 2010.

Terrestrial Digital TV Service

DT

Background

The terrestrial digital TV service is a high-quality, multi-functional broadcasting service that provides CD-level audio and definition five to six times higher than analog broadcasting.

Goal & Strategy

Korea will expand coverage across cities and towns by 2005 and start the nationwide terrestrial digital TV broadcasting service from 2006.

Expected Results

The nationwide terrestrial digital TV broadcasting is projected to create 167 trillion won in production and 93 billion won in added value (including services and devices) by 2010.

Internet Telephony (VoIP)

DT

Background

The high broadband penetration and improvement of the quality of service on the Internet created VoIP that offers inexpensive phone services.

Goal & Strategy

Korea will start allocating called numbers for VoIP in 2004 and establish a policy framework in the near future so that the service can develop into a BcN-based telecom service in 2010.

Expected Results

Korea's IP telephony service will lead to the development of technologies and standards for the global VoIP market and create 14.5 trillion won in production and 13 trillion won in added value by 2010.

Broadband Convergence Network (BcN)

DT

Background

The Broadband Convergence Network (BcN) is a next generation network through which multimedia services that integrate telecommunications, broadcasting and the Internet are delivered. We will deploy BcN for the first time in the world to introduce a ubiquitous service environment.

Goal & Strategy

Korea will establish BcN by 2010 that provides quality services at the speed of 50 to 100Mbps to 20 million fixed and wireless subscribers.

Expected Results

The BcN will stimulate private investment amounting to 67 trillion won and create 111 trillion won in production of telecommunication and broadcasting equipment.

Ubiquitous Sensor Network (USN)

DT

Background

The Ubiquitous Sensor Network (USN) recognizes and manages information by connecting RFID tags and u-sensors to the Broadband Convergence Network.

Goal & Strategy

Korea will establish a policy framework and carry out a pilot project by 2004 to enable people to enjoy a u-life in 2010.

Expected Results

The USN will enhance consumer convenience by efficiently managing products, food, transportation, environment and medicare, creating 7 trillion won in production and 3.5 trillion won in added value by 2010.

Next-Generation Internet Protocol (IPv6)

DT

Background

As the Internet Protocol version 4 (IPv4) address space in use today will be depleted starting from 2006, we need to find a fundamental solution to the problem.

Goal & Strategy

Korea will expand IPv6 pilot networks in 2004, start commercial services in 2005 and provide All-IPv6 based services since 2010.

Expected Results

The successful promotion of IPv6 will create 24.3 trillion won in production and 12.2 trillion won in added value by 2010.

Next-Generation Mobile Communications Devices

DT

Background

Next-generation mobile communications is a technology that enables users to have a fast and clear access to multimedia information, while on the move or at a standstill, via mobile and satellite communication networks.

Goal & Strategy

WiBro prototypes are expected to be developed in 2004, and commercial services will start in 2006. Core 4G mobile communications technology is encouraged to be developed in 2007.

Expected Results

By 2010, the next generation mobile communications market is expected to create 103 trillion won in production.

Digital TV/Broadcasting Devices

DT

Background

The digital broadcasting service will not only provide high-definition but also intelligent, personalized, realistic and paid services in addition to those converged with telecommunications.

Goal & Strategy

Korea will encourage the development of a unidirectional Digital Multimedia Broadcasting (DMB) transmitter/receiver in 2004, a bi-directional DMB transmitter/receiver in 2006 and a one giga cable transmission/reception system by 2007.

Expected Results

Digital TV/broadcasting devices are expected to record 141 trillion won in production and 68.3 trillion won in added value by 2010.

Home Network Devices

DT

Background

Home network devices and software, which consist of home gateways, information home appliances and networking, are basic technologies for the consumer service.

Goal & Strategy

Korea will encourage the development of a fixed-wireless convergent home server in 2004, a telecom-broadcasting convergent home server in 2005 and telecom-broadcasting-game convergent home server in 2006.

Expected Results

Home network devices in Korea will create 85.1 trillion won in production and 50.5 trillion won in added value by 2010.

IT Soc (System-on-Chip)

DT

Background

IT SoC refers to a non-memory integrated circuit which is not only a growth engine itself for the next-generation but also a key that determines the success of IT products.

Goal & Strategy

Korea will encourage the development of multimedia chipsets for mobile handsets in 2004 and emerge as one of the three major IT SoC countries in the world by 2010.

Expected Results

By 2010, the SoC market in Korea is expected to create 77 trillion won in production and 38.6 trillion won in added value.

Next-Generation PC

DT

Background

A Next-Generation PC refers to a key information device that takes the form of clothe, accessories and others and has information processing and networking power.

Goal & Strategy

Korea will encourage the development of prototypes for the Next-Generation PC in 2004, establish technology standards in 2006 and commercialize a wearable computer by 2007.

Expected Results

The Next-Generation PC market in Korea will generate 40.6 trillion won by 2010.

Embedded SW

DT

Background

Embedded SW is software built in information appliances, vehicles, robots, industrial equipment, medical equipment, SoC and so on.

Goal & Strategy

Korea will encourage the development of SW platforms and solutions to be embedded in various devices and grow into the second largest embedded SW producer in the world in 2010.

Expected Results

Various embedded SW market in Korea will create 80 trillion won in production. It will enhance competitiveness of other IT growth engines.

Digital Contents & SW Solutions

DT

Background

The advent of a digital era increased the importance of digitalized contents on culture, education, medicare and other areas of our daily lives.

Goal & Strategy

Korea will encourage the development of online game engines geared to multi-platforms (PC/console hybrid) in 2004 and grow into one of the top three open source software producers in the world by 2007.

Expected Results

Online games and mobile contents will create 240 trillion won in production by 2010.

Telematics Devices

DT

Background

We will encourage the development of core technologies that support various in-vehicle multimedia services such as information for traffic and emergency rescue operations, remote auto inspection and the Internet via location-based, mobile communications networks.

Goal & Strategy

Korea will encourage the development of terminal SW platforms in 2004, establishment of a test-bed in 2005, and completion of a highly sophisticated position determination system (PDE) in 2006.

Expected Results

Key telematics service market is expected to maximize synergic effects with related industries, creating 16.9 trillion won in production by 2010.

Intelligent Service Robot

DT

Background

An IT-based intelligent service robot refers to a Ubiquitous Robotic Companion (URC) that provides necessary services anytime anywhere. The URC will be commercialized by the end of 2007.

Goal & Strategy

Korea will launch a pilot project in 2005, introduce the URC to the market and promote the service in 2007.

Expected Results

The commercial service of the URC will create 19 trillion won in production by 2010.

IT 839 Strategy for U-Korea

DT

Expected Results

The Service Market

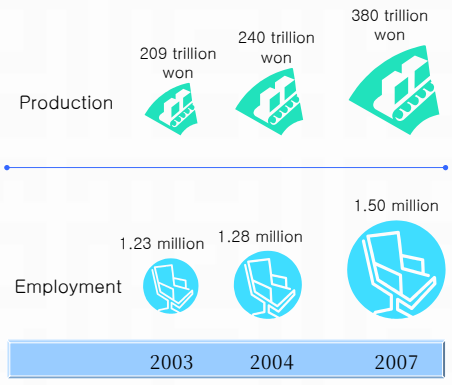
2.6 trillion won(2004)

10 trillion won(by 2007)

The Entire IT Industry

240 trillion won in production(2004)

380 trillion won in production(2007)



U-Korea : The Goal & Strategy

DT

U-Korea
- GDP per capita 20,000US$
- Innovation for better living environment

IT839 Strategy

8 Services

3 Infrastructures

9 Growth Engines

Life Revolution Strategy

Popularization of IT Applications

IT Benefits for Everybody

Healthy and safe IT Environment

Popularization of IT Applications

DT

Digital Home

Digital Company

Any one
Any time
Any where
Any Service

Digital Gov't

Communication with all things

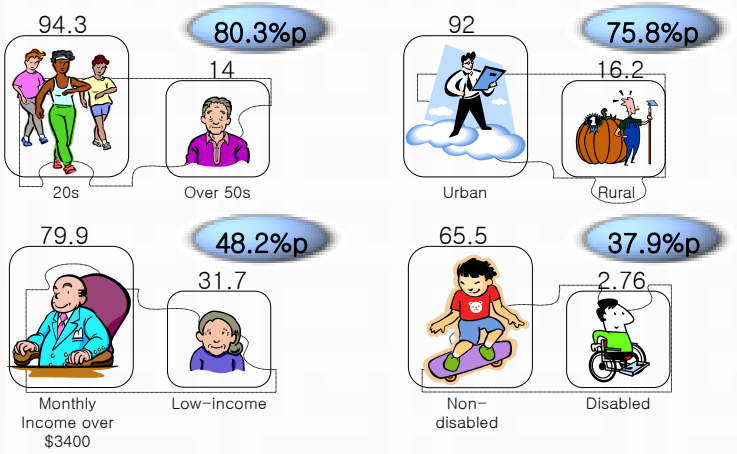
Creation of new IT applications and services

8 Services → 3 Infrastructures → 9 Growth Engines

Digital Divide in Korea

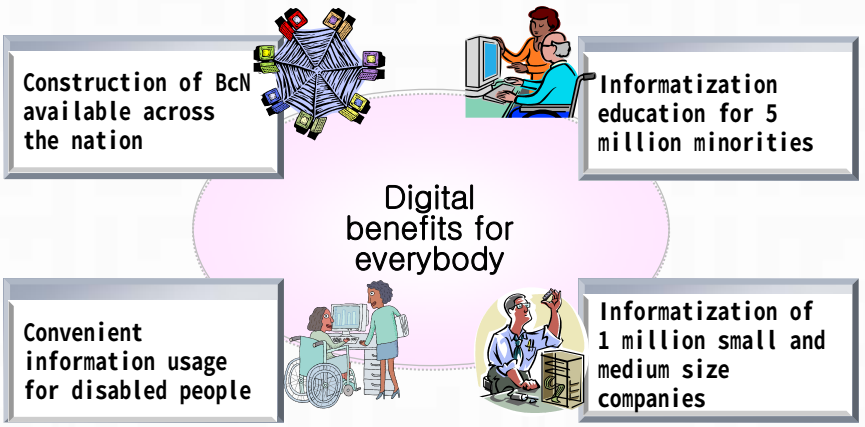
DT

Digital Divide between Income-levels · Ages · Regions



IT Benefits for Everybody

DT



Healthy and Safe IT Environment

DT

Building Ubiquitous Network and Service Protection System

Preventing Hacking and Virus

Realizing U-Secure, U-Clean Korea

Establishing Protection System for Private Information

Preventing Spam Mails

Preparation of supporting circumstances

DT

Research on IT Megatrend

Conducting comprehensive research on the future society and excavating core agenda

Enhancing People's Mind

Creating people's consensus to establish U-Korea and launching

Revising Laws and Regulations

Preparing laws and regulations suitable for ubiquitous society

The Blueprint to establish U-Korea

DT

MIC reported the U-Korea project to President Roh Moo-hyun ('04. 6)

Carrying out IT839 strategy

Carrying out a strategy to renovate people's lives

IT Megatrend Research

A Blueprint to establish U-Korea('04. 12)

DT

Thank You!

