



Highlights of e-Development Thematic Group Events in FY05-06

E-Development Thematic Group organized or co-sponsored about 50 events in FY05-06 as of February 2006. Below are highlights from some of these events¹.



Date: February 24, 2006

¹ Some of these events were organized primarily by e-Development Thematic Group partners and were co-branded with the e-Thematic Group.

Success Factors for Computerized Road Management Systems

BBL Seminar: Feb. 22, 2006



Funded by TRISP, the project entitled 'Success Factors for Road Management Systems' has recently been completed. This BBL presented the findings of the project. Road Management Systems (RMS) are comprised of pavement and/or bridge management systems. They have been implemented on many Bank funded projects around the world. While some systems have been successful, there have also been many which have "failed" in one or more areas. This is in spite of large investments of time and money. While it is often easy to identify the symptoms of failure, the causes are often complex and

multi-layered. However, for every failed system, there is a more successful implementation somewhere in the world, in an agency that often suffers from similar problems and constraints.

The goal of this project was to identify factors that have contributed to the successful implementation of RMS. The objective is to use these key components of success to help ensure better future implementations. These key components should be reviewed prior to preparing specifications or Terms of Reference for future projects, and specific steps should be taken to address them during implementation.

To undertake the project, consultants employed by the Bank conducted interviews in 21 different road agencies in 17 different countries in Africa, Asia, North America, Oceania and Central/South America to gauge their experiences of implementing RMS. The focus was on developing countries, but some agencies in developed countries were also included. The individual agencies were selected to represent a perceived cross-section of experience in each continent. The focus was primarily on national roads agencies, although some large provincial and state agencies were also interviewed. This ensured that the project had insights for both large and small road networks.



So what are the key success factors? They come down to people, processes and technology.

The BBL described the findings of the study and presented an example of a GIS based road management system developed in Cambodia. A lively discussion followed after the presentations and comments. The following speakers were featured:

- Christopher R. Bennett, Senior Transport Specialist, EASTR (main presentation)
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- William D. O. Paterson, Lead Infrastructure Specialist, EASTR (opening remarks)
- Cesar Queiroz, Highways Adviser, Transport and Urban Development Department
- Michael Kubzansky, Special Asst. to R.V.P., EAPVP (Moderator)

Click [here](#) for a full coverage of this seminar, including slides, and video-clip.

Offshoring: Global Trends and Market Strategies for Developing Countries

Video-Seminar: Feb. 7, 2006

Some 120 participants joined this successful Global Dialogue video-seminar, which enabled a valuable transfer/exchange of knowledge and perspectives between offshoring practitioners in several countries, including Ghana, Russia, Sri Lanka, and Kazakhstan

Offshoring and outsourcing have become industry buzzwords. Offshoring was a key issue in the last US election with Democrats raising the specter of well-paid American jobs disappearing to low-wage locations in developing countries. Offshoring is also the topic of many new books and articles. But despite gaining in popularity, the concept itself remains poorly understood and its potential for developing countries remains largely unexploited. Offshoring, or the process whereby one company delegates responsibility for performing a function or series of tasks to operation based in another country, now represents a US\$100 billion market: a market that is growing exponentially, at more than 30 percent per annum. In India, a global leader in this area, IT offshored exports account for close to US\$22 billion and represent significant share of the country's total export revenues. The total number of jobs created in the Indian IT industry is 700,000 and rising, with many jobs filled by women and 2.5 million jobs indirectly.



Can other countries replicate this successful model? What are the key measures that developing countries need to put in place to succeed in this area? What are the global trends and successful market strategies? What role should the World Bank be playing to support our client countries in this booming area? These questions were answered drawing on recent experience from the Indian State of Andhra Pradesh, Sri Lanka and LAC Region in terms of efforts to develop a successful offshoring industry as well as World Bank's own experience in outsourcing to developing countries.

The panel was chaired by Sudhakar Kaveeshwar, Manager for the Bank's Information Solutions Group. Randeep Sudan, Senior ICT Policy Specialist for the World Bank, spoke on the economic advantages realized by India from outsourcing that could be realized by other countries as well. Ismail Radwan, Senior Private Sector Development Specialist, discussed "Finding Sri Lanka's Offshoring Niche." Radwan noted the ways in which Sri Lanka has capitalized on offshoring as an economic opportunity, and weak points that need to be improved. Eloy Eduardo Vidal, Lead Telecommunications Engineer, presented opportunities in Latin America and plans for taking advantage of its advanced telecom infrastructure. Vidal stressed the importance of a long-term strategy, the role of government,



and distribution of outsourcing across a country. Based on a question from the Internet webcast participant, Robert Valantin who moderated the open discussion towards the end, challenged participants to also think about the “dark side” of outsourcing so that a more balanced view of this phenomenon can emerge. The event was organized jointly with ECA GDLN, ITS LC Quickstart, e-Ghana and e-Lanka teams.

Click [here](#) for a full coverage of this seminar, including slides, and video-clip.

Increasing Efficiency and Accountability through E-Government BBL Seminar: January 23, 2006



The goal of this BBL seminar was to share lessons learned in the planning and implementation of donor funded e-government projects and planning exercises. One of the primary breakthroughs brought about by the expansion of ICTs to the public sector is the potential to dramatically change government services, business models, and civil sector interaction by making systems more integrated, transparent, and efficient. A well planned e-Government strategy can make leaps into building a more transparent, efficient and accountable government. If planned with

representation from key stakeholders, e-government applications can increase citizen access government services and information more efficiently and effectively. Use of e-government systems is key towards developing more democratic transparent processes after key regulatory systems have been established that foster a competitive open market for ICT services.

Gains for greater transparency through e-Government applications are possible if the online applications are designed and implemented in a timely fashion and meet the needs of the users. Since 2000, a nonprofit U.S. based organization, Internews Network has been advocating for greater Internet policy access, and since 2002, implementing donor-funded e-Government activities in several countries (such as Romania, Macedonia) and helped with planning e-government in others (such as Kenya, and Madagascar) with the goal of creating more citizen responsive government services that are determined to curb corruption. Using examples from several countries where Internews has worked on these issues, the speakers explained how involving stakeholders in the planning process for e-government long-term strategies has been crucial. Among the issues which were discussed are:



- The key challenges of funding e-Government Strategies.
- The role involving stakeholders—private sector and civil society groups in the national planning process.
- The role of e-Leadership in prioritizing and implementing quick impact activities.

- The challenges of ICT human resource development and capacity building with civil administrations.
- Strategies for identifying the right applications.

The following speakers made the presentation:

- Dr. Sarah Tisch, Chief-of-Party, dot-GOV and Director of the ICT Policy Program, Internews Network
- Ms. Mary Muiruri, Resident Advisor for the USAID-funded dot-GOV initiative, Internews Network

Click [here](#) for a full coverage of this seminar, including slides, and video-clip.

Ensuring Sustainability of Rural Telecenters: Lessons from Sri Lanka

BBL Seminar: January 17, 2006

With two different and complementary models of telecenter operating in Sri Lanka with the support of the e-Sri Lanka initiative, Sri Lanka provides a useful early case study of the potential sustainability of the telecenter model. Ismail Radwan, TTL for the E-Sri Lanka project presented a short synopsis of the two models currently in operation. He also presented a short video recording on location at some of Sri Lanka's telecenters and drew some early lessons from experience to date. The following questions were discussed among others: Do rural telecenters make sense? How to make them sustainable? What are the pros and cons of various approaches? Judy Payne, e-Business Advisor, USAID and Robert Schware, Lead Informatics Specialist, GICT, Co-Chair, e-Development TG who chaired this event provided some provocative remarks which generated a lively discussion.

