### 行政院及所屬各機關出國報告

(出國類別:會議)

出席國際政府資訊科技理事會(ICA) 計畫委員會 2010 年第 2 次會議報告

服務機關:行政院研究發展考核委員會

出國人 職 稱:副處長

姓 名:簡宏偉

行政院研考會 編號欄

出國地點:美國華盛頓 DC

出國期間:99年5月14日至20日

報告日期:99年8月12日

### 行政院及所屬各機關出國報告提要

出國報告名稱:出席國際政府資訊科技理事會(ICA)計畫委員會 2010 年第 2 次會議報告

頁數:9含附件:否

出國計畫主辦機關/聯絡人/電話:

行政院研究發展考核委員會/簡宏偉/02-23419066#802

出國人員姓名/服務機關/單位/職稱/電話:

簡宏偉/行政院研究發展考核委員會/副處長/02-23419066#802

出國類別:其他(出席會議)

出國期間:99年5月14日至20日 出國地區:美國

報告日期:99年8月12日

分類號/目:

關鍵詞:電子化政府、資通訊技術

內容摘要:

行政院研究發展考核委員會代表我國加入國際政府資訊科技理事會 (ICA),並於 2008 年第 42 屆年會獲邀加入計畫委員會,本次會議係 2010 年第 2 次會議,主要討論第 44 屆年會會議主題及未來 2 年年會 籌備情形。

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### 壹、目的

國際政府資訊科技理事會(International Council for Information Technology in Government Administration, ICA)係由各國中央政府機關所成立,與電子化政府等資訊科技應用有關之國際專業組織。行政院研究發展考核委員會(以下稱本會)代表我國加入該組織,並於2008年於韓國首爾召開之第42屆年會上獲通過我國辦理2011年年會,以及加入計畫委員會,為履行會員國及計畫委員會成員之義務,爰由我國國家代表出席計畫委員會2010年第2次會議,並就2010年第44屆年會會議詳細議程及後續2年年會籌備情形,參與討論。

### 貳、過程

本次會議係由我國國家代表即本會資訊管理處副處長簡宏偉出席,會議期程自 5 月 14 日起至 5 月 20 日,於美國首府華盛頓DC召開本年度第 2 次會議。會議場地即在本年度年會舉辦之場地,以利出席代表了解現場各項會議措施及環境。第 2 次會議出席人員包括 ICA 主席(比利時)Frank Leyman、ICA 財務長 Larry Caffrey(英國)、計畫委員會主席 Mui Ken Chung(新加坡)、Darlene Meskell(美國)、Valerie Wutti(加拿大)、Won-Seon Ko(韓國)及我國代表等共 7 人,議程如附錄 1。

### 5月17日

會議於早上8時開始,第1天討論及報告事項包括下列項目:

- 1. 2010 年計畫委員會第 1 次會議紀錄(附錄 2)。
- 2. 2010 年第 44 屆年會議程規劃情形報告,確認各項議題及主講人,以及進行的方式。
- 3. 討論目前各項工作進度及未來主要工作項目。
- 4. 前往第44 屆年會各項活動地點進行實地勘察。

### 5月18日

會議於上午8時30分開始,討論及報告事項如下:

- 1. 討論 ICA 會員及 ICA 大使計畫。本項討論檢視目前各會員 國在推動邀請其他國家加入 ICA 的情形,同時並就本年度邀 請非會員國派員出席 ICA 年會的情形提出說明。
- 2. 後續年會辦理情形,由美國報告 2011 年年會籌備情形,由 我國報告 2011 年年會籌備情形。。

會議於下午2時結束,其中尚有議程仍需進一步協商,隨後透過電話會議及電子郵件討論,確認本年年會議程如附錄3。

### 参、各項討論重點

### 一、第44屆會議主題及議程

本次會議除承續前次會議討論之議題外,主要工作即確認會議主題及議程,經由本次會議各出席代表的討論,及後續多方電話會議及電子郵件的確認,於 6 月上旬確認本年會議主題為「Open Government - Make It Work」,並由美國 GSA(General Service Administration)以電子郵件邀請各國出席(如附錄 4),同時將邀請美國聯邦政府資訊長進行開幕專題演講。

本年年會將以政府公開透明為主軸,探討如何運用資訊科技以達成政府資訊公開,促進民眾參與,以及跨機關和民間的合作,此外並探討雲端運算、行動化服務,和強化資訊安全等議題。本次會議分為下列主題進行討論:

### 1. 未來資訊科技發展趨勢:

本項將由不同國家就該國發展所採用的科技技術提供看法, 以及對未來發展趨勢的深入說明,同時並請演講者對該國未 來導入諸如對雲端運算、Web2.0和行動化服務等提出見解, 以利各國對採用新技術進行評估與經驗分享。 本項議題中,我國係由電子治理中心陳敦源主任進行報告,報告題目為"Governing e-participation in the era of Web2.0: the Case of Taiwan"。此外並有英國及荷蘭代表進行報告。