DT

u-Korea and IT839 Strategy

2004. 11.23 Chung-wook Rhee
Publisher of The Digital Times

For many years, Korea has been pursuing an ambitious national project in the information industry field to become a global IT powerhouse. The project was named u-Korea or ubiquitous Korea, which means a nation connected by telecommunication networks that will provide high-speed uninterrupted access to the Internet, fixed and wireless mobile communication networks anytime, anywhere.

Under the ultimate goal of creating u-Korea, in which a variety of IT is melded with our everyday lives in a network for providing a better and more convenient environment, the project is aimed at making the information industry a core driving force of national development and achieving per capita income of $20,000 within next three years.

Since 90s Korea has been developing many innovative technologies such as CDMA and the broadband internet and now is already a recognized IT leader. As a result, the IT industry has already emerged as a key driving force of the Korean economy.

The number of high-speed Internet subscribers in the country has already reached to nearly 12-million, the highest broadband penetration rate in the world.

A rapidly increasing number of Koreans are logging on to the network through a wide range of devices such as mobile handsets, PDAs, smart phones and other high-tech devices.

In a recent report by the Korean Ministry of Information and Communication and the Korea Internet Promotion and National Internet Development Agency, the number of Internet users in Korea exceeded 30 million as of June this year, which represents 63.3% of the total population.

This figure has placed Korea third in the world, following only Iceland and Sweden. The number of PCs has increased from 5.4 million in 1995 to 26.7 million last year, growing by almost five times in less than 10 years.

The number of Internet banking subscribers has also increased dramatically by 180 times over the same period, from 0.12 million to 21.7 million. More than 32 million Koreans (about 68% of the total population) use mobile phones, with three carriers offering many kinds of multimedia services through the third-generation service.

Korea also is one of the world leaders even in the manufacturing sector. Korean products now account for nearly 30% of the world's mobile phone market and also lead the world in semiconductors, TFT-LCD and digital TV market.

Such successes are the result of the cooperation between the public and private sectors under a collaborative legal framework to yield active investments and advanced technology as well as demand creation in the field.

Korea is now heading further toward the realization of the u-Korea. At the center of the u-Korea is an "IT839 Strategy". The u-Korea project is strongly backed by President Roh Moo-hyun, is built on the IT839 Strategy. The strategy was drawn up by the Korean Ministry of Information and Communication(MIC) and announced in March, 2004.

WHAT IS THE IT839 STRATEGY?

The IT839 Strategy is composed of eight new information and telecommunications services, three major infrastructures for the new services, and nine new growth engines. The underlining concept is that the introduction of eight new services will prompt private investment into the building of the three essential infrastructures, which will ,in turn, help develop nine key new growth engines, creating synergic effects.

The eight new services are: wireless broadband (WiBro), digital multimedia broadcasting (DMB), home network, Telematics, radio frequency identification (RFID), W-CDMA, terrestrial digital televisions and Internet telephony (VoIP).

The three major infrastructures that are needed for the eight new services are: broadband convergence network (BcN), ubiquitous sensor network (USN) and next-generation Internet protocol (IPv6).

The nine new growth engines originally selected by the Korean Ministry of Information and Communication (MIC) last year are: next-generation mobile communications, digital televisions, home network, IT system-on-chip (SoC), next-generation PC, embedded software, digital contents and software solutions, telematics devices, intelligent service robot.

The rewards will be immense if the strategy will be implemented successfully by the cooperation of the public and private sectors.

According to the estimates of MIC, the IT service market will grow from 2.6 trillion won in 2004 to 10 trillion won in 2007. The entire IT industrial production will expand from 240 trillion won to 380 trillion won (about 346 billion dollars) in 2007.

Employment in the IT field will grow from 1.28 million in 2004 to 1.5 million in 2007. IT exports, which reached $57.6 billion in 2003 and which are estimated to expand to $70 billion in 2004, will grow up to $110 billion, help Korea achieve $20,000 per capita income by 2007.

In a period of stagnation in economic growth such as today, the establishment of u-Korea will facilitate national growth and eventually improve the quality of the people's lives.

It seems to be too early to evaluate the u-Korea project as a whole and/or IT839 Strategy specifically at this point of time. For Korean government is still working on the road maps to implement the IT 839 Strategy and is planning to announce them around the end of this year.

However, there are many other things to consider in order to make the project and the strategy to be successful.

First of all, it doesn't seem to be easy for government to stimulate the huge amount of private investment partly because the strategy was mapped out, not by private sector but by government.

Secondly, action plans to implement the IT 839 strategy didn't come out yet. Action plans should be reasonable and timely to make the strategy successful.

Thirdly, it will not easy for government to use the people's pension and public fund enough to revitalize the IT industry. It needs people's consensus, which usually takes a long time.

Fourthly, it will be necessary to revise laws and regulations to solve the prospective problems that a ubiquitous society may bring. Particularly private information should be protected.

Finally, at least some of the new services and/or new growth engines needs help or cooperation of the other nations. For example, Korea has not cutting-edge technology in the fields of home network, system on chip and intelligent robot, etc.

However, if Korea's recent fast achievements in IT world are any indication, it seems to be possible that u-Korea project based on IT 839 Strategy will be very fruitful in near future.

----The end----

The e-APEC Strategy

Overview of the PECC Assessment

David Parsons
PECC

What is e-APEC? Three pillars

- strengthening market structures and institutions
- infrastructure investment and technology development
- human capacity building and promote entrepreneurship

Whose initiative? APEC Leaders

- Brunei 2000, Brunei Goals and Action Agenda for the New Economy
- Shanghai 2001, developed into the e-APEC Strategy
- Bangkok 2003, Leaders instructed Ministers and officials to accelerate progress

How different from ITU strategies and u-Japan and U-Korea?

- Closer to “U” concept – transforming an economy
- More than ICT – social and economic outcomes
- Macro & micro economic settings
  - competition policy, financial markets, labor markets etc
- Brunei Goals on internet access

Setting up a virtuous economic cycle

- Getting enabling policy settings right
- Providing affordable and effective access
- Productive Use of ICT in systems
- Greater capacity for globalization
- Economic growth and higher living standards

The Virtuous Economy Cycle

Regional dimension

- Regional dimension is implicit in APEC strategy
- Fundamental goal of APEC
  - Provide the environment for greater regional economic integration
- e-APEC Strategy will prepare economies to be stronger participants in regional and global economies

What is happening?

- e-APEC strategy/strategic approach is already much more important than in 2000-1
- Region is rapidly integrating through ICT-driven economic systems
- Whole systems of production, services and international transactions more seamless
  - Trade facilitation, banking, e-commerce, information, knowledge, communication, standards of governance

What is happening?

- Benefits go to those that cooperate and coordinate
  - Already led to reductions in costs and increases in competitiveness for economies and firms
- Set to compound in years ahead
- Stakes now rising
  - Implementing parts of the Strategy not enough
  - Real value comes from coherent systems

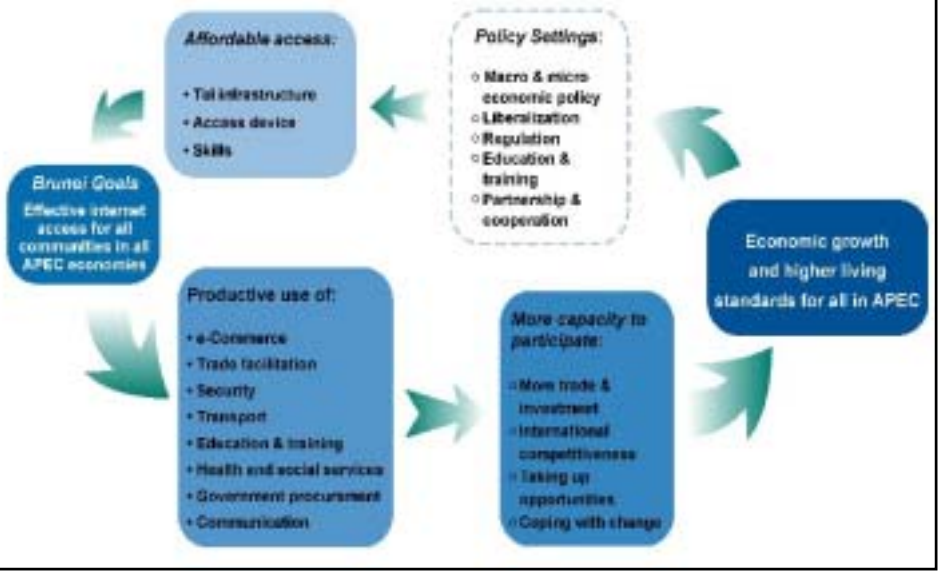
Strategic approach vital

- For digitally advanced economies
  - Still difficult to translate advances into practical and productive outcomes ie the “U” factor
- For less digitally advanced economies
  - The wider strategic approach is crucial to provide the environment for investment

Approach of CIO is vital

- Big changes occurring
- Important to understand this context
- Dangers of compartmentalizing
- Bring government up to standard
- Providing regions and communities with better services and governance
- Learning to operate in a very dynamic setting
- Cooperating with others

Round and Round



Basis of PECC Assessment

- Commissioned by non-ICT officials and reporting to economic Ministers and Leaders
- Targeting wide range of decision makers
- Greater awareness of the economic context
- Translating and transforming into economic benefit
- Early stages for many economies
- Brunei goals – a cornerstone
- Focus on infrastructure

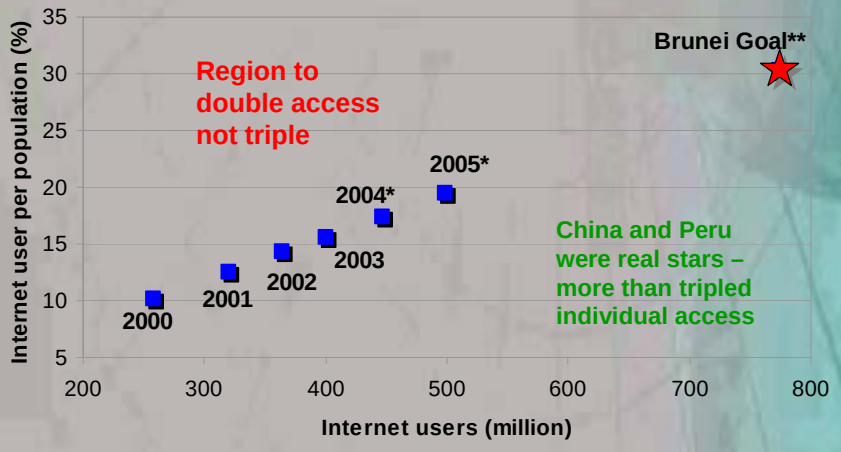
Enabling environment

- Investment climate
  - Most APEC economies are improving but still challenges
  - Corruption, lack of transparency, lack of predictability, shaky governance
- Competition Policies
  - Continuing to expand and implement
  - Comprehensive best rather than sectoral