Click [here](#) for a full coverage of this seminar, including slides, and video-clip.

Enhancing Competitiveness Programs with ICT: The Macedonia E-Biz Project and Romania Knowledge Economy Project - A New Approach

Video-Seminar and BBL: November 29, 2005

This was a two session event, one targeted to country clients in Russia, Kazakhstan and Moldova and the other targeted to Washington DC based internal and external colleagues. The event featured two innovative projects in Macedonia and Romania funded by USAID and World Bank respectively which are leveraging ICT to help local businesses compete more effectively in local and international markets.

Part 1. The Macedonia E-Biz Project



A year ago, industry experts pronounced the Macedonia apparel industry -- a major source of jobs -- dead in 5 years. Today, these same experts have credited the USAID Macedonia e-BIZ project with breathing new life into the

industry, and potentially saving and/or generating thousands of jobs over the next three years. The e-BIZ project is providing a similar lifeline to other industries. Through strategic use of "high impact" ICTs, and synergies with the USAID Competitiveness Activity, e-BIZ offers a new approach to enhancing USAID's competitiveness programs.

Like USAID missions in many countries, USAID/Macedonia has made job creation a top priority in its economic growth program. Creating jobs, in turn, relies on strengthening SMEs, which account for more than 60% of the country's employment. Information and communications technologies (ICTs) are key to SMEs' ability to compete in international markets to attract and communicate with customers, modernize their business processes, and employ efficient supply and distribution channels. Yet standard approaches to helping SMEs use ICT to improve competitiveness have been less than a resounding success.

Judy Payne of USAID's ICT Team and Dr. Janice Brodman of EDC discussed the e-BIZ Project's new approach to using ICTs to strengthen SME competitiveness and its work as part of USAID's competitiveness program in Macedonia. Barely a year-and-a-half old, the project has broken new ground, drawn commendation from industry experts, demonstrated initial success with several SMEs, and appears poised to have a significant impact on the competitiveness of entire clusters.

Part 2. Romania Knowledge Economy Project



According to Gregory T. Jedrzejczak, Lead Specialist at ECSPF, a Knowledge Economy Loan to Romania for US\$60 million (approved by the Board the same day, Nov. 29, 2005) aims to help knowledge disadvantaged communities to participate in the benefits of the information society and the knowledge based economy. The KE Project will support three primary components: (i) access to information and communication technology (ICT) in knowledge disadvantaged communities and improved digital literacy through establishing Local Community e-Networks (LCeNs)

including schools, local administration and business community ; (ii) development and promotion of e-Government services through supporting the development of online notifications and authorizations of local businesses and civil information and documents systems for citizens; and (iii) promotion of e-commerce and innovation support to micro, small and medium enterprises (MSMEs) through the development of an e-commerce and business networking portal as well as providing financing to MSMEs to support the integration of ICT in their businesses.

Following the main presentations, Juan Belt, Director, Office of Infrastructure and Engineering, USAID, who chaired this event, facilitated a lively discussion which quickly evolved into an intense debate about sustainability of telecenters and related issues.

Click [here](#) for a full coverage of this seminar, including slides, video-clips and detailed summary.

From Strategy to Implementation: Lessons Learned in World Bank- Funded "ICT for Development" Projects

Video-Seminar: November 15, 2005



On the eve of the November 16-18 World Summit on the Information Society (WSIS) in Tunis, a global forum discussed Bank-funded projects leveraging information and communications technologies (ICT) for development in some client countries. The dialogue was conducted via videoconference, with about 100 participants in seven countries, including Tunisia, Sri Lanka, Ghana, Rwanda, Kazakhstan, Moldova, as well as those at Bank offices in Washington. (See [B-Span video](#) of the event). There was also a live webcast with a simultaneous online discussion involving some 75 participants. Under the theme "From Strategy to Implementation: Lessons Learned in World Bank- Funded ICT for Development Projects," the dialogue was intended to distill lessons learned from various e-development projects based on the experiences of team members involved in project planning and execution.

Four of these projects at different stages of the development cycle were discussed during the videoconference:

- e-Sri Lanka, which is a year into implementation
- the ICT Sector Development Project in Tunisia, a year and half into implementation
- e-Ghana, which is in preparation, and
- e-Rwanda, where preparation is just beginning

Opening the dialogue from Washington, Deepak Bhatia, Manager of ISG e-Government Practice, noted that since the first phase of WSIS following the first summit in Geneva in 2003, the Bank has seen increased interest around the world in developing and implementing holistic e-development and e-government strategies. He added that the Bank is increasingly supporting client countries in this area through more traditional sectoral investment projects with ICT components as well as innovative integrated e-development projects, such as e-Sri Lanka.

Moderating the session from the headquarters of the African Development Bank in Tunis, Robert Valantin, Manager of Development Information at ISG and Co-Chair of the e-Development Thematic Group, said that information technology was one of several stages on the road to development. He added that the Bank was using information technology to "kick start the development agenda towards poverty alleviation, which is its real destination."

Members of the four project teams then presented their various perspectives on preparing and implementing the integrated Bank-funded ICT projects, including what institutions were established, how the preparation or implementation is going, the challenges, achievements and lessons learned. Among the lessons learned there were the following:

- The need to clarify the model of integrated e-development, the key building blocks and how they relate to each other;
- e-Development is not about IT but about engineering massive social change

- High-level leadership is key to success;
- Capacity building is critical to successful implementation, strong institutions need to be established for coordinating and facilitating ICT investments;
- Stakeholder consultations and strategic communications are also critical at all project stages to ensure smooth implementation, increase collaboration and minimize opposition down the road; and
- Bank procurement rules may not be always conducive to public-private partnerships, which are essential for effective implementation, and new approaches which would provide further flexibility to support PPPs need to be considered.

In closing, Valantin said that the session had enabled the people who were further along the road to e-development to enlighten those who were just embarking on that road on what to expect as they work toward development. He added that the ultimate objective was not to have internet connectivity everywhere or computers in every school, "but to support the development agenda we are collectively working on."

Organized as part of the e-Development Dialogues seminar series, the event was a collaborative effort of ISG, the Global ICT Department, the e-Development Thematic Group and the African Development Bank.

Click [here](#) for a full coverage of this seminar, including slides, video-clips and detailed summary.

Enhancing Private Participation in the Provision of eGovernment Services

BBL Seminar: September 20, 2005



Public-private partnerships (PPPs) is a form of government procurement involving the use of private sector investments to wholly or partly fund an asset which is used to deliver government outcomes. It involves an agreement between the government and a private sector entity to share in the risk and rewards of a business venture involving public services. Increasingly, the Bank clients are engaged in some forms of PPPs in the ICT-enabled delivery of government services, e.g. through web portals, citizen service centers etc. There is a growing demand for expert assistance in designing and implementing PPPs for e-government.

This BBL seminar facilitated a discussion about the key PPP models, best international practices, lessons learned and possible approaches to support PPPs through World Bank Group instruments. It featured the following speakers: Randeep Sudan (GICT), Mark Dutz (SASFP), Andi Dervishi (IFC), Stefan Haid (Ph.D. Candidate at DHV Speyer) and John Roome (SARVP)

Click [here](#) for a full coverage of this seminar, including slides, and video-clip.

