World Bank’s ISG E-Government Practice

In collaboration with Global Development Learning Network - ECA

invite you to attend a Videoconference

Centers of Excellence in E-Government:
Key Models, Functions, and Lessons Learned

as part of the e-Gov VC Series under Joint Economic Research Program of the Government of Kazakhstan and the World Bank

Thursday, January 12, 2006, 7:00am – 9:30 am (EST)

Participating Countries (via videoconference):

Kazakhstan, Estonia, Ghana, India, Russia, Sri Lanka, USA

LIVE WEBCAST WILL BE ALSO AVAILABLE

Live Webcast will start at 7.00 am EST on Jan. 12 at: http://vcg01.worldbank.org/eDev

PROGRAM DESCRIPTION:
E-Government program of the Kazakhstan Government is a comprehensive approach to leveraging Information and Communication Technologies (ICT) for public sector transformation and private sector competitiveness. Its mandate includes a complementary set of government process changes to induce governance that is more client-oriented, transparent, effective, efficient, and empowering. It could establish a new way of doing the business of government with a more integrated delivery of information, services and processes with a strong focus on the citizens.

An imperative to promote widespread use of ICT in Kazakhstan, particularly in delivery of public services, is recognized by the country's leadership: the task of promoting e-government as a mechanism to increase government transparency, to improve the quality and speed of government services delivery, to optimize the public sector employment and to catalyze a broader administrative reform was mentioned by President Nazarbayev in his two consecutive Addresses to the Nation in 2004 and 2005.

Our Kazakh clients are facing the deadline in the first quarter 2006 to establish the Center of Excellence/Competence in e-Government, which in their current view will be responsible for e-inclusion (strategic communications/PR, public officials training, digital literacy promotion etc) and analytical/M&E/R&D functions. It is supposed to bring best practices in e-government to Kazakhstan.

There is no single best practice model of Center of Excellence/Competence in e-Government but several models are interesting in some ways and deserve a special look, which this videoconference will attempt to provide for our Kazakh clients.

There is a continuum of models in terms of extent of public-private partnerships: from fully government owned and managed agencies to fully private owned and operated agencies and many intermediate models. These models also differ in terms of main focus (e.g. training, research, analytics/M&E, communications/PR etc) and in terms of breadth of scope of functions (from only one to many).

In this VC we will take a closer look at three countries: India, Sri Lanka, and Estonia, and hopefully will also be able to take a glimpse at the related experience in Russia and Ghana. These models seem to be quite relevant to Kazakhstan.

Ghana (The Ghana-India Kofi Annan Centre of Excellence in ICT (AIMITI-KACE)) represents a fully government owned agency model but with active participation of private sector, NGOs and academia in operations. It is focused primarily on training. The unique feature is that it is aspired to be a regional center targeting ECOWAS not just Ghana and also that it is a joint venture of two governments (India and Ghana). http://www.aiiti-kace.com.gh/aiiti-kace/what_we_do.htm

Estonia model (The e-Governance Academy) is a non-governmental, non-profit organisation, founded for the creation and transfer of knowledge concerning e-governance, e-democracy and the development of civil society. The e-Government Academy is a joint initiative of the Government of Estonia, the Open Society Institute (OSI) and the Regional Support Centre of the United Nations Development Programme (UNDP). Their main focus is on training. http://www.ega.ee/?id=26212

Sri Lanka (e-Government Centre of Excellence) model is further along the public-private continuum although seems to be 100% owned by government, it was created and is operated via PPP between the ICTA and Sri Lanka Institute of Development Administration (SLIDA) from government and Oracle Corporation, SUN Microsystems, Cisco and Millennium Information
Technologies (MIT) from the private sector. The Center will aim to provide capacity building for CIOs, raise general awareness on e-governance and showcase e-governance best practice, case studies and solutions relevant to Sri Lanka. [http://www.egovcoe.gov.lk](http://www.egovcoe.gov.lk)

**India** (National Institute for Smart Government (NISG) model is even further along the public-private continuum being majority private sector owned. NISG has been incorporated as a not-for-profit Company under Section 25 of the Companies Act, at Hyderabad. Major share (51%) of NISG is held by the private sector currently NASSCOM and the rest by the Government of India and Government of Andhra Pradesh. They focus on Architecture & Standards, Consultancy Services and Training. [http://www.nisg.org/vision.htm](http://www.nisg.org/vision.htm)