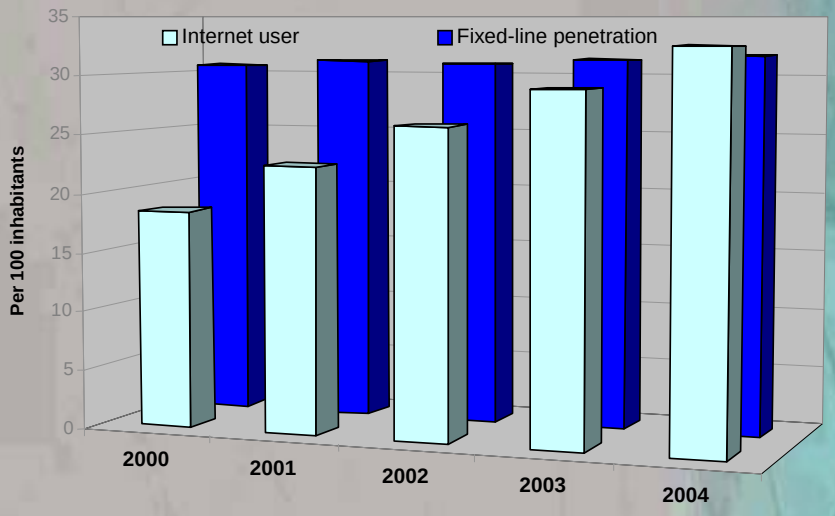
Brunei Goals on access

- Brunei Goals – a cornerstone
  - Triple number of people in the region with access to the services of internet by 2005
  - Provide the policy environment that will enable all people in urban, provincial and rural communities to have individual or community-based access in all economies to the services of the internet by 2010

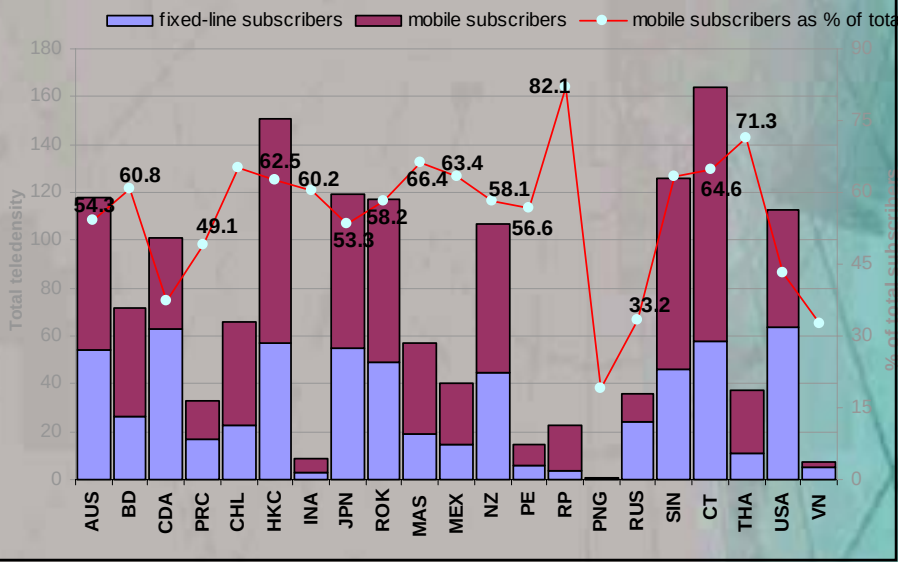
Brunei interim goal: triple access in the region by 2005



Fixed lines penetration stalled in region as a whole



Mobile moving ahead



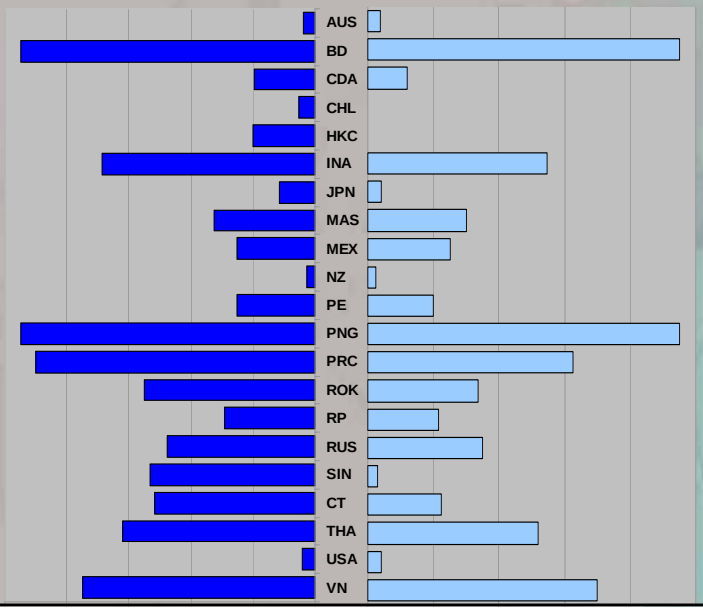
Progress since 2000

- Existing users moving rapidly ahead
- Rural and provincial communities still lagging
- Community access probably understated
- Institutional access slowly advancing
  - education, health services, training, provincial government

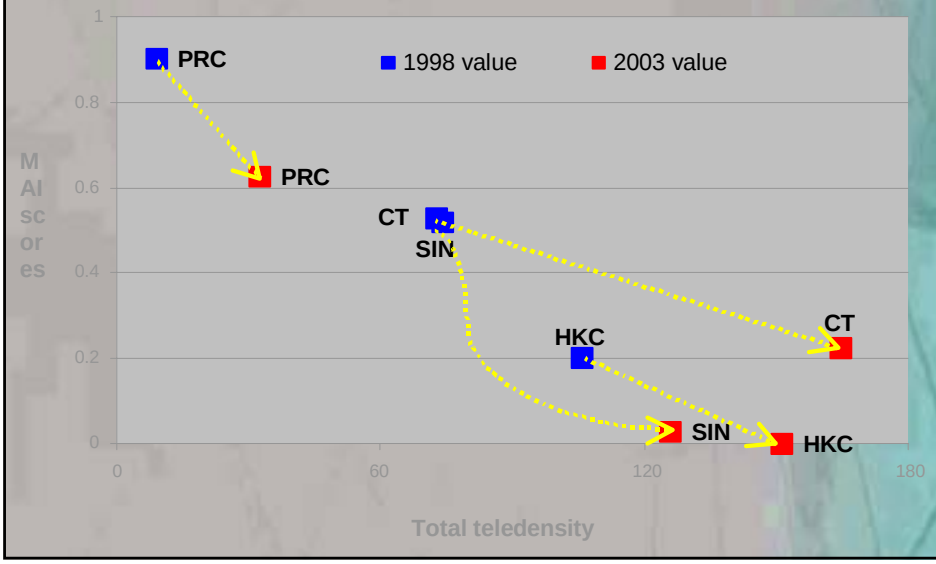
Prospects for 2010 goal

- New technologies the answer
  - Wireless and satellite technologies provide the potential
  - Community or institution based access is a major priority
  - Human capacity building to make effective use of access
  - Need open and competitive markets to attract private sector investment

Changes in market access (1998-2003)



Market access led to greater teledensity



Regulation partner to liberalization

- Regulation needed for incumbent operators and to ensure public interest
- APEC has agreed on WTO Reference Paper on Basic Telecommunications as minimum standard
  - Still many weaknesses in APEC economies
  - APEC sharing information, developing best practices
  - Need to think dynamically and maintain flexibility for new technologies.

Productive Use of ICT

- Many national success stories
- Regional cooperation initiatives
- APEC is working with information sharing, developing best practices and capacity building
- Many very well covered excellent speakers at this workshop especially e-government

Facilitating seamless trade

- Trade facilitation versus secure trade
  - ICT and systems are the solution
- Cutting transactions costs and targeting comprehensive paperless trading environment in APEC region
  - Grown from EDI to single window approach
- APEC STAR initiative
  - Utilizing solutions which also improve the supply chain, IC tags

Other APEC initiatives

Some examples in cooperation

- Facilitating e-Commerce environment
- Privacy Principles and implementation mechanisms
- Voluntary Consumer Protection Guidelines for the on-line environment
- Initiatives on SPAM

Key Challenges

- Being strategic and acting systematically
- Providing environment for private sector investment
- Establishing good regulation, stronger institutions and focus on governance
- Understanding what public-private cooperation and partnerships really mean
  - None of this will succeed without the private sector

Biggest challenge

- Building human capacity is the most important right now:
  - Solution to all of the above
  - Enhances the ability to gain outcomes from ICT – knowledge based economies
  - Enhances ability to work in dynamic environment
- APEC under investing in human capacity building – needs focus and leveraging

HRD Management: *TOT Approaches*

APEC / JICA / ITU / Waseda University

Workshop on ICT

Mrs. Sudaporn Vimolseth

Vice President, TOT Academy,

TOT Corporation Public Company Limited, Thailand

November 23rd, 2004

(sudaporv@tot.co.th)

Agenda

- APEC/JICA ongoing Projects
- HRD Programs for ICT in Thailand
- TOT Academy HRD Management

APEC/JICA ongoing Project

1. e-university Network for HRD in e-Government
2. e-Government Research Center
3. CIO/IT Management Workshop
4. International Research on Public Safety
5. World Ranking of e-Government
6. Evaluation on e-APEC Activities
7. Graduate School on CIO
8. CIO Training Model & Network for e-Government

HRD Programs for ICT in Thailand

- Technical Oriented Programs
- Managerial Oriented Programs

Technical Oriented Programs

- IT Applications Workshop
- Computer Networking Knowledge
- Database Development
- Web-based Application Development
- Open Source Software Utilization
- Site Visit to Best Practice Companies

Managerial Oriented Programs

- IT Laws and Regulations
- ICT Trends
- ICT Project Managements
- Knowledge Management
- Taxation Knowledge
- SME Business Management
- ebXML Awareness
- Seminar on ICT System Standards

(Some) Reference Sites

- www.mict.go.th
- www.gprocurement.go.th
- www.dbd.go.th
- www.swpark.or.th
- www.sipa.or.th
- www.khonthai.com
- www.mahadthai.com
- www.ecitizen.go.th
- www.doe.go.th
- www.sso.go.th
- www.rd.go.th
- www.nectec.or.th
- egov.thaigov.net