ICT Strategies for the Regions: Recent Developments in South and East Asia

BBL Seminar: September 8, 2005



Information and Communications Technologies (ICT) have now become an integral part and key enabler of today's development agenda. There is a growing and increasingly sophisticated demand for the Bank's support in this area. Bank's capacity to respond to this demand is a "fundamental test of the World Bank's relevance in the years ahead" according to Jemal-ud-din Kassum, EAP Regional Vice President, at the recent e-government workshop. Many countries are already receiving Bank support, and several integrated ICT projects are under preparation or implementation (e.g.,

in Sri Lanka, India, Ghana, Romania, Tunisia, Vietnam, Ethiopia, Mongolia et al). There is also a multitude of Bank sectoral projects with substantial ICT components.

South Asia is a leading Bank Region in terms of mainstreaming the use of ICT in Operations. SAR management recently approved a Regional ICT strategy. There are different approaches to ICT in the Region, namely country-wide (e.g., e-Sri Lanka and e-India), sectoral applications (e.g., health, education, etc.), and as components of investment projects (e.g., business process automation in a central bank TA). ICT strategies as an enabler of reforms are included in all national PRSPs and need to be reflected in CASs as well. The e-SAR strategy highlights the need for a sectoral-driven approach to ICT-related initiatives. It proposes a 3-year implementation plan that would start with a first-year focus on e-Government related issues, followed by second and third year broader roll-out of other sectoral ICT applications and approaches. The initial e-Government program aims to develop a more coordinated and comprehensive analytical approach to e-Government issues, to build internal capacity and knowledge, and to help promote innovative projects with a focus on reaching underserved communities.

The East Asia and Pacific Region, motivated by a desire to ensure that we are not missing opportunities to provide leading-edge value to our clients, is also rolling out a regional strategy. This approach, recently approved by its RMT, focuses planned activities on the sectors. EAP's goal is to equip sectoral staff with the training, tools, and networks to intelligently incorporate ICT -- where appropriate -- into their regular sectoral operations with client ministries. EAP clients have all identified the importance of ICT, and all have stated national ICT strategies, so the EAP approach will look for ways to find the best applications -- by sector -- that can become enabling components of broader project or AAA work. While still quite early in the process of implementing the EAP ICT strategy, EAP will share its planned program and analysis of future obstacles to successfully increasing the level of ICT in high-performing sectoral operations.

This seminar provided the opportunity to learn from the pioneer Regions and discuss how the Bank Group as a whole might be better able to respond operationally to this e-development challenge. It also tried to "make sense" of the rapidly changing world of ICT and the various different approaches to supporting operations and analytical work in the Regions.

The event featured the following speakers:

- Jemal-ud-din Kassum, Regional Vice President, East Asia and Pacific (Chair)
- Praful Patel, Vice President, South Asia Region - Opening Remarks
- Kareem Aziz, Consultant, SASFP - Presentation of e-SAR Strategy
- Michael Kubzansky, Special Asst. to R.V.P., EAPVP - Presentation of EAP ICT Strategy
- Simon Bell, Sector Manager, SASFP - Closing Remarks
- Cheryl Gray, Sector Director, ECSPE - ECA Perspective
- Rakesh Asthana, Director, ISGCI - ISG Perspective
- Mohsen Khalil, Manager, CITDR - GICT Perspective
- Roberto Panzardi, Senior Public Sector Mgmt. Specialist, LCSPS - LAC Perspective

Click [here](#) for a full coverage of this seminar, including slides, video-clip and short summary.

Evolving to Open ICT Ecosystems

BBL Seminar: September 9, 2005



This discussion focused on the key recommendations of the Berkman Center's latest report, "The Roadmap to Open ICT Ecosystems", and generated a lively discussion on how governments, industry and civil society can collaborate to build, and reap the benefits of, open ICT ecosystems. The Roadmap for Open ICT Ecosystems represents the collective wisdom of senior government officials (from Argentina, Brazil, Canada, Chile, China, Denmark, India, Jordan, Japan, Netherlands, South Africa, Thailand, and United States), industry experts (from IBM Corporation and Oracle Corporation), as well as contributions from CSIS, European Union, Harvard, IETF, the World Bank and UNDP. The discussion highlighted case studies on how openness enables government efficiencies, innovative societies, and industry growth from the thirteen nations that participated in producing this report. The event featured the following speakers:

- David Satola, Senior Counsel, LEGPS , the World Bank.
- Professor Charles Nesson, Weld Professor of Law at Harvard Law School, and the founder and faculty co-director of the Berkman Center for Internet & Society
- Karla Norsworthy, the Vice President of Software Standards for IBM Corporation
- Dr. Donald Deutch, Vice President, Standards Strategy and Architecture for Oracle Corporation
- Dr. Hugh Thaweesak Koanantakool, Director of National Electronics and Computer Technology Center

Click [here](#) for a full coverage of this seminar, including slides, video-clip and short summary.

WSIS and the Working Group on Internet Governance What it means for the World Bank

BBL Seminar: July 27, 2005



This program will describe the highlights of the Working Group's Report on Internet Governance, launched in Geneva on July 18, 2005. Mr. Kummer will provide a brief overview of the Working Group and its methodology, including its mandate under the World Summit on Information Society; a summary of the Report including highlights of particular relevance to the Bank's operational work; and next steps to be taken by the Secretariat before Phase II of the Summit in Tunis in November 2005.

Mr. Kummer is the Executive Coordinator of the Secretariat supporting the Working Group on Internet Governance (WGIG). He was appointed to this post by the United Nations Secretary-General in March 2004. From 2002 until 2004 he held the position as eEnvoy of the Swiss Foreign Ministry in Berne. His main tasks included foreign policy co-ordination with regard to information and communication technologies in general and the WSIS in particular. Mr. Kummer was a member of the Swiss delegation during the first phase of the WSIS where he chaired several negotiating groups, including the group on Internet Governance that developed an agreed text on this issue for the WSIS Declaration of Principles and Plan of Action. He is a career diplomat who served in several functions in the Swiss foreign service in Berne, Geneva, Lisbon, Vienna, Oslo and Ankara.

Click [here](#) for a full coverage of this seminar, including slides, video-clip and short summary.

E-Government Experience in the US and Canada: How Relevant is it to Developing Countries?

Video Seminar: June 15, 2005

This Global Dialogue brought together e-government experts in Brazil, Guatemala, Macedonia, Mexico, Sri Lanka, Uganda and Washington DC to discuss lessons learned from e-government experience in US and Canada.

The United States and Canada have been at the forefront of the e-government revolution. According to the latest Accenture annual e-government maturity report issued on 6 April 2005, for the fifth consecutive year Canada ranked first out of the 22 surveyed countries, followed by the United States, Denmark, Singapore and Australia.

“The US e-government vision has remained consistent for several years, with its basic principles of reforming government to make it citizen-centered, results-oriented and market-based. Electronic government is considered one of the critical components of making government more responsive and cost effective under President Bush's larger Management Agenda”. During fiscal year 2003, USA Services (www.USAServices.gov), one of the priority initiatives of the President's Management

Agenda had 209 million citizen contacts through its call center (1-800-Fed-Info), portal (www.FirstGov.gov) and publications center according to Accenture report. “In 2003, 3.4 million US taxpayers filed their taxes using the IRS Free File program and 350,000 businesses tax forms were filed electronically. Job seekers logged more than 65 million visits to the web site (USAJobs.com) and created over 600,000 new on-line resumes”.