**Russia** (e-Government Competence Center) offers the most extreme model on the continuum from public to private. The e-Government Competence Center is an independent think tank which was originally funded by USAID as a department within American Chamber of Commerce in Russia (at first it had industry partners -- esp. Russian branches of US IT majors) and since October 2004 seems to be sailing in the open seas. There is no government ownership or participation in this Center. They focus on e-gov analytics/research. Russian experience is interesting however since they had been fostering the idea of a comprehensive regional network of e-government competence centers for several years but this idea had not yet received sufficient support.

There are also many other examples of e-government excellence/competence centers, mostly owned and operated by specific vendor (e.g., IBM, Oracle, Sun, Cisco etc) or academic institution, but they are not as relevant in this case.

**Key questions:**

- general vision/concept/raison d'etre of center of excellence
- history: how the centers of excellence were created, what options were discussed and issues faced, why certain model was adopted
- role of government and degree of independence/freedom from government, role of private sector, other stakeholders
- business model and legal status
- organizational culture (more private or more government)
- key functions/activities
- structure and key skills of personnel (e.g. more strategic or more technical skills are required), salary level
- key achievements, good practices and lessons learned
- is it necessary to create a separate institution for these functions or it can be done under existing institutions, pros and cons
- how do these centers interact with various government agencies and non-government partners/clients
- if private sector is involved how to manage special interests/lobbying of private interests and keep a focus on the public interest?

**Speakers:**

- J. Satyanarayana, CEO, the National Institute for Smart Governance, India
- Vickum Senanayake, Manager, e-Government Centre of Excellence, Sri Lanka
• Ivar Tallo, Director, e-Governance Academy, Estonia

Discussants:
• Dorothy Gordon, Director General, Kofi Annan Centre of Excellence in ICT, Ghana
• Irina Zadirako, Deputy Head of Department for Corporate Governance, Ministry of Economic Development and Trade, Russia (Zadirako@economy.gov.ru)
• Vladimir Drozhzhinov, Steering Committee Chairman, e-Government Competence Center, Russia

Chair: Deepak Bhatia, Manager, E-Government Practice, World Bank

Moderator: Oleg Petrov, E-Government Practice, World Bank

The event will be webcast live and the archived video-clip will be available immediately after the event.

For more information please email at opetrov@worldbank.org or contact Oleg Petrov at 202-4738861

Annex 1. Tentative Agenda

All times are Eastern Standard Time (EST/Washington DC)

7:00 – 7:10 am – Welcome and Introduction (Deepak Bhatia and Oleg Petrov)
7:10 – 7:25 am – India Case Study (NISG) by J. Satyanarayana
7:25 – 7:40 am – Questions & Answers

7:40 – 7:55 am – Sri Lanka Case Study (e-Government Centre of Excellence) by Vickum Senanayake and Shoban Rainford (Sri Lanka ICT Agency, shoban@icta.lk)
7:55 – 8:10 am – Questions & Answers

8:10 – 8:20 am – Estonia Case Study (e-Governance Academy) by Ivar Tallo
8:20 – 8:30 am – Questions & Answers

8:30 – 8:40 am – Comments from the Russian experience by Irina Zadirako and Vladimir Drozhzhinov
8:40 – 8:50 am – Comments from the Ghana experience by Dorothy Gordon

8:50 – 9:30 am – Open Discussion, Q&A

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J. Satyanarayana, CEO, the National Institute for Smart Governance, India
Mr. J Satyanarayana, a practitioner of e-Government in India, assumed responsibility as the Chief Executive Officer of NISG on the 6th of November 2003. Mr. Satyanarayana brings with him a rich experience of 26 years in civil service out of which the last decade has been devoted to the successful implementation of large e-Government projects in the state of Andhra Pradesh. eSeva, CARD, FAST, SmatGov, eProcurement are some of the innovative projects that he steered in the recent years. Mr. Satyanarayana holds post-graduate degrees in Physics and Management. ceo@nisg.org

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Vickum Senanayake, Centre Manager - eGovernment Centre of Excellence, Sri Lanka

Dr. Vickum Senanayake, is responsible for managing the e-Government Centre of Excellence (CoE) in Sri Lanka, which is supported and partnered by Oracle Corporation Singapore Pte. Ltd.