TOT Academy HRD Management

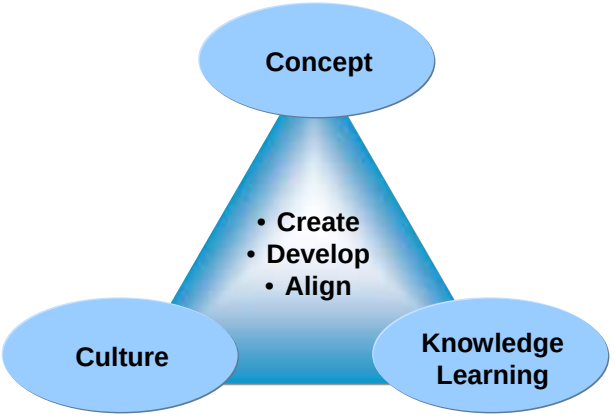
We strive to be one of the leaders in ICT learning solution provider in South East Asia

"We strengthen your success"

Mission

- Link together activities of human development according to the business strategy of TOT Corporation
- Develop employees' competencies for various business groups of TOT Corporation
- Develop employees to be the customer solution provider for key account management
- Be the leader in creating new organizational culture for TOT Corporation
- Be the centre of ICT knowledge internationally

Positioning



HRD Procedure

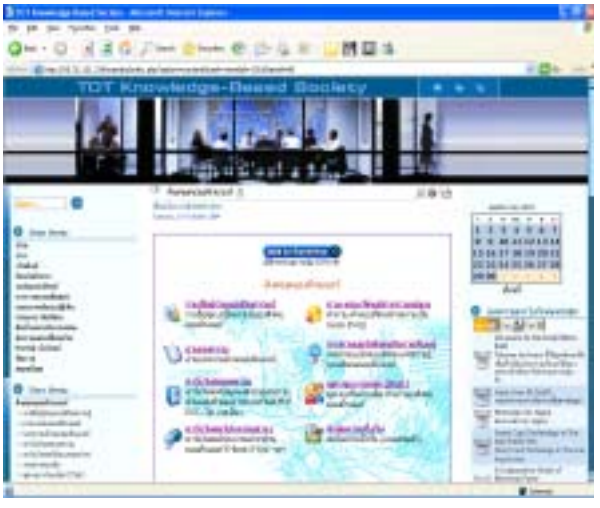
- Development Need Analysis
- HRD Approaches
  - Training/Workshop
  - Self Directed Learning
  - E-Learning
  - Expert Briefing
  - Continuous Education
  - Project Assignment
  - Team-Based Work
  - Job Rotation

TOT Knowledge-Based Society

- Knowledge Management Webpage
- Society-Support Focus
  - Members with Closely Involved Job
  - Experiences/Knowledge Sharing
  - Apply to Day-to-Day Operations
- Knowledge Facilitators

TOT Knowledge-Based Society

TOT Knowledge-Based Society



TOT HRD Training Program

- Telecommunication Technologies
- IP-Based Technologies
- Internet Applications
- Products and Services
- Smart Card Technology
- e-Procurement
- Computer Courses
- Marketing Plan and Strategy
- Modern Client Solution Providers
- Modern Telecommunication Management, Thammasat U.
- Master Degree in Marketing in ICT, Chulalongkorn U.

Thank You for Your Attention

Leveraging e-Government towards e-Competitiveness

APEC e-Government Work Program:

High-level Symposia & APEC Strategy Report on e-Government

Roberto Martinez, on behalf of

Abraham Sotelo, Chief of the federal e-Government and IT Policy Unit
MEXICO

Tokyo, Waseda University, November 23, 2004

Para ver esta película, debe disponer de QuickTime™ y de un descompresor TIFF (sin comprimir).

Outline

I. **APEC High-level Symposium on e-Government.**

II. **E-Government national strategies in APEC: the case of Mexico.**

III. **APEC Strategy Report on e-Government.**

IV. **2nd High-level Symposium on e-Government.**

V. **Towards an APEC e-Government Work Program and next steps.**

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I. APEC High-level Symposium on e-Government: upport-building and participation

Mamimizing the benefits of the New Economy requires good governance, transparent decision-making and robust institutional frameworks.

1. At the 3rd APEC Senior Officials Meeting (SOM, August 2001, China), Korea submitted a concept paper on holding the 'APEC High-Level Symposium on e-Government'. To receive endorsement by Leaders who noted the importance of cooperation on e-Government in adoption of transparency principles to clarify the roadmap to Bogor in Shanghai Accord.

2. At the 13th APEC Ministerial Meeting (October 2001, China), Ministers welcomed Korea's proposal to host a high level conference on strengthening APEC cooperation for establishing e-Government. The proposal was highlighted as one of APEC initiatives for the implementation of the e-APEC Strategy and Shanghai Accord and included the drafting of a Strategy Report.

3. At the APEC Economic Leaders' Meeting (October 2001, China), Leaders noted the importance of cooperation on e-Government in adoption of transparency principles to clarify the roadmap to Bogor in Shanghai Accord.

4. At the 1st SOM (February 2002, Mexico) Korea briefed the proposal on its APEC High Level Symposium on e-Government initiative including preparation of the Strategy Report on e-Government. Especially, ECSG at SOM I was supportive of the initiative and asked Korea to consider the work on e-Government in other fora when devising the future work program on e-Government arising from the Symposium.

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I. APEC High-level Symposium on e-Government: support-building and participation

5. The Preparatory Meeting for APEC High Level Symposium on e-Government (February, 2002, Korea). Fifteen (15) member economies of the APEC were represented at the meeting. Also attending was a participant from ASEAN Secretariat.

6. At the 2nd SOM (May 2002, Mexico), Korea reported on the results of the preparatory meeting and the progress of the drafting group of the Strategy Report.

7. At the 25th APEC TEL (March 2002, Vietnam), TEL discussed the ways to contribute to the Symposium and the Strategy Report. As a result, at the Plenary meeting, member economies decided to have TEL representation at the Symposium and in the drafting group of the Strategy Report. Through the 25th TEL Meeting, the Symposium added its significance by acquiring active support from the TEL Working Group.

8. The APEC High-Level Symposium (July 2 ~ 5, 2002, Seoul, Korea). High Level representatives from fifteen (15) member economies of the APEC region responsible for e-Government policy and technology were represented, including Australia; Chile; Indonesia; Japan; Korea; Malaysia; Mexico; Peru; the Philippines; Singapore; Chinese Taipei; Thailand; USA; and Vietnam. Also attending were the Deputy Executive Director from the APEC Secretariat and participants from World Bank and OECD**.**

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I. APEC High-level Symposium on e-Government: towards a common strategy

1. **APEC and e-Government.**

e-APEC Task Force strategy > e-government action item, focus on transparency, citizen-centered performance, enhanced efficiency. Shared learning is seen as implying great -yet still unrealized- potential for technical cooperation within APEC. Issue deemed approriate to be considered as a regular agenda item of e-APEC

2. **The state of e-Government in APEC.**

Given the different developmental stages of e-Government accross APEC economies, from developing to advanced levels of progress, issues regarding e-Government and cooperative actions for its implementation in APEC can add value to member economies and may be viewed as strategic.

- In particular, developing economies in APEC are likely to regard information infrastructure as a prerequisite for e-Government. In this context, the interests of establishing infrastructures can be raised as the primary issue of e-Government in APEC.
- Those APEC economies in the process of deploying ITC infrastructure often link their e-Government projects to international competitiveness of government and national economy. To these economies, drawing international investment and private cooperation is significant issues in implementing e-Government.
- In APEC economies with well-built infrastructure and advanced experiences in e-Government, transformation of government operation and customer-oriented service delivery are among the primary issues. They are focusing on developing common standards and frameworks for security and interoperability and reengineering government services to meet the needs of citizens more effectively and with a higher level of integration.
- **Some APEC economies, such as Mexico, have to tackle these issues SIMULTANEOUSLY. Hence the great value of a common set of benchmarking criteria for e-government across APEC, which helps to prioritize areas of potential cooperation within APEC.**

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Enhanced international standing …

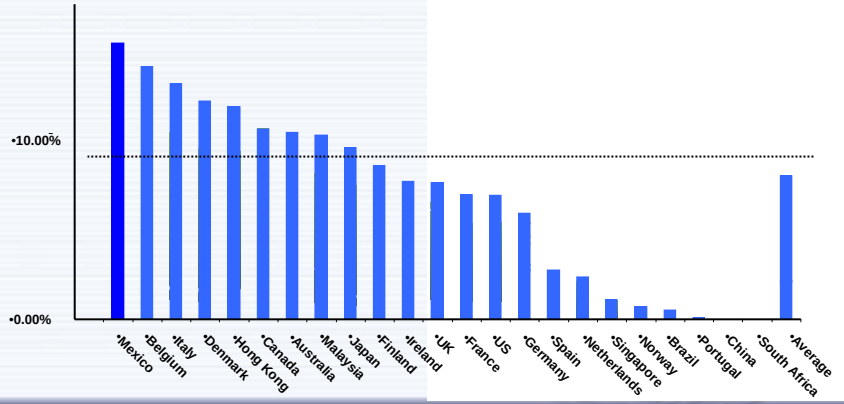
- UN Global Public Sector Report ackowledges that, over the past 2 years, Mexico is one of the fastest 10 countries (next to developed and developing nations alike) in making effective progress on the strategic use of e-government and is one of 5 developing countries which have done a substantive effort in bringing about transactional online government services.

- According to the same UNDESA report, Mexico ranks 9th worldwide in terms of e-Participation; i.e. The possibility of society to become involved in consultations with government to influence policy making processes.

Para ver esta película, debe disponer de QuickTime™ y de un descompresor TIFF (sin comprimir).

Mexico's e-government intl. benchmarking …

International consulting firm Accenture's report "eGovernment Leadership: Engaging the Customer, 2002-2003" states that Mexico was the fastest performer in the effort of catching up with the global leaders in e-government.



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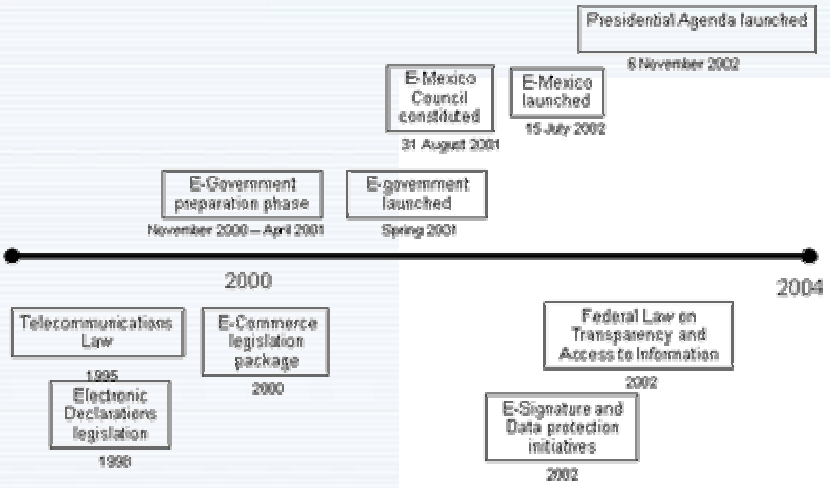
II. E-Government in Mexico: timeline OECD Country Survey



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II. The e-México System; a strategic framework for e-government deployment

- Through the e-Mexico National Systme, all municipalities in the country have connectivity to the internet and access to the building blocks of the e-Mexico strategy: e-government, e-education, e-healthcare and e-economy. The establishment of 3,200 community connectivity centers has been key to this effort over the last few years.