“The latest annual report from the Canadian Government On-Line (GOL) program reveals that online services now account for 30% of all government transactions. Launched in 1999, the GOL initiative aimed at e-enabling the 130 most commonly used Canadian federal government services. Today, as a result of the collective efforts of dozens of government departments and agencies, all of those services are online and can be accessed through the federal portal. With almost 600 million interactions between citizens and the federal government in 2004 – compared to 150 million

in 2001 – e-government is now a key channel for the delivery of public services in Canada and represents almost a third of the total number of transactions. At a time when most countries are struggling to reach a critical mass of users for their e-government services, Canada has managed to secure impressive rates of take-up for its sophisticated public e-services offering.”

This seminar featured the following speakers:

- Robert Valantin, Manager, Development Information, ISG; Co-Chair, e-Development Thematic Group (Chair)
- Rakesh Asthana, Director, ISGCI, World Bank (Welcome and Opening Remarks)
- Mark Forman, former Administrator for the Office of E-Government and Information Technology, United States (keynote presentation)
- Shauneen Furlong, former Executive Director, Government On-Line, Canada
- Lalith Weeratunga, Secretary to the Prime Minister, Sri Lanka
- Godfrey Kibuuka, The Commissioner for Communications, Ministry of Works, Housing and Communications
- Patricia Pessi, e-Government Coordinator, Ministry of Planning, Brazil
- Jani Makraduli, President, Committee for Information Technology, Macedonia
- Ilyas Naibov-Aylisli, e-Government Coordinator, Ministry of ICT, Azerbaijan
- Alejandro Ludlow, e-Mexico National & International Digital Sharing Director
- Robert Schwere, Lead Informatics Specialist, Global ICT Department, World Bank
- Deepak Bhatia, ISG e-Government Practice Manager, World Bank

Click [here](#) for a full coverage of this seminar, including slides, video-clip and summary.

Towards Doubling the Rural GDP in India using Information and Communications Technology

BBL Seminar: May 23, 2005



India has 630,000 plus villages. Its income levels are very low (per capita GDP of Rs 10,000). Economically sustainable Internet Connections in the villages have great potential to bring in not only health and education, but also significantly enhance the rural incomes. Using the example of n-Logue (providing commercial Internet connections today in 2300 villages in 32 districts of India) and the technological efforts of the TeNeT group, Ashok Jhunjhunwala, Professor, IIT Chennai, India, discussed how this can be done in the coming

decade.

Click [here](#) for a full coverage of this seminar, including slides, video-clip and short summary.

Re-engineering Government in Sri Lanka: Key Achievements, Lessons Learned and the Road Ahead

BBL Seminar: May 3, 2005



Lalith Weeratunga, who is now responsible for the Office of the Prime Minister of Sri Lanka was a leading architect of the Re-engineering Government program. In this seminar he shared his experience, lessons learned and provide an update on the current status of this effort. Sri Lanka is in the midst of re-engineering government business processes from the citizen service perspective to make them more efficient and citizen friendly. With support from the World Bank and other

development partners, Sri Lanka is pursuing the following objectives as part of its Re-engineering Government program:

- To use ICT as the tool for efficiently activating the re-engineered business process
- To promote ICT as the access channel and delivery channel with regard to government information and citizen services
- To introduce the ICT culture into the Government agencies to make them more transparent and accountable entities
- The outcome is a citizen friendly, efficient and innovative public service involving both political leadership and career officials.

Mr. Weeratunga emphasized the following lessons learned and continuing challenges:

- High cost of BPR has discouraged government entities from undertaking any reengineering programs.
- Lack of IT support infrastructure has been a discouraging factor in undertaking e-government initiatives.

- . Inability of government to manage change has resulted in high resistance by public officials. Fear of loss of employment due to automation of work processes (which requires less people) is a major stumbling block
- . Inability to attract well trained people due to low public service salaries needs to be addressed.
- . Most government processes are regulated by archaic laws thus resulting in cumbersome procedures. Absence of the enabling legal framework is impeding progress.

Click [here](#) for a full coverage of this seminar, including slides, video-clip and short summary.

Single Window Government: Does it Improve Delivery of Public Services and Investment Climate?

Video Seminar: January 26, 2005



Many World Bank client countries are in the process of designing and implementing single window delivery mechanisms for various public services. There is a growing demand to learn about best practices and lessons learned from early implementers in order to avoid pitfalls and maximize returns on investment. Single window applications have often provided politically attractive and practical entry points for more complex public sector reform and private sector development agenda. More countries are embracing this approach to modernize their public sectors after struggling with fragmentation and silos. Is the single window government the way

to go for all countries or is there an alternative?

The Bank's Doing Business in 2005 report was unequivocal in recommending the use of ICT to improve business environment, stressing that G2B applications like “electronic one-stop shops for new businesses,” especially when accompanied by the regulatory reform and business process reengineering, can be a powerful tool to “help create job opportunities for women and young people, encourage businesses to move into the formal economy, and promote economic growth.”

This Global Dialogue explored the single window concept and tools for reinventing government and examined some best practices from Canada, Chile and other countries, featuring the following speakers:

- Mohamed Muhsin, former Vice-President and CIO, World Bank (opening remarks)
- Mary Ogilvie, former Vice President, Service New Brunswick, Canada
- Jackie Coolidge, Lead Investment Policy Officer, FIAS, IFC
- Jaime Gré, Executive Secretary, Chile Digital Strategy
- Valery Tsepikalo, Advisor to the President of Belarus
- Barbara Nunberg, Sector Manager, EASPR, World Bank
- Hamid Alavi, Regional Coordinator for Trade Facilitation, MNSIF, World Bank
- Sudhakar Kaveeshwar, Program Manager, ISGIF, World Bank (Chair)

The event gathered a large number of participants in Azerbaijan, Belarus, Costa Rica, Georgia, Kazakhstan, Kuwait, Kyrgyzstan, Nicaragua, Russia, West Bank/Gaza and Washington DC as well as a number of Internet participants in many other countries who watched the live webcast.

Click [here](#) for a full coverage of this seminar, including slides, video-clips and detailed summary.

Legal Framework for e-Development: Best Practices and Lessons Learned Video Seminar: December 14, 2004

This seminar responded to the growing interest in many client countries in designing a legal framework to enable the effective use of ICT in the development agenda. Many countries have already developed e-legislation frameworks and many others are still in the process. This videoconference brought together legal experts and other stakeholders from Bulgaria, Chile, Egypt, Guatemala, Kuwait, Kyrgyz Republic, Mozambique, Saudi Arabia, Singapore, Ukraine and Washington DC.



A comprehensive, flexible and “future proof” legal framework is one of the key elements of the enabling environment for a country’s e-Development policy agenda. This video-seminar examined current best practices, new legal and policy initiatives affecting e-development, and present country case studies from different regions and levels of development. It described what works and what doesn’t work, with a particular focus on e-Commerce. This Global Dialogue featured the following speakers:

- Sudhakar Kaveeshwar, Manager, ISGIF (Chair)
- David Satola, Senior Counsel, LEGPS, World Bank
- Carlos Cantero, Chilean Senator
- Rajesh Sreenivasan, Partner, iTec, Rajah & Tann
- Matias Bendersky, Consultant, IT-Regs Consulting
- Viktoria Siryachenko, Consultant, ECSPF, World Bank

Click [here](#) for a full coverage of this seminar, including slides, video-clips and detailed summary.