Dr. Senanayake has over 16 years of experience in the field of information technology. He has wide experience in dealing with and implementing large scale IT and e-commerce solutions in the Government, Defence, Telecom, Manufacturing, Finance and Banking industries in Sri Lanka. Some of the notable e-commerce projects, which Dr. Senanayake was involved in include, the National EDI Switch in Sri Lanka, Message Switch for Sri Lanka Telecom and the ATM Switch for Bank of Ceylon, the largest state owned bank in Sri Lanka.

During his career in the IT industry, Dr. Senanayake has been involved in business development, consulting, IT project management, customer and principal relationship managements, bid management, sales and marketing, business process restructuring, change and organizational management roles.

He is a Diplomate of the Australian Computer Society and the National Computing Centre of UK, and has a Doctorate in Business Administration & IT and a MBA majoring in Marketing & IT from Trinity College and University, USA.

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Ivar Tallo, Director, e-Governance Academy, Estonia
Ivar Tallo is a former Member of Parliament as well as a former Foreign Policy Advisor to the President of Estonia. He is the author of Estonian Ethic Code for Civil Servants and specializes in public policy, government and information, public ethics and state philosophy.

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Irina Zadirako, Head of Division for New Economy, Ministry of Economic Development and Trade, Russia
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Irina Zadirako has been involved in implementation of the federal Electronic Russia program since 2002 at the Russian Ministry of Economic Development and Trade (MoEDT). She is responsible for coordination with the Russian regions on introduction of ICT in all spheres of social and economic development, on building e-government and on ensuring citizen access to socially relevant information resources. Before joining the MoEDT, Ms. Zadirako worked on anti-monopoly legislation and procedures in Russian government agencies. She graduated with an economics degree from the Plekhanov Russian Economic Academy and with a law degree from the Russian Civil Service Academy. She earned her Ph.D. in economics in 1988.

Vladimir Drozhzhinov, President, e-Government Competence Center, Russia
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Dr. Vladimir Drozhzhinov is the first Steering Committee Chairman of Russia’s first and the only E-government Competence Center. He is a specialist in systems integration and management consulting services with over 30 years of experience working in Russian Academia, Airospace industry and IT-consulting business. Since the start of current century he brought this rich experience to Russian public sector working on different e-gov projects funded by USAID, Eurasia, EC Tasic program and APEC, Russian ministries of IT and Communications, and Economic Development and Trade in executive and consulting positions. Dr. Drozhzhinov is E-government Adviser to Russian Sakhalin Oblast governor, E-government Adviser to Russian Omsk oblast governor office head, Expert of New economy foundation, Expert of Russian Ministry for economic development and trade, Department for corporate governance, Expert of Russian Ministry for IT and communications, Department for IT. In 1993, 1995, 1996 and 1997, Dr. Drozhzhinov was recognized as one of the Top 100 Most influential People in Russian computer business. Dr. Drozhzhinov authored or co-authored more than 150 publications in different
Russian professional and business magazines and 7 books on: e-government systems and technology in US, EU and Russia, Information societies, digital economy in US, EU, Russia and the world, Computer business in Russia.

**Dorothy Gordon**, Director General, Kofi Annan Centre of Excellence in ICT, Ghana

Dorothy K. Gordon is the first Director-General of Ghana’s first Advanced Information Technology Institute (AITI), the Ghana-India Kofi Annan Centre of Excellence in ICT. She is a specialist in international development with over 20 years of experience working throughout Africa, USA, Europe and Asia in executive and consulting positions, principally with the United Nations. She has also worked with private sector and civil society organizations.

Her work in ICT includes support to the drafting of key policy documents, providing systems design and implementation support to the launch of Ghana’s first Community Information Centres and work to support training and research building on her experience of innovative ICT4AD projects in India and in Africa. Ms. Gordon who has degrees from Ghana and the United Kingdom, serves on a number of international and national boards and also works with a range of NGOs and Community Based Organisations to support economic empowerment and good governance. [director-general@aiti-kace.com.gh](mailto:director-general@aiti-kace.com.gh)

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