México

Para ver esta película, debe disponer de QuickTime™ y de un descompresor TIFF (sin comprimir).

II. E-Government National Strategy: MEXICO

Strategies

- LESS EXPENSIVE
- TOP QUALITY
- PROFESSIONAL
- DIGITAL
- EFFICIENT REGULATION
- HONEST / TRANSPARENT

GOOD GOVERNMENT

BUEN GOBIERNO
GOOD GOVERNMENT

Services and document filing

with high positive impact

Citizens and businesses

Para ver esta película, debe disponer de QuickTime™ y de un descompresor TIFF (sin comprimir).

II… Mexico's mid-term strategic vision

… to develop High-performance e-Government, which is …

- **1) … citizen-centered and user-focused**

- **They hold themselves accountable; they actively accept their role as stewards of the public trust; and they make their operations and results transparent to all.**
- **They are innovative and flexible, continually striving to improve value delivery, and are able to respond creatively to new challenges and opportunities, as defined by citizens and the imperative of fostering competitive entrepreneurial activity.**
- **Multiple channel service delivery points has great potential to boost e-government services uptake and use; as suggested by the impressive pace in the deployment of mobile communications, which opens a promising and challenging ground to develop m-government services (mobile, on-demand service uptake, as well as ubiquitous citizen participation in public consultations , on a 24 hrs/7 basis).**

- **2) … outcome-focused.**

- **Their capabilities and operational activities all support the delivery of outcomes defined by their mission, and they measure their performance based on those outcomes—not just inputs and outputs.**
- **Electronic government enables better outcomes or less cost—maximum value from every resource expended. In this sense, effective methods to assess the expected return of e-government investments becomes of true strategic value**

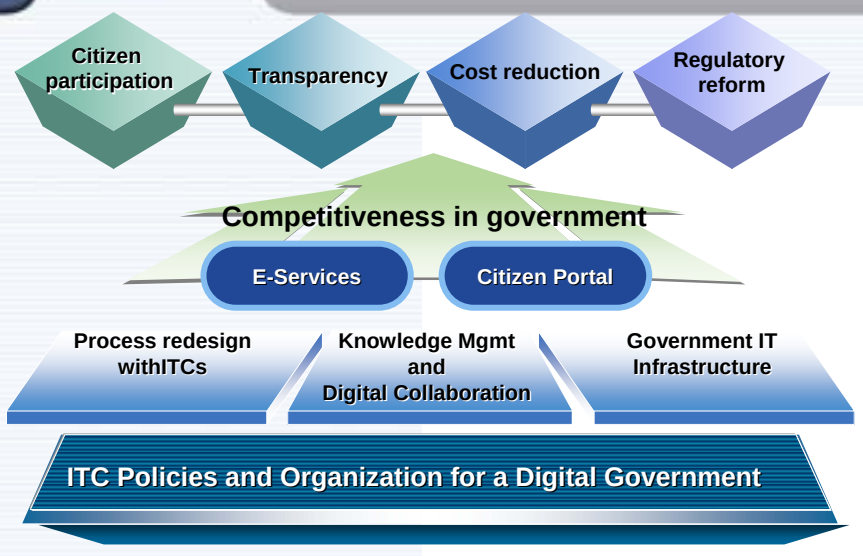
Finally …

- **3) … embedded in a flexible and adaptable policy/ legislative framework vis à vis technological change**

- **They are agile and proactive, so as to embrace and foster technological absortion, rather than react to technological change or, worse, erect artificial barriers to ITC uptake.**
- **In this sense, from a government operational standpoint, policy should facilitate the effective flow of information accross agencies and jurisdictions (federal, sate and local) in order to establish an integrated, yet flexible and adaptable, technological framework.**
- **Effective coordination should come about in areas such as ITC procurement and financing; these should favour steady technological upgrading and management modernization, rather than pure cost-reduction and operational efficiency.**

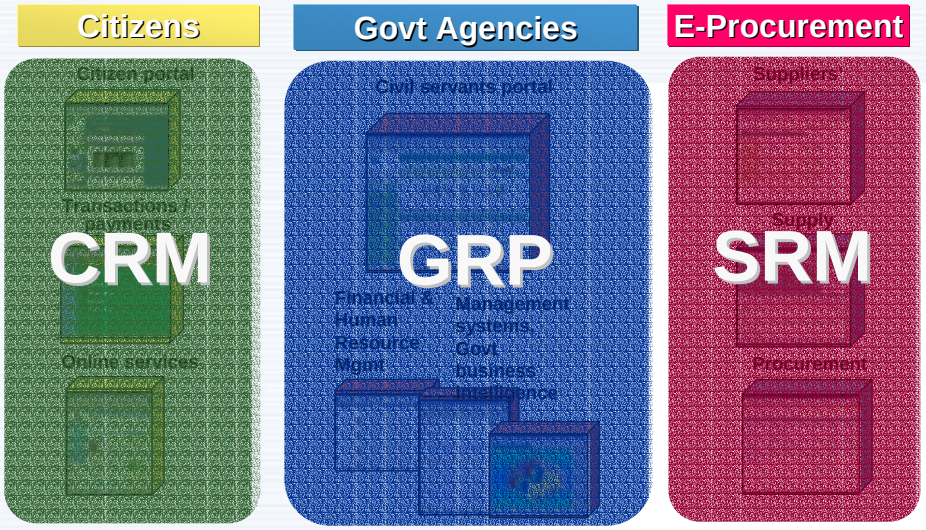
Para ver esta película, debe disponer de QuickTime™ y de un descompresor TIFF (sin comprimir).

II. E-Government in Mexico: lines of action



Para ver esta película, debe disponer de QuickTime™ y de un descompresor TIFF (sin comprimir).

E-Government Processes in place



Para ver esta película, debe disponer de QuickTime™ y de un descompresor TIFF (sin comprimir).

II… Much has been done for the optimization of web-based channels to deliver e-government services …

- Through the Federal Government Citizen's Portal , a single window for service delivery is available to every citizen. Cross-agency services and information channels are arranged according to 'real-life' issues:

Education	Tourism
Health	Democracy
Housing	Migrants
Family	Entrepreneurship
Transports	Foreigners
Employment	Environment
Segurity	Agriculture
Culture	Sports

Para ver esta película, debe disponer de QuickTime™ y de un descompresor TIFF (sin comprimir).

II …Mexico's Citizen Portal is recognised as a case of success ….

- National awards
  - Mexican Innova Award 2003
  - Public Administration Innovation Award 2003
  - Nominated by Yahoo! Mexico to Best of 2003 on the Web Award
- Winner of Global Stockholm Challenge Award 2003/2004 in the e-Government category amongst projects from other 107 countries, evaluated by 31 judges of 19 nationalities.

INNOVA

INNOVA 2003

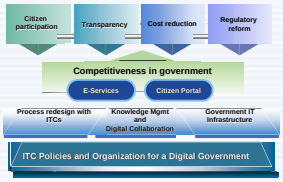
Para ver esta película, debe disponer de QuickTime™ y de un descompresor TIFF (sin comprimir).

II… eLearning -Civil Service Development

@Campus México

Para ver esta película, debe disponer de QuickTime™ y de un descompresor TIFF (sin comprimir).

II … Mexico's e-Government strategy: what is particular to it? How is it doing from an APEC-wide perspective?



As is the case for other APEC economies, much more could be done, from a strategic stance, if …

- ✓**APEC-specific benchmarking criteria was established on IT infrastructure deployment policies, IT laborforce development, pro-IT development regulations, e-government**
- ✓**Strategic policy criteria were developed within an APEC framework, to overcome obstacles to the robust deployment of cutting-edge e-government in all member economies.**
- ✓**An ad-hoc working mechanism could be devised, so as to bring scattered initiatives into focus and to feed back into the work of key APEC working groups; e.g. APEC Tel, ECSG, etc.**

Para ver esta película, debe disponer de QuickTime™ y de un descompresor TIFF (sin comprimir).

III. APEC Strategy Report on e-Government; the framework towards a work program

- Guidelines for promoting e-Government in APEC.
- Cooperative Potential for e-Government in APEC.

… let us now review these, briefly, before focusing on

- APEC 2nd High Level Symposium on e-Government.
- APEC e-government work program.

Para ver esta película, debe disponer de QuickTime™ y de un descompresor TIFF (sin comprimir).

APEC Strategy Report on e-Government … Guidelines for promoting e-Government in APEC

Securing APEC-wide Commitment -in gaining interests of various [APEC] related groups (emphasis added) including the APEC Leaders and Senior Officials, TEL, e-APEC Task Force, Electronic Commerce Steering Group and the Economic Committee.

Following up on the APEC Principles - These include voluntarism, comprehensiveness, consensus-based decision-making, flexibility, transparency, open regionalism and differentiated timetables for developed and developing economies

Enhancing IT Infrastructure for e-Government - The enhancement of the ITinfrastructure is consistently required to support the wider adoption of e-Government in APEC and the member economies.

Sharing Experiences for e-Government Implementation - Member economies need to be better equipped with IT knowledge to strengthen the readiness in the use of IT. Performance measure for the effect of e-Government may contribute to assisting APEC member economies to benchmark their progress (emphasis added).

Overcoming Obstacles for e-Government Projects - The implementation of e- Government implies facing new kinds of challenges. These often include matters of literacy and e-literacy, digital divide, information privacy, security, transparency, public-private collaboration.

Para ver esta película, debe disponer de QuickTime™ y de un descompresor TIFF (sin comprimir).

APEC Strategy Report on e-Government … Cooperative Potential for e-Government in APEC

a. Developing future work program to seek for the commitment of APEC members and fora and to facilitate talks and activities on e-Government in partnership with private sectors, non-profit organizations and many other international and regional organizations;

b. Performing stocktaking activities on relevant projects and programs in APEC and, leveraging on the results, developing a reference model for the APEC-wide joint efforts;

c. Organizing regular high-level symposium and developing a web site to raise awareness on the opportunities of e-Government and share the experiences of member economies in implementing e-Government;

d. Developing research programs for feasibility studies to enhance information infrastructure, especially in developing economies within APEC;

e. Forming active research groups to study the obstacles of e-Government implementation, particularly paying special attention to digital divide, equal opportunities and capacity building when designing APEC-wide Government initiatives;

f. Selecting areas of government services that are common to all members and designate them as priority e-Government applications to be jointly developed for implementation. Visa issuance, customs processing of imports and exports are some examples.