Mainstreaming e-Development: Implementing National ICT Strategies (e-Sri Lanka Model)

Video Seminar: October 18 & 20, 2004

This seminar was a Bank’s response to the growing interest in many client countries to learn more about designing and implementing national ICT strategies aimed at mainstreaming the use of ICT in the development agenda. Many developing countries have already formulated their national e-strategies and many others are in the process in order to meet the recommendations of the World Summit on the Information Society which took place in Geneva in December 2003. Many countries



will be reporting on their progress in designing and implementing their ICT strategies at Tunisia WSIS Summit in 2005. Therefore, a number of World Bank's client countries are actively seeking support in this area. This two-session event gathered a large number of participants in Armenia, Moldova, Ukraine, Russia, Uzbekistan, Peru, Ghana, Croatia and Bulgaria as well as Washington DC.

The seminar reviewed the World Bank experience in this field and focused on the e-Sri Lanka model of implementing national e-strategy, which involved integrated e-development assistance by the World Bank. How did the Bank get involved in supporting the e-Sri Lanka vision? What are the lessons learned so far? Is this model replicable in other countries? How can a country initiate a similar project? What is the process? Is such a model feasible in participating countries? What kind of adaptation will be needed?



The seminar featured the following speakers:

- Frannie Leautier, Vice President, World Bank Institute
- Nagy Hanna, Chair of the e-Development TG, Senior Advisor, ISGVP, World Bank
- David Gray, Moderator, Lead Knowledge Management Officer, LCRKM, World Bank
- Jose Guasch, Regional Advisor, Regulation&Competition, LCSPF, World Bank
- Roberto Panzardi, Senior Public Sector Management Specialist, LCSPS, World Bank
- Peter Knight, Cō-Author, e-gov.br and President, Telemática e Desenvolvimento
- Khaled Sherif, Sector Manager, ECSPF, World Bank
- Samia Melhem, Senior Operations Officer, infoDev, World Bank
- Oleg Petrov, Information Officer, World Bank, e-TG Facilitator (moderator)

Click [here](#) for a full coverage of this seminar, including slides, video-clips and detailed summary.

Strengthening e-Government Leadership: The Emerging Role of the Chief Information Officer (CIO) in The Public Sector

Video Seminar: September 22, 2004



This Global Dialogue gathered e-Government and CIO experts and practitioners from Armenia, Brazil, Canada, Estonia, Ghana, India, Kazakhstan, Macedonia, Russia, Sri-Lanka and the US. Drawing on international best practices, the discussion focused on four S's: Strategic choices concerning the roles of the CIO, Skills and competencies needed to carry out these roles, Systems and incentives to exert their influence,

and Structures and institutions to coordinate and promote effective and client-focused e-Government.

Participants discussed the evolution of the role of CIO from technology management roots to business leader in the public sector. Traditionally, in most countries, heads of technology departments were responsible for IT projects and use of IT focused on back-office “task



automation” for internal efficiencies. However, with the advent of the internet and widespread public connectivity, coupled with pressure for changes in public sector operations and service delivery, governments realized the broader potential for ICT. The experts agreed that currently in developing countries human resources lag technological development. There is a strong need for development-oriented CIO certification and training programs with a clear set of required technical, managerial and political skills. Such programs should be developed jointly by the public sector, academia and businesses and can be further supported by cross-

country CIO dialogue facilitated by the donor community.

The seminar featured the following speakers:

- Nagy Hanna, Chair of e-Development Thematic Group, Senior Advisor, ISGVP (moderator)
- Alisoun Moore, CIO of Montgomery County, former CIO of the State of Maryland, USA
- Lalith Weeratunga, Secretary to the Prime Minister of Sri Lanka
- Manju Hatthotuwa, CEO, ICT Agency of Sri Lanka
- R Chandrashekhar, Joint Secretary, e-Governance, Department of Information Technology, India
- J. Satyanarayana, Director, NISG, former State IT Secretary, Andhra Pradesh, India
- Rogério Santanna, Secretary for Logistics and Information Technology, Ministry of Planning, Budget and Management and Executive Secretary of the Executive Committee on e-Government, Brazil
- Oleg Byakhov, Head of Information Society Department, Ministry of ICT, Russia
- Tseren Tserenov, Head of Department for Corporate Management and New Economy, Ministry of Economy and Trade, Russia
- Kijoo Lee, Senior Information Officer, World Bank, former Director, Ministry of Information & Communication of Korea
- Subhash Bhatnagar, Consultant, World Bank and Professor, IIM Ahmedabad
- Ernest Wilson, Associate Professor, former Director, Center for International Development and Conflict Management, University of Maryland
- Sandy Boyson, Chief Information Officer, University Of Maryland, College Park Robert H. Smith School Of Business
- Satish Jha, Special Advisor, India-Ghana Kofi Annan Centre of Excellence in ICTs and Chairman
- Larry Meek, Consultant, former CIO of Vancouver, Canada
- Peter Knight, Author, e-gov.br and President, Telemática e Desenvolvimento
- Leonid Malkov, President, Cogitum

Click [here](#) for a full coverage of this seminar, including slides, video-clips and detailed summary.

Electronic Government Procurement (e-GP): Authentication - Truth and Myths of Digital Signatures

Brown bag seminar: December 13, 2004



The World Bank's E-Government Procurement Thematic Group and the joint Multilateral Development Bank (MDB) E-Government Procurement Working Group in collaboration with e-TG hosted a seminar at the World Bank Headquarters in Washington, DC to coincide with the recent publication entitled, "Authentication and Digital Signatures in E-Law and Security." The aim of the seminar was to enhance understanding of the various ways of assuring authentication. Establishing rules and norms of digital authentication is essential to building a legal and technological

framework for reliable electronic transactions and for promoting e-procurement, e-commerce, e-business, and e-government. The authors of the paper, Mercedes Rivolta of the Attorney General's Office of the Government of Argentina, and Paul Schapper, Curtin University of Technology, Australia, presented on their study and discussed current trends and legal issues related to authentication.

Click [here](#) for a coverage of this seminar, including slides, and video-clips.

The Potential of ICT for Development in Transition Economies - Technological Leapfrogging or a Growing Divide?

Brown Bag Seminar: December 7, 2004

ICT contributed to accelerated growth in a number of post-communist countries of Central and Eastern Europe (CEE) during 1995-2001, which allowed them to catch-up on the EU-15 average GDP (the case of technological leapfrogging). But Bulgaria, Romania and Russia lagged behind. This was mostly due to divergent rates of ICT investments, which in turn stemmed from significant differences in the quality of economic and institutional environments. ICT contribution to labor productivity growth in CEE countries, except for the Czech Republic and Hungary, was lower than in the EU-15 and the U.S., mostly due to the small size of the ICT sector.



Hence, the catching-up with the developed countries will have to rely on the productive use of ICT in non-ICT producing sectors, particularly in services. There is evidence that an intensive use of ICT contributes to faster productivity growth at the industry level in CEE countries: between 1995-2001 ICT-using industries in the Czech Republic, Hungary, Poland and Slovakia reported much higher labor productivity growth rates than non-ICT using industries. Thus absorption of ICT by non-ICT industries could bring sizable increases in overall productivity and lift standards of living. This is

however dependent on implementation of further structural reforms, business re-organization and investment in human capital and ICT skills.