### 2. 行動化政府服務

提供行動化服務是各國政府未來發展的趨勢,藉著無線寬頻 網路和智慧型行動設備的普遍,未來民眾將可以便利的方式 隨時取得政府資訊及服務。在本項議題中將請演講分享該國 推動的經驗,同時就資訊安全、身份辨識,以及使用者經驗 等提出看法。本議題將由新加坡、韓國和美國進行報告。

### 3. 技術新知

邀請韓國、比利時、加拿大,以及美國展示該國的創新服務,提供各國觀摩。

### 4. 網路安全管理

本項將由不同的角度來討論政府在公開透明的前題下,如何 強化網路安全管理,藉由演講者的經驗分享,提供與會者對 組織流程、安全管理、預防及回復等網路安全議題進行討論。 本會技服中心劉主任培文、世界銀行,及加拿大資訊長將提 出經驗分享。

### 5. 分組討論

本次分組討論分為 2 場,第 1 場為主動式政府服務,第 2 場為政府協同合作。

第 1 場次的主動式政府服務,希望藉由各出席代表的看法,來分享政府推動公開及透明的過程中,如何經由主動式的服務,提供民眾更有效率的服務,本場次由加拿大代表主持,並由我國、葡萄牙,及新加坡擔任與談人。

第 2 場次則是希望各國分享跨機關的協同合作經驗,包括機

關間、中央和地方政府間,以及增進民眾參與的方式等。本場次將由希臘 Gov2U 執行長主持,並由3位學者擔任與談人

此外,並有各國推動電子化政府的經驗報告與分享,期經由密集的討論與分享,使與會各國代表均能汲取不同的經驗。

### 二、後續年會籌備情形

第 45 屆年會由我國主辦,會中詳細報告目前規劃情形及會議場 地之規劃,以及各項餐宴和後勤支援的細部規劃,與會代表均表 達讚賞與支持,主席和財務長甚至表示我國規劃至為完整且富有 吸引力,能展現我國的進步,另外並建議在出席代表陪同人員的 行程部分,可以適當的收取餐費或其他雜項費用。

此外於會議中表達本屆年會中本會主任委員或副主任委員將前往出席,並將在會議中邀請各國出席代表明年第45屆年會,與 會代表均表達歡迎之意。

### 肆、心得、建議及後續工作事項

### 一、心得

本次會議中已就本年會議之議程進行確認,同時我國除參與會議外,並經各國代表推薦及認同擔任演講及與談人,同時在網路安全課題上,我國亦主動表示可以提供經驗分享,各國對於我國近年在參與會務上均表示肯定與認同。

此外,在本次會議參訪行程中,和主席及財務長表達希望在今年年會中能成為正式會員,主席及財務長私下均表示我國近來積極參與會務,且提供推動經驗供各國分享,具有相當貢獻,對於成為正式會員一事應不致有問題,並允諾於本年大會上列入議程。

### 二、建議

出席本次會議後之建議事項有下列幾項:

- 1. 持續分享我國推動民眾參與之經驗,積極推動和其他國家的 分享。
- 2. 應擴大培養參與國際事務的人才,未來可適度推薦參與 ICA 未來領袖計畫及青年論壇,並須能展現強大的企圖心和靈活 的創新力,以建立我國在該計畫的認同。

未來我國應可更全面的參與 ICA 各項討論或論壇,所需考量者 乃在對 ICA 做出貢獻,以取得各會員國對我國的認同及支持。

### 三、後續工作事項

後續工作包括下列項目:

- 1. 出席本年第44屆年會,善盡會員職責。
- 2. 持續辦理 2011 年 ICA 第 45 屆年會籌備事宜。
- 3. 密切觀察並持續推動我國會籍由仲會員成為正式會員。

### 伍、附錄

- 一、 ICA 計畫委員會 2010 年第 2 次會議議程
- 二、 ICA 計畫委員會 2010 年第 1 次會議紀錄
- 三、 ICA 2010 年第 44 屆年會議程
- 四、 GSA 致邀請函



# Joint Board and Programme Committee Winter Meeting 17 -18 May, 2010

Location: Liaison Hotel, Capitol Hill, Washington DC

### **Draft Agenda**

Note: Meeting to begin at 0800 hours 17 May

1. Minutes of the January 2010 meeting in Brussels.	Chair
Matters arising: Adoption (15 min)	
2. ICA 2010 Action Plan (1hour)	Chair
<ul> <li>ICA New Secretariat and Support Office</li> </ul>	
New Web Page	
• 2010 Workplan Activities: Webinars	
3. ICA 44 <sup>th</sup> Conference Programme (Workshop 4 hours)	Prog Comm. Chair
Facilities;	Darlene Meskell
Title; Agenda; Allocation of Tasks	Prog Comm. Chair
4. Future Conferences (45 mins):	Prog Comm Chair
• 2011 Taiwan	Jyan Hong-Wei
• 2012Finland	Rlku Jylhänkangas
• 2013 Israel???	
5. Other Business (1 Hour)	Chair
6. Next Meeting (November 2010)	Chair
7 Tour and inspection of Conference Facilities (2 Hours)	**
8 Tour and inspection of Museum of the American Women (2 Hours)	**
9 Visit and inspection of the Ronald Reagan