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III. 2nd High-level Symposium on e-Government: Goals

- To build upon APEC Strategy Report on e-Government, towards the establishment of a joint work program.
- To present the state of progress across APEC econmies on e-government, along three themes: Investment efficiency criteria for e-government, citizen-centered service delivery and service massive uptake, fostering e-competitiveness through the promotion of e-commerce and lower cost of regulatory compliance using e-government.
- 15 APEC economies were present in Acapulco, on October 6-8.
- Presence of multilateral organizations: World Bank, IADB, OECD and UNDESA.
- Attendees included Mexican top-level CIOs at the Federal, Sate and local levels.

Para ver esta película, debe disponer de QuickTime™ y de un descompresor TIFF (sin comprimir).

IV. Towards an APEC Work Program on e-Government: Conceptual agreement

1. e-Government initiatives are getting more attention and being clearly reflected in the recent government policy documents and reports.
2. Promotion of e-Government is essential to enhance efficiency and governance that lead to better international competitiveness.
3. Application of 'business management model' to e-Government is a key for success, which stresses on achieving a clear goal, clarity in procedures and good governance and accountability.
4. E- Government brings about synergy effect on industrial development when the efficiency derived from the initiatives will create positive externalities through expedience of processes for industrial development.
5. E-government initiatives encourage innovations that will contribute to technology-oriented community development.
6. For e-government initiatives to progress, they need to be supported by a suitable legal and regulatory framework, thus adjustment to the existing framework may have to be done as a first step toward effective e-Government.
7. Key also to the success of e-government initiatives is in the production of suitable contents and application for government one stop service.
8. Information security issue is an emerging agenda, thus sharing information on this issue is essential.
9. ICT manpower development is important for digital opportunity among citizens.
10. Good governance could be achieved by active participation of citizens.
11. Committed leadership is vital in establishing both national and global e-government framework.

Para ver esta película, debe disponer de QuickTime™ y de un descompresor TIFF (sin comprimir).

IV. Towards an APEC Work Program on e-Government: : Proposal for follow-up

1. Cross border cooperation in promoting e-government initiatives should be further encouraged. In this connection, it is urgent to initiate efforts for providing more input on e-government to different APEC Fora
2. It is important for APECTEL to consider the setup of Taskforce on e-Government as an inter-functional group, such as eSTG, BFSG, HRDSG and DCSG.
3. The Waseda University Workshop on e-Government in Tokyo in November 21-25 should discuss the "APEC e-Government" activities as a follow-up of Mexican Government Conference.
4. The APEC e-Government Research Center should make some benchmarking assessment on e-Government initiatives in member economies.
5. Develop the CIO training model as APECTEL projectfor better and standardized training modules in the region.
6. Promote distant learning as a mean in promoting better cooperation in HRD, such as under the APEC/JICA-net program, which is now involving Japan, Philippines, Indonesia, Thailand, Vietnam and Malaysia.
7. Enhance cooperation among CIOs through establishment of APEC CIO council.
8. Accelerate e-government efforts by promoting M-government (mobile government initiatives). Wireless technology, such as i-mode, should be fully capitalized as a means for conducting transactions between public and private sectors.
9. APEC TELMIN 6 (scheduled to be held in May/June 2005 in Peru) should find ways how to accelerate the diffusion of internet and to bridge the digital devide, in line with the Bogor's Declaration

APEC TEL Working Group

Contribution by Thailand, Philippines, Indonesia, Vietnam and Japan

In cooperation with APEC e-Government Research Center

Submission to HRDSG and BFSG

Promoting Human Resource Development in implementing e-Government Programs
In the APEC Region

Establishment of Government CIO Training Model and Network for e-Government Development

Proposal

This project is jointly proposed by Thailand and Indonesia and co-sponsored by Japan, Vietnam and the Philippines. The project aims at **Establishment of Government CIO Training Model and Network for e-Government Development** to bridge the gaps in implementing e-government initiatives among APEC member economies, through seamless relationship and collaboration on human resource development for Government Chief Information Officers (CIOs). The program foresees that enhancement of government CIOs' capability by employing an appropriate training model will help elevate leadership in leveraging e-Government implementation into a higher maturity level.

In this regard, Thailand, Indonesia and participating member economies take the initiative to propose, for consideration and discussion at APEC TEL30, a project to establish a training model suitable for APEC Government CIOs within the context of e-Government development and implementation.

This is a concept to provide the necessary training and development programs for government CIOs in implementing e-Government initiatives, through a well analysed and designed training courses for government CIOs in APEC member economies.

Issue for Consideration and Discussion

Thailand, Indonesia and participating economies in cooperation with APEC e-Government Research Center would welcome discussion of the proposal for APEC Fund in FY 2005 including questions of:

- Scope of the project;
- Links to other APEC TEL projects; and
- Other suggestions.

Proposed Scope of the Project

- The project will utilize the concept of a joint research work teamed up among participating member economies. The joint researcher team will include active government CIOs, as well as related government authorities and is closely associated by APEC e-Government Research Center. The research activities will consists of conducting information survey, analysis and design to provide in a certain extent of an appropriately adaptive model of CIOs development program in relation to e-Government development and implementation.
- A survey will be conducted to collect information upon present status of Government CIOs' development programs of participating APEC member economies while requirements in the forms of needs and requests on HRD programs for e-Government development and implementation will also be planned for gathering.
- A framework for cooperation and inter-relation among APEC member economies will also be derived and formulated from CIOs' needs and requirements for common and adaptive CIOs'development program via seminars, workshops and forums.
- Recommendations for sustainable networking-program for Government CIOs will be given for future development of government CIOs. Approaches for handling bottle-necks of implementing the Government CIOs' Development program are also included.

- This project will promote interactive collaboration among researchers of the participating economies by cooperating in the above mentioned research activities and providing stage for them to exchange their experiences.
- This project is planned as a continuity of the project "e-University network in HRD for e-Government" and partly self-funded. The first part of the project which comprises of conducting a survey and conceptual design of a Government CIO training model as well as organizing related workshops will be coordinated by Thailand. While the other part of the project which comprises of conducting a detailed design of Government CIO training model and organizing related workshops will be coordinated by Indonesia.

Background

APEC leaders meeting in Bangkok, 2003 launched the Declaration on Partnership for the future and step up efforts to build knowledge-based economies. The project responds to promoting e-APEC Strategy, in partnership with relevant stakeholders.

Consequently, e-Government Ministers urged the TEL to encourage information sharing and collaboration on e- Government initiatives in the Action Plan at the TELMIN4 and 5. Therefore this project is proposed as a response to this directive.

As being aware by implementers that leadership is considered as an important issue over e-Government development. It is also accepted that among leading government agencies in APEC, CIOs considered as the top level officials have played the leadership role for years in e-Government implementation and of course these successful CIOs, in a certain extent and condition are usually well tabled by training and development programs for capability enhancement. However in the other end of government agencies regarding less developed e-Government there are still some questions on CIO's leadership capability as well as CIO development program which could lead to less capability in elevating the e-Government development to a higher maturity level. To this end there is need to harmonize CIO development program in a certain extent which would help enhance capability especially on leadership in implementing e-Government initiatives within APEC member economies.

As recalled, in the Chairperson's report of APEC TEL 29 in Hong Kong China, there is a minute of the outcome of an e-Government workshop mentioning clearly the recommendation for the systematic regional CIO training model and establishment of APEC CIO Council (Chairperson 's report E.2 (HRD-2.1 workshop on e-Government)

This project, aiming for designing an adaptively sustainable CIO training and development model for APEC, is purposively set up in conformity to the recommendation for the systematic regional CIO training model as reported at APEC TEL 29 mentioned above. It is also intentionally a continuity of the project 'e-University network in HRD for e-Government' which is collectively succeeded to date in the implementation of e-Government HRD in the participating economies including to date the Philippines, Indonesia , Vietnam and Thailand with some trials of CIO workshops and fora.

This project also responds to World Summit on the Information Society on two activities. The first one is to formulate and develop a model for CIO training, which could lead to networking program for Government CIOs. Content is being designed accordingly to e-Government development which is considered within the scope of "The role of governments and all stakeholders in the promotion of ICTs for development", which directly contributes to WSIS Declaration of Principles paragraphs 20. The second activity is to promote interactive collaboration among participating economies' researchers by providing stage for them to exchange their experiences which supports paragraph 60: "International and Regional Cooperation" and also paragraph 25: "sharing and strengthening of global knowledge" in WSIS Declaration of Principles

The major objective of this project aims at harmonization of government CIO development by providing government CIO development program in relation to developing and implementing e-government initiatives. The project will also promote the best practices, share successful experiences of setting up the development program for Government CIOs in the APEC member economies.

The project also will find ways to handle bottle-necks of implementing the Government CIOs' Development program. This project will strongly accelerate the functioning of e-Government in the region with the involvement of related e-Government development institutions. The project will also have joint efforts together with APEC e-Government Research Center and BFSG.

Facesheet

(Tick ✓one) [√] **Project seeking APEC funding** [ ] **Progress Report** [ ] **Evaluation Report**

(Tick ✓one) **[√] Operational Account** **[ ] TILF Special Account**

Project number: *(To be filled in by Secretariat)*	Date received by Secretariat:	Late/Not late [ ] [ ]
Name of Committee/Working Group: Telecommunication and Information Working Group		
Title of Project: Establishment of Government CIO Training Model and Network for e-Government Development		
Proposing APEC Member: Thailand and Indonesia		
Co-sponsoring APEC Member(s): Philippines , Vietnam and Japan		
Project Overseer: Name, Title and Organization 1. Jirapon Tubtimhin ,Director , Government Information Technology Infrastructure , NECTEC ,Thailand 2. Djoko Agung, Special Advisor E-Government, Ministry of Communications and Information, Indonesia		
Postal address: 1. Government Information Technology Infrastructure, National Electronics and Computer Technology Center, 73/1 NSTDA Building , Rama 6 , Rachatewi, Bangkok Thailand 10400 2. Ministry of Communications and Information, Republic of Indonesia, Kominfo, Jl. Medan Merdeka Barat No. 9, Jakarta 10110 Indonesia		1. Tel: +66-2-644-8123 Fax: 66-2-644-8137-8 Email: jirapon.tubtimhin@nectec.or.th 2. Tel: +62-21-384-9366 Fax: +62-21-384-9366 Email: djokoagung@kominfo.go.id
Financial Information	**Total cost of proposal (US$): 208,300** **(Self fund: FY 2005/$ 128,000** from National Electronics and Computer Technology Center (NECTEC), Thailand, Waseda University, Japan, and In-Kind support from participating economies /parties).	**Amount being sought from APEC Central Fund** (US$): **$80,300/FY 2005**
Type of Project: [√] seminar/symposium [ ] short-term training course [√] survey or analysis and research [√] database/website [ ] others *(Please specify)* Development of guidelines + Investigation + Workshop/Seminar		
Project start date 2005/01/01	Project end date: 2005/12/31	
Project Purpose: 1. To promote strong partnership and interactive collaboration among participating member economies by sharing experiences and best practices within the context of CIO training and development in relation to e-Government activities undertaken by Government Chief Information Officer (CIOs) 2. To establish an adaptive model for APEC's government CIO training and development in leveraging e-Government implementation into a higher maturity level by using interactive collaboration of participating member economies via online survey and face-to-face workshop.		