The event featured the following speakers:

- Deepak T. Bhatia, Manager, ISG e-Government Team, World Bank (Chair)
- Marcin Piatkowski, Advisor to Executive Director, IMF (main presenter)
- Barry Bosworth, Senior Fellow in the Economic Studies Program, The Brookings Institution
- Peter Knight, Co-Author, e-gov.br and President, Telemática e Desenvolvimento

Click [here](#) for a full coverage of this seminar, including slides, and video-clips.

Implementing National e-Business Strategies for Economic Growth: Successes, Constraints, and Lessons Learned

Video Seminar: November 4, 2004



The aim of the video seminar was to help those in governments, industry and international institutions to identify how to accelerate e-business adoption. It had three segments – a keynote presentation by e-business government leaders in Korea, a panel discussion of like participants from five other countries, and an open discussion on- and offline. The key items addressed were the role of e-business in national competitive strategies, and the lessons learned from the countries that have implemented these strategies. Evidence shows that e-

business is not a matter of computers and wires, but a significant contributor to productivity and economic growth, the Millennium Development Goals to reduce poverty, and a partner of e-government to reduce the cost of doing business.

This Global Dialogue brought together a number of participants in Korea, Canada, Chile, Scotland, Slovakia, South Africa and Washington DC and featured the following speakers:

- Nagy Hanna, Chair of the e-Development TG, Senior Adviser, ISGVP (chair)
- James Hanna, Lead Operations Officer and Senior e-Business Advisor, Latin America and Caribbean Region, The World Bank (moderator)
- Richard Simpson, Director General, Electronic Commerce, Industry Canada, Canada
- Jaime Gré Zegers, Executive Secretary, Chile Digital Strategy
- Charles Watt, Senior Director, eDevelopment, Scottish Enterprise
- Prof. Dušan ŠOLTÉS, Ph.D., Faculty of Management, Comenius University, Bratislava
- Dorothy K. Gordon, Director General, Advanced Information Technology Institute (AITI), Ghana
- Nhlanhla Mabaso, Free/Open Source Software initiative (Meraka), South Africa

Video seminar participants manifested uniformly the importance of e-business as a competitive tool and the significant role of government to help enable it. It should support the basic environment,

which begins with ensuring online trust and security and setting interoperability standards. Stressing broadband development is critical, given the substantial increase in returns to e-business that it yields, as well as critical government-to-business services such as e-procurement. At the firm level, demand enabling is key to success by encouraging B2B relationships, working at subsectoral and regional levels to facilitate development of customized applications solutions, e-business training for MSBs and shared-use solutions such as high-value services in telecenter networks.

Click [here](#) for a full coverage of this seminar, including slides, detailed summary and video-clips.

Using ICTs to Support Primary Education in Low Income Countries

Brown Bag Seminar: November 3, 2004



This seminar was jointly sponsored by infoDev, the ITS LC QuickStart Learning Program, and the e-Development Services Thematic Group to explore how ICT can be used to support primary education in low-income countries. This was done by reviewing the progress of a report being prepared by Kerry McNamara, Knowledge Coordinator, CITID and Mike Trucano, Consultant, CITID, as part of a joint infoDev-HDNE D project, supported by the European Commission (EC). The report aims at creating a “knowledge map” of what is known about the uses and impacts of ICTs in education, relevant to low-income countries; and a “road map” for a larger, EC-supported project to be implemented in the next fiscal cycle.

Arleen Seed, Senior Information Officer, ISGIA, noted that education is crucial to development, and that ICT is a core enabler that has the capability to effectively facilitate education in the development process. She outlined the purpose of the seminar in presenting the work done on the report, and solicited feedback from the audience about the role the Bank can play in using ICT for education, additional direction on the report, and expressions of interest to collaborate with the authors on the report.

Mike Trucano said that despite the increase in ICT investments in education over the past decade, there is no hard evidence, or consensus, about the proper utilization and cost-effectiveness of these investments in promoting education reform and Education for All (EFA) goals. The work on the report will also focus on the ICT components in Bank education projects and related cross-sectoral work, and thus attempt to capture and quantify Bank involvement in using ICT for education. Bank Task Managers will be consulted to find out what their ICT related needs on the ground are, and how this project can contribute to existing education projects, via toolkits, etc.

McNamara explained that Phase I of the project will identify the “knowledge gaps” (what we know and don’t know) that would be compiled into the “knowledge map.” Phase II of the project will focus on “filling the knowledge gaps,” by translating the gathered knowledge into policies, toolkits, and resources that can be utilized in education projects (with ICT components). This would significantly help the donor community to strategically support the use of ICT to pursue EFA goals,

while also helping them with conducting successful dialogues with policy makers. The report and its findings will thus assist in creating and prioritizing meaningful ICT investments. Most importantly, it will also surface the necessary data to support “counter-trend recommendations” and channel ICT resources where they are most needed.

In closing, Seed reaffirmed the value of investigating “what works and what doesn’t,” in regard to using ICT for education in low-income countries. She also highlighted the fact that the results of the report will help the Bank to give better advice to clients, which would lead to more effective ICT investments and development results. The seminar concluded with another invitation to collaborate in this innovative ICT-related project.

Click [here](#) for a coverage of this seminar, including slides, and video-clips.

Good Practice in Trade Facilitation: Role of Information Technology

Brown Bag Seminar: October 14, 2004



Trade Facilitation, in its broadest terms, can be defined as a measure, or set of measures, that aims to reduce the cost of international trade transactions and information technology can play a vital role in achieving this. The E-Development Services Thematic Group in collaboration with the ITSLC Quickstart Learning Program conducted a brown bag seminar on the role of information technology in facilitating trade. The primary focus of the session was the discussion on Tunisia’s experience. Hamid Alavi, Sr.

Private Sector Development Specialist, presented the lessons learned from the implementation of Tunisie Trade Net.

Carlos Braga, Sr. Adviser, PRMTR, highlighted the opportunities that the developing countries have, as the WTO quotas near their end. However, they also have their concerns related to trade facilitation and implementation costs. Hamid Alavi listed the objectives of Trade Facilitation - to provide market access, access to export finance and lower transaction costs. Lowering transaction costs can be achieved by improving the transport logistics and reducing the time. According to UNCTAD, 7% of the world trade value is cost of administration of trade logistics.

Time is a barrier to trade. Each day saved in transportation is equivalent to 0.5% tariff and in a multi-stage production involving many countries, time becomes even more important. Information and Communication technologies help reduce the time and increase efficiency and \$100 million could be saved each year. The often cited example is the Singapore Trade Net that helped Singapore gain 1% of GDP.

Trade transaction is a complex process and it involves many players including the supplier, manufacturer, customs, port authorities etc. The large amount of paper work makes this process time-consuming and inefficient. Gerald Ollivier, Transport Specialist underlined the need for a

comprehensive approach to increase trade and country competitiveness. The use of a single window environment for trade (<http://www.gfptt.org/Topics/Single-Window>) can significantly contribute to that goal by facilitating reliable deliveries to supply chain partners.

The first step that was taken in the Tunisia trade net was the simplification of procedures and this applies to any country that would like to modernize its trade process. The standardization of information that caters to all the different operators is critical and the creation of a “Single Window” system will help facilitate trade. In Tunisia a phased implementation approach was taken so that the quick wins in each stage help secure the confidence of all involved. The challenges that implementation of these systems face are the complexity of the process and the resistance to change.