3. To survey on the present situation and requirements of Government CIOs HRD program of participating APEC member economies of which analysis result will lead to conceptual and detailed design models of Regional CIO Training Program.
4. To derive and formulate a framework for cooperation and inter-relation among APEC member economies for common and adaptive CIOs'development program via seminars, workshops and forums.
5. To give recommendations for sustainable networking-program for Government CIOs for future development of government CIOs including approaches for handling bottle-necks of implementing the government CIOs' training and development programs.

Signature of Project Overseer:

(Separate written confirmation acceptable for email submission) Date:

Signature of Committee Chair/WG Lead Shepherd: *(Not applicable to Progress Report and Evaluation Report)*

(Separate written confirmation acceptable for email submission) Date:

ECOTECH Weightings Matrix
(Revised - November 2000)

[*Enter project number and title]*

Criteria	Supporting Information ***(indicate paragraph number if details are in the project proposal)***	**Linkage (1 point per criterion)**
Responds to a specific instruction from Leaders/Ministers ***1***	Yes- it is to fulfill the instruction of APEC Economic Leaders' Meeting 2003, as recorded in Statement "Using APEC to Help People and Societies Benefit from Globalization", It is also fulfill the instruction of APEC Economic Leaders' Meeting 2001, as recorded in Statement Para. 15, also in implementing the requirement stipulated in implementing the requirement stipulated in Appendix 2: of e-APEC Strategy IIB: On development and provision of Information and Telecommunication Infrastructure and Technology. This is also a follow up to the TELMIN5, Shanghai May 30, 2002: Program of Action; item (2) Telecommunication, Information Policies and Market Regulation; item (3) Information, Communication and Network Society; and item (4) Human Capacity Building on e-government.	1
Meets a core ECOTECH theme under the *Manila Declaration* ***1***	Yes- This fits in with the goals identified in the Manila Declaration: to promote HRD; harnessing technologies in the future; and strengthening economic infrastructure.	1
Responds to the Common Policy Concepts, Activities and Dialogues identified in Part II of the *Osaka Action Agenda* ***1***	Yes- this is responding to the Osaka Action Agenda 2001, Part II, Section B: Economic and Technical Cooperation in Specific Areas, as well as item 9. on Telecommunication and Information, Common Policy Concepts, sub-items a,f,g and h.	1
Responds to a specific ECOTECH Initiative ***2***	Yes- This is to implement as part of the Asia-Pacific Information Infrastructure Initiatives.	1
Improves skills, including in new technologies	Yes- this is part of the main objectives of this initiative, as explained in paragraph 03, 04, 06	1
Builds capacity and strengthens institutions	Yes- this is part of the main objective of this initiative, as explained in Paragraph 03, 04, 06, 07	1
Measurably improves economic efficiency/performance ***3***	Yes- as explained in paragraph 03	1

Criteria	Supporting Information ***(indicate paragraph number if details are in the project proposal)***	**Linkage (1 point per criterion)**
Is of practical benefit to the private/business sector; has private/business sector participation; and/or funding ***4***	Yes-tremendous benefit to the private/business sector especially through joining HRD programs and research activities. Their participation and funding are highly encouraged.	1
Assists economies attain sustainable growth and equitable development, while reducing economic disparities among APEC economies and improving economic and social well-being	Yes- as elaborated in paragraph 04	1
Supports a TILF objective, as laid down in Part I of the *Osaka Action Agenda* ***1***	Not Applicable	---
Disseminates information including through seminars/websites/databases ***5***	Yes- this is part of the core activities of this initiatives, as explained in paragraph 18	
Outline the outcome and how members will benefit ***5***	Yes- as detailed out in paragraph 19	
	Net Score	9

Footnote

1 Identify which instruction/ECOTECH theme/OAA element.
2 See http://www.apecsec.org.sg/ecotech/index.html
3 Policy outcomes that include development of energy efficiency guidelines, food safety standards etc
4 One point for each element up to a maximum of 3 points.
5 Not scored

Remarks *(Please indicate if not applicable e.g., for TILF projects. Additional information in support of projects which do not score highly may also be provided here by the Lead Shepherd/Chair).*

Projects Seeking APEC Funding(Draft)

A. Project Design

Project

01. Name of project.

Establishment of Government CIO Training Model and Network for e-Government Development

02. Name of the working group or committee taking responsibility for the project and the dissemination of its results.

APEC Telecommunications and Information Working Group (TEL) / Human Resource Development Steering Group (HRDSG)

Objectives

03. Describe briefly how you will measure your results (in the short and longer term) to know if your project has been successful. (You must provide detailed assessment measures in paragraph 19)

This initiative is a response to the directive of APEC TELMIN4 and 5. This initiative will benefit member economies, especially for the developing economies, in their endeavor to implement the e-Government strategy.

In long term, the adaptive CIO training model and research activities of this initiative will help enhance government CIOs' capabilities on e-Government development which will lead to higher efficiency of government operations and collaboration among CIOs as well as bridging the digital divide intra and inter country, especially through:

i. Harmonized CIO training and development models

ii. Collaborations among researchers of member economies in sharing practices and experiences

iii. Creating CIO networking among member economies on e-Government development

04. How, briefly, this project responds to the priorities set by APEC Leaders and Ministers, as evidenced by parts of the APEC Action Agenda including Action Program, work plan, vision statement, and policy statement that relate to this project.

APEC leaders meeting in Bangkok, 2003 launched the Declaration on Partnership for the Future and step up efforts to build knowledge-based economies. Promoting e-APEC Strategy, in partnership with relevant stakeholders.

APEC Leaders meeting at Brunei in 2000 has launched the Action Agenda for the New Economy, and established e-APEC Task Force to further develop and expand the Agenda. Promoting e-Government was presented by the Task Force as an action item toward the implementation of e-APEC.

Consequently, e-Government Ministers urged the TEL to encourage information sharing and collaboration on e- government initiatives in the Action Plan at the TELMIN4 and 5. In response to this directive, this project aims at providing the necessary human resource

development in developing and implementing e-government and Government CIOs development programs for APEC TEL member economies

As recalled, the Chairperson's report at APECTEL29 HK China, there is a minute of the outcome of an e-Government workshop mentioning clearly the recommendation for the systematic regional CIO training model and establishment of APEC CIO Council [Chairperson 's report E.2 (HRD-2.1 workshop on e-Government)]

This project will strongly accelerate the functioning of e-Government in the region with the involvement of government CIOs and related e-Government development institutions.

The project will also have joint efforts together with BFSG.

05. For applications under the TILF Special Account: How briefly this project contributes to APEC Trade and Investment Liberalization and Facilitation (e.g. relevance to specific parts of the Osaka Action Agenda).

Even though this initiative is not under TILF, it will make the trade and investment more effective and efficient, when electronic means of transactions are encouraged, networking facilities are efficiently used, and working procedures are simplified to facilitate the electronic transaction processes.

Linkages

06. The kinds of institutions in member economies intended to benefit from the results of the project. Highlight the direct benefits to the government agencies member economies which will benefit from the results of the project and what the direct benefits are.

This proposed project would benefit government CIOs, related e-Government development agencies as well as institutions and business entities. All APEC economies would be able t participate to discuss better deployment and utilization of the Government CIO Training Model

Government Agencies will have access to the information of CIO Training Model and CIO networking among member economies on e-Government development

Business Entities will exchange the information and opportunity of CIO Training and development.

Educational Institutions will have collaborations among researchers of member economies in sharing practices and experiences.

07. How the participation of the business/private sector and non-governmental institutions has been sought or will be sought. Illustrate how the business/private sector has been involved in the planning and delivery of the project and whether any other APEC fora have been consulted. (*)

Government CIOs and related e-Government development institutions in the APEC economies are strongly encouraged to participate in this initiative.

For a start this initiative will be planned to implement by the following institutions:

Government CIOs

Related e-Government development institutions in Japan, the Philippines, Vietnam and Indonesia

In collaboration with:

APEC e-Government Research Center and PECC (Japan)

08. How this project will add "APEC value" (as to the potential benefits of implementing projects) in the context of other work that might have been done elsewhere in the same field. (*)

APEC value1: This project consorts to the Cancun Declaration in the aspect of upgrading the information infrastructure.

APEC value2: This project encourages participation from all APEC member economies. Participating economies and institutions will be asked to closely collaborate in pursuing the optimal network structure to save cost.

APEC value3: To acquire reliable results from the simplified commercial network case, active participation from the private sector and related e-Government development institutions are very much preferred in order to increase the sense of reality.

09. An indication of how the project might contribute to related projects or activities in APEC or elsewhere.

e-Government is not only related to policy making and regulatory issues, it is also related to improvement in ICT technologies.

APEC TEL/BFSG has already initiated discussions on e-Government issues and this initiative will respond as a complementary relationship to the e-Government work under BFSG. ESTG (e-Security Task Group) strictly focused on security issues in the e-Commerce and e-Government etc. In response to the activities of these groups, this project will collaborate closely with each group, especially in the aspect of HRD and capacity building for the e-government initiatives. APECTEL Steering Committees have been encouraged to build human capacity development across all the specialist groups and this project will assist this process.