Dramatic improvements can be made when the administrative and political commitment join forces with advances in information technology. A great amount of inter-agency coordination is required and every agency has to act. The speaker reiterated that the success of Tunisia can be replicated in other countries provided the following conditions are met by the countries:

- Commitment at the highest level of the government
- Partnership with the private sector
- Good Project Risk Management
- Adoption of internationally recognized standards and codes

For more information read PREM Note - Use of ICT to facilitate trade in Tunisia at: <http://www1.worldbank.org/prem/PREMNotes/premnote89.pdf>

Click [here](#) for a full coverage of this seminar, including slides, and video-clips.

Telecenters of the Americas:

A Continental Network Supporting Education, SMEs and Remittances through Community Telecenters

Brown Bag Seminar: September 21, 2004

Over the past decade regional networks of telecenters have developed in North and South America in order to support the creation and operation of community-based telecenters. These are centers of public access to information and communication technologies (ICTs) for socio-economic development, and usually are located in community based organizations (e.g., community/neighborhood centers, NGOs) or institutions than enjoy high community participation (e.g. public libraries, municipalities).



Four of the most extensive and successful regional telecenter support networks came together to form the Telecenters of the Americas Partnership (TAP), a continental network of networks. ISGIF was a proud witness to TAP formalization, having supported the “digital signature” of the alliance agreement through a video-conference virtually joining partners in Canada, the U.S., Puerto Rico and Ecuador.

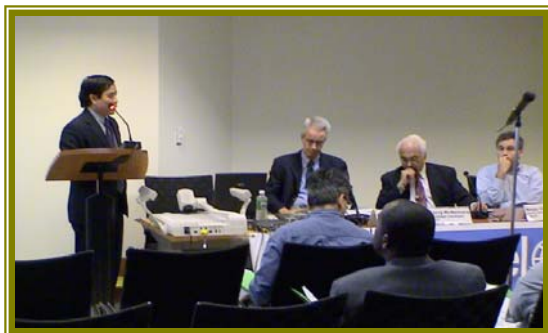
During the brown-bag, panelists described how TAP is assisting telecenters in low income communities to become a vehicle for community/national/regional development with examples related to Education, remittances, and SMEs (Small and Medium Enterprises).

- John Zoltner (Community Technology Centers' Network) explained that the main goal of TAP is “to develop collaborative cross-border initiatives, which can scale to make telecenters throughout the hemisphere more effective, and to implement projects that would be unlikely for individual networks to accomplish alone.”
- John Villamil-Casanova (The Aspira Association) explained TAP’s objective of developing human resource capital in low income communities through educational initiatives that include organizational capacity development; post-secondary education; IT training; and financial education.
- Klaus Stoll (Fundación Chasquinet) explained that community telecenters, partnering with credit unions, will have important participation in the remittances market. Telecenters will contribute not only to reduced transaction costs, but also to the incorporation of value added services, such as medical insurance and agricultural input upgrades.
- Finally, John Broomfield (Social Venture Partners) presented an electronic platform that leverages the buying power of the network to negotiate cheaper prices from suppliers; make it easier for SMEs to do business; reduces time to source products; makes comparison shopping easier; increases choices; and makes it easier for suppliers to sell to SMEs.

Click [here](#) for a coverage of this seminar, including slides, and video-clips.

Impact of ICT on Economic Growth

Seminar: September 16, 2004



The seminar focused on reviewing the latest evidence of the impact of ICT on economic growth based on analysis of the 50–100 major ICT-spending economies, which altogether account for nearly 98% of the global ICT market. The dynamics and determinants of variation in the degree of ICT contribution to economic growth across countries were also discussed. In his opening remarks, Nagy Hanna, Senior Advisor on e-Development, ISGVP, noted that it will be interesting to see how the ensuing discussion would

produce evidence of where and why it would and would not pay off to invest in ICT to generate economic growth.

Khong Minh Vu, Research Associate, Harvard University, and the main speaker, presented the results of his doctoral thesis, which focuses on the determinants and policy implications of ICT contributions to economic growth. He stated that ICT plays a significant role in generating economic growth, and highlighted two major policy implications as questions stemming from this fact:

- How can developing countries promote ICT penetration, while reinforcing market forces (instead of distorting markets with indiscriminate ICT spending)?
 - How can ICT be utilized by governments and development organizations, such as the World Bank, to enhance development projects (by transforming information and data into knowledge and wisdom)?
- Charles Kerry, Senior Economist, CITST, commented that though ICT investments have created a powerful new avenue for growth, the related Total Factor Productivity (TFP) has been relatively mixed when compared with other investments. He further elaborated that micro or sector-specific ICT investments, focused on generating significant benefits, should be encouraged in developing countries, as opposed to macro ICT investments.
 - Kerry McNamara, Knowledge Coordinator, CITIS, sounded a note of caution by stating that the Bank should not further fuel the ICT hype and assist developing countries to create ICT strategies, in the absence of poverty reduction and development strategies. In contrast, the Bank should assist countries to embed ICT strategies in their development strategies, and thus engage ICT as a tool for poverty reduction and growth.
 - John Daly, Consultant, ISGIF, stressed the point that ICT related costs and benefits in developed countries are often analyzed incorrectly, failing to measure significant inputs and failing to measure benefits such as the significant benefit spillovers to developing countries. He also suggested that the Bank should more vigorously explore how investments made in developed countries (such as hurricane warning systems) can be built upon to benefit developing countries.
 - Khong Minh Vu responded to the panelists' comments by stating that the World Bank can become more proactive in assisting developing countries to harness the ICT revolution more adeptly, since it is more knowledgeable and experienced in the ICT field.
 - Nagy Hanna reaffirmed the point that the Bank needs to be more engaged and proactive, and work with developing countries to leverage ICT as an enabler of development. He also emphasized that e-strategies are cross-cutting, complementary, and act as inputs to other sectors, and should thus be integrated with the holistic development strategy of a country. Therefore, a comprehensive development framework should take a macro approach, and identify the critical elements required to truly garner maximum pay-offs, such as broader education policies that make ICT an integral part of development. He concluded the seminar by stating that the impacts of ICT will take time to surface. However, developing countries cannot afford to take a passive approach to leveraging ICT, and have thus become more proactive, and the Bank now needs to rise to the challenge of actively assisting these countries attain the benefits of ICT.

Click [here](#) for a coverage of this seminar, including slides, and video-clips.

Private Public Partnership in Delivery of e-Government Services to Urban and Rural Citizens: Key Lessons in Implementation

Brown Bag Seminar: September 14, 2004

Designing electronic service delivery systems in developing countries requires innovative solutions to overcome multiple implementation challenges such as lack of IT capacity and financial resources in the public sector, government bureaucracy, poor infrastructure, absence of reliable electronic payment systems, low level of IT literacy among population. Professor Bhatnagar presented a replicable business model from Indian state of Andhra Pradesh that utilizes public-private partnership for sustainable electronic delivery of services to urban population.



E-Seva (e-Services) system was established by the state Government to deliver from a single window various online government and private sector services, such as issuing of certificates, applications for documents to various agencies and money transfer. Private sector partners - software and hardware companies, service providers, Banks and internet cafes - bear part of the initial investment and maintenance costs, but also enjoy a significant share of total revenue. The system is commercially viable; it provides 132 government and private services, majority of which include payments. For user convenience and broadening partnerships, E-Seva relies on multiple delivery channels, such as stand-alone e-Seva Centers (assisted one-stop shop IT counters), e-Seva counters in bank branches, online portal, ATMs, and internet cafes certified by the government to facilitate access to the portal and collect payments.

Implementation lessons learned and challenges were discussed. Professor Bhatnagar put the emphasis on clear but flexible partnership and revenue sharing arrangements, strong management and regulatory function by the government. Expanding e-Seva from urban to rural areas, for example, is likely to require a substantially different mix of services with a more prominent role for the private sector. Deepak T. Bhatia and other participants described similar initiatives in other parts of the world and stressed the importance of high-level political commitment for these innovative projects to succeed. The government should motivate the private sector through insuring adequate return on investment, but it must not abandon its crucial responsibilities: defining clear policy framework, clarifying roles and responsibilities, insuring personal data protection and security.

Click [here](#) for a full coverage of this seminar, including slides, and video-clips.

Financial Management Information System: Experience in Bank Funded Projects Brown Bag Seminar: September 08, 2004



The World Bank has funded Financial Management Information Systems as part of larger government reforms or as stand-alone projects in several client countries. The brown bag session sponsored by e-Development Services Thematic Group held on September 8, 2004 featured on-the-ground experiences from FMIS/Treasury Systems projects implemented in AFR, EAP and ECA. Facilitated by Luisita Guanlao, the speakers shared and discussed their projects, scope, costs, issues encountered and lessons learned.

Deepak Bhatia, Manager, ISGIA presented the aspects to be considered in a Financial Management Information System. He touched on the various components making up financial management information system – ranging from core systems such as accounting (e.g. GL/ AR/AP) to non-core systems (e.g. HR/Payroll, budget prep. etc.). FMIS implementations involve institutional, organizational and technological considerations. Top level sponsorship, financial records management policies and inter-agency co-ordination and change management processes are essential to successful implementation.

Legal and Institutional reforms are needed prior to any work on designing the treasury system. Ali Hashim, Lead Specialist, ECA explained the need for a Treasury Systems and why they need to be automated. Drawing on his experiences in implementing these systems for the bank's client governments, he said that it is easier to implement them in countries where a system did not exist (e.g. former centrally planned economies). In countries where systems existed, resistance to change poses a challenge and the political issues need to be resolved. To be successful, the Ministry of Finance and other government agencies have to be committed and support the process.

The implementation of these systems takes 7 to 10 years to complete. One of the speakers, Ramesh Sivapathasundaram, ISGIA highlighted the various factors to be considered in the procurement process and this alone could take up to a year. Daryoush Kianpour, Sr. Information Officer, QK Knowledge & Learning, shared experiences of bank funded projects in Africa region. He stressed that ownership and a champion are required for the projects.

All the speakers were unanimous in their view that more than the technology, it is the reform process, government commitment, project management and change management that are critical to the projects.

Click [here](#) for a full coverage of this seminar, including slides, and video-clips.

Government-2-Business Services: Online Business Registration and e-business Development Services

Video Seminar: July 27, 2004

The e-business for Small Business Competitiveness Initiative in LAC in conjunction with the Global Development Learning Network and e-Development Thematic Group held an event to highlight progress and lessons emerging in the Region on how online business registration services are generating substantial mutual benefits for business and government.

Entrepreneurial innovation and market contestability are hampered in many parts of Latin America by a persistent web of rules, regulations and bureaucratic procedures to establish a business. Though they have often proven resistant to reform and simplification, examples are beginning to be found in the region, as they have in OECD countries, of the powerful influence of how online registration for businesses dramatically cuts down such barriers and simultaneously benefits business and government.

To search out and discuss progress in this area in Latin America, the e-Business for Small Business Competitiveness Initiative (sponsored by the LAC Knowledge Management Unit held its third dialogue of 2004 on Government-2-Business Services. The specific focus was on (1) profiling the simplification process involved in building online business registration services, (2) the realities of actually implementing such services, and (3) the costs and benefits from such investments.

Presentations were made on Chile's 2002-2006 Ventanilla Unica by Jaime Gre, National Executive Secretary of Chile Digital Agenda, and on Mexico's Project UNO – Aguascalientes online business registration services by Lic. Noemi Carillo, state government of Aguascalientes. Further commentary and discussion were provided by digital program government leaders in Brazil and Ecuador, as well as the Global Public Sector Director of Deloitte Research in Washington DC.

In Chile, online business registration has become a reality as part of a nationwide five year program begun in 2002 to simplify and deliver web-based services for 80 of the nation's core processes relevant to business in areas such as business creation, labor, the environment, taxation and trade. In Aguascalientes, the state and municipality worked over 2000-2002 with the Federal regulatory agency COFEMER to simplify requirements for registration and building online services. Both cases are good examples of how, as e-development matures, value-added rises in the form of rich information content, service functionality, government efficiency and business growth.



The dialogue first zeroed in on the key conditions to successfully deliver complex online registration systems. Speakers emphasized the importance of adopting upfront targets to yield dramatic operational improvements (from many months to a matter of one or a few days) as an important means of gaining top-level attention and generating political and management support for action. They underscored the need to foster the technical interoperability of systems in order to truly integrate registration through a single window, particularly where

requirements were managed at different government levels (e.g., taxation and social security at a national level and zoning at the municipal level).

They considered the role of national standards and guides set for the reform of public services and practices highly useful in Mexico, from a state and local perspective. Officials in both Mexico and Chile pointed to the importance of increasing service access of the plethora of small firms in the business community lacking network access by utilizing post offices and by building multi-purpose business centers that host portals and offer related support services. They considered these also key instruments to break through the cultural digital divide and to promote uptake. The speakers also felt that implementation and firm-level response could be further accelerated by financial incentives (such as matching grants) to government agencies and companies. The promotion of other online services, such as for public procurement or export and import procedures, also tend to augment to online business registration in these cases.

Multiple benefits were reported in both the Mexican and Chilean experiences. The first obvious benefits included increased services access and 24/7 availability, higher transparency of transactions and lower potential for administrative discretion, and immediate receipt of registration fee payments across secure web sites.

They also emphasized that the systems produced radical reductions in processing time of and associated costs. In Aguascalientes, the average time to register dropped from 71 days to 1 day and 1,250 new business registrations were processed online in 2003, about 30% of the previous total annual average of business registrations. Aguascalientes was also recognized in 2003 as having the most streamlined business registration system in Mexico.

In Chile, an evaluation by the Alberto Hurtado University has calculated this year that, from the trends to this midpoint in the Ventanilla Empresa program, it can be expected to yield total net benefits of about \$350 million over 5 years, of which about 80% will accrue to the business sector.

Participants urged the Bank to help others to adopt of online business registration services. They encouraged it to take the lead to facilitate a leapfrogging process, in particular by (1) benchmarking good practices and standards in online business registration in leading countries, (2) diffusing methodologies to measure their costs and benefits, (3) promoting the adoption of interoperability standards and technologies that would facilitate the adoption of such online services between different government agencies and levels, and (4) financing programs to generate online business registration and their uptake.

Click [here](#) for a full coverage of this seminar, including slides, and video-clips.

For further information on the seminar or to join our mailing list, please write to edevelopment@worldbank.org, visit <http://www.worldbank.org/edevelopment> or contact Oleg Petrov (e-TG Facilitator) at 202-4738861

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