10. Describe the deliverables of the project and demonstrate how they will meet the needs of the targeted beneficiaries.

The output will include the following:

1. **Surveying**
   - Government CIO Development Activities present status report
   - Government CIOs' needs and requirement analysis report
2. **Analysis and Design**
   - conceptual and detailed design of regional CIO Training model
3. **Joint research team meetings**
   - #1 framework and methodology for the survey on CIO activities in APEC and for designing CIO training model
   - #2 consolidation of survey and drafting conceptual design of regional CIO Training model
   - #3 draft detailed design paper of regional CIO Training model
4. **Workshop for all APEC member economies**
   - #1 :- survey result and the draft paper of conceptual design for discussion
   - #2 :- detailed design paper for discussion
5. **Final report :-** detailed design paper on regional CIO training model

Methodology

11. A concise description of the project's methodology by components, with its associated outputs clearly specified.

The initiative is a joint proposal between Thailand and Indonesia, co-sponsoring by Japan, Vietnam and the Philippines. The project is a continuity of the project 'e-University network in HRD for e-Government'. Thailand will take care of the survey on CIO activities in APEC member economies and the output will be a present status report and request analysis report and conceptual design on regional CIO training model. Indonesia will take care of detailed design of the regional CIO training course as per model. Japan by Waseda University will be the host for joint research activities leading to the establishment of an adaptive CIO training model. Japan, Philippines, Indonesia, Vietnam and Thailand will initially participate in the joint research team. All APEC member economies will be invited for discussion on requirement identification, conceptual and detailed designs of CIO training model in the planned consecutive workshops.

In the short term, the output will be in the form of:

1. The present status of government CIO development activities in APEC member economies
2. CIO's needs and requirement on CIO Training course model in relation to e-Government development
3. The conceptual design of regional CIO Training course model

In the long term, the output will be in the form of:

1. The detailed design of regional CIO Training course model
2. A framework for cooperation and inter-relation among APEC member economies for common and adaptive CIOs'development program via seminars, workshops and forums
3. recommendations for sustainable networking-program for Government CIOs for future development of government CIOs including approaches for handling bottle-necks of implementing the government CIOs' training and development programs

The short and long term output with regard to the establishment of CIOs regional training model among e-Government related institutions, business entities and educational institutions in the form of:

1. Incubating researchers and CIOs in relation to e-Government development
2. Progress reports to HRDSG at every APEC-TEL meeting
3. Performing demonstration, which would improve the knowledge of APEC members,
4. Both quantitative and qualitative discussion/reviews of outcome of the program at two international workshops

12. A timeline for circulation and submission of this project proposal with drafts circulated well in advance to fora to allow careful consideration.

12 September 2004 – Submit the project proposal to APEC TEL 30 for consideration
23 September 2004 – Present the proposal to HRDSG and BFSG for consideration and endorsement
24 September 2004 – Seek endorsement of the proposal from APEC TEL30 (Plenary)

13. A timetable for the accomplishment of each component in (11).

Detailed Action Items and Plan

Activities	Due date
Concept presentation will be given at both APECTEL30 via HRDSG in Singapore.	September 2004
Joint research takes off in Tokyo (Waseda University) to design framework and methodology for the survey on CIO activities in APEC and for designing CIO training model	November 2004
Survey conducted by joint research team	December 2004 – February 2005
Joint research team joins a CIO workshop in Bangkok (NECTEC) during the APECTEL 31 for requirement identification	March 2005
Workshop in Bangkok, Thailand participated by APEC members to present survey result and the draft paper of conceptual design for discussion and comments	May 2005
Completion of present status report and request/requirement analysis report conceptual design paper on regional CIO training model	June 2005
Preparation and gathering of information for drafting detailed design on regional CIO training model	July – September 2005
Joint research team meets in Tokyo(Waseda University) for drafting detailed design paper (5 days workshop)	end of September 2005
Workshop in Indonesia participated by APEC members to present detailed design paper for discussion and comments	end of October 2005
Editing and finalizing the detailed design	November 200
Completion of detailed design paper on regional CIO training model and conclusion of the project	end of December 2005

14. The number of APEC member economies that will participate in this project. Please indicate the names of member economies participating in each component of the project as set out in (11). (*)

Initial Members

4- Thailand, Philippines, Indonesia, Vietnam and Japan

Major educational institutions in APEC economies including Japan, Philippines, Indonesia, Vietnam and Thailand are encouraged to involve in this initiative.

For a start Waseda University in Japan PECC will work closely with number of identified universities of AUAP/APDMEN in the member economies.

Partners

- APEC Study and Research Center
- PECC

Budget

15. An itemized budget for the project, including provision for any publication and dissemination of project results, in the prescribed format. Applications under the Operational Account should use the format at Annex A1. Applications under the TILF Special Account should use the format at Annex A2. The budget should illustrate the assumptions adopted (e.g. unit costs) for the computations.

A1

A2

The budget of this project consist of two main parts
(1) Funding from APEC, Waseda University and NECTEC.
(2) In-kind support from participating parties, including local facilities and manpower. The budget will be used for seminars, researches, trials the distribution of information for publishing the reports of this project, fees for a part of the demonstrations, transportation of materials and some travel budgets for speakers and researchers

16. A timetable for the drawdown of APEC funding requested for the project, including details of any advance payment or installment payment requested and justifications for such requests.

None

17. Details of any request for waiver or exception from the normal APEC financial rules with justifications.

None

Dissemination of Project Output

18. A plan for the publication and dissemination of the results of the project, including:

a. The nature of the target audience, and, based on that audience;

The output of this project such as Government CIO Development Activities present status report, Government CIOs' needs and requirement analysis report and conceptual and detailed design of regional CIO Training model will be distributed among government CIOs related e-Governments, business and academia of APEC member economies.

b. The form and content;

The output will be posted in the APEC TEL website and at the same time, it will be distributed in the form of paper to interested parties including the member economies' governments, for the information distribution and sharing of this project.

c. Format (e.g. hard copies, floppy discs, Internet uploading);

In addition to (b), the final result will be downloadable and hard copies will also be available. And electronic dissemination through the Internet, such as Mail, Web page, etc, will be made available.

c. Number of copies for the publication;

About 300 hard copies will be produced.

d. Accessibility of results for the targeted audience;

It will be easy for the audiences to access the result of this project through the website. For hard copies, equally fixed number of copies will be provided to each member economies' government and PECC.

f. A publicity plan for:

i) Briefing the general or specialist media about key components of the project;

For the media, the information distributed by Web pages will be 24hours and 365 days opened to the all over the world.

ii) For dissemination, the publication will be disseminated to all APEC member economies and also relevant international institutions/bodies such as ITU, APECTEL, APDMEN, APT, APAN, ASTAP, AIC and have the opportunity to advertise the results. And some academic contributions will be available.

g. A budget for publication and dissemination, to form part of the itemized budget.
The fund for publication is itemized in budget and dissemination of the Internet by website will be self-funded.

Assessment of Project

19. With reference to your objectives stated in paragraph 3, provide detailed criteria (quantitative and qualitative) for how you will measure your results in the short and long term to know if your project has been successful. State your current benchmarks for measurement, your target results from the project for each measurement criterion and the range of acceptable results both in numerical and percentage terms, where possible.

The success of this initiative can be assessed by the following measurement yardsticks:

i. Number of returns responded to the survey conducted
ii. Number of Government CIOs, researchers and participants attending the meetings and workshops
iii. Number of publicities of the target reports academic exchange programs on e-government initiatives among the participating universities.
iv. Number of APEC member economies to deploy and implement the designed CIO training model
v. Context of recommendations and reviews at 2 international workshops.

B. Undertaking by the Working Group/Committee

The (name of Working Group/Committee) undertakes that, working closely with the APEC Secretariat, due care has been taken that:

- The line items for the APEC-funded parts of the budget for this project are within SOM-approved guidelines.
- The costs for line items for APEC-funded parts of the budget of this project are justifiable.

and, with regard to the dissemination of results from the project, due care will be taken that:

- Comprehensive quality control and professional editing, including factual precision and thoroughness, to ensure that the publication or other dissemination media will be understood by and useful/beneficial to the target audience, will be undertaken before submission of the publication to the printer or the APEC Secretariat.
- Any output will be consistent with APEC's publication policy.

The project has been reviewed, approved and prioritized by my Committee/Working Group before it is submitted to the BMC for review.

_____

Signature

_____

Name of Lead Shepherd or Chair *(Please print)*

_____

Date and Place

Gender Criteria for Formulation and Evaluation of Projects

Objectives

1. Show how the objectives of the project provide benefits for women, where appropriate. APEC Ministers have indicated (*Framework for the Integration of Women in APEC*) that benefits might include: increased involvement of women; taking account of the differences in women's and men's lives (gender analysis); and collection/use of sex-disaggregated data.

   This project is to research and development on CIOs development that could improve everyone's welfare. It is gender neutral and not limited to benefits for women. However we will make sure the participating institutions encourage their qualified women knowledge workers to take part in this project.

Linkages

2. Show how the participation of women has been/will be sought. Show how women are involved in the planning, management, allocation of resources, and implementation of the project.

   This is a joint project that consists of member economies in APEC especially from developing economies. In our plan for new CIOs intake, in general planning, management and implementation of the project, allocation of resources, the participating economies, educational institutions will be asked to provide equal chance to women based on qualifications.

Methodology

3. Provide a brief description of the way women will be able to participate equitably in the development and implementation of the project.

   Women would have a voice on equal terms with men when involving in this project in all ways possible.

4. Provide a brief description to show that the project will collect and use sex-disaggregated data (if available) to measure the project's effects on women.

   We might collect the data on number of women who will be involved in implementing, designing, or other kind of participation in this project.

Dissemination of project output

5. Does the plan for the publication and dissemination of the project's results include communication methods that are appropriate for women?

   The results of the project could be disseminated on websites where women can have equal access to the information.

Budget

6. Are women involved in making decisions on the allocation of resources?

   Women directly and indirectly will participate in many activities of this project including resource allocation.

7. Where appropriate, provide details of the project's budget that are allocated to activities that address the specific needs of women.
   Not Applicable: Because this project is technology-oriented and gender-neutral, and activities related to this project will provide benefits to everyone.

Assessment of project

8. Provide details of how the project proponent will assess whether he/she has met the gender criteria for APEC projects and how he/she will measure the impact of the project on women.

   The number of women CIOs in this project can be counted.

* * * * * * * * * *

Annex A1 (1 of 1)

APEC Operational Account

Itemized Budget for Financial Year 2005

Items		APEC Funding (USD)	Self Financing (USD)
Direct Labor		**2,400**	**126,000**
:- Speaker's Honorarium	8 speakers * 3 hours * $100	2,400	
:- Researchers Man-Months from Initial participating economies	15 researchers		126,000
Accommodation		**36,000**	**-**
Accommodation + Allowance	15 researchers * 12 days * $200	36,000	
Airfare		**30,000**	**-**
3 CIOs / Researchers from each Initial participating economies attend workshop in Thailand, Japan and Indonesia	15 CIO/Researchers * 2 Trips * $1,000		
Publication		**4,900**	**-**
:- Publication of report (including distribution)	300 copies * $15	4,500	
:- Photocopying		400	
Communications			**1,000**
Phone/ Fax/ Mail			1,000
Survey , Analysis and Evaluate		**1,000**	**1,000**
Workshop Preparation		**6,000**	**-**
:- Preparation of Workshop in Japan, Indonesia and Thailand	3 Workshops * $2,000	6,000	
Total		**80,300**	**128,000**
	Net Amount		**208,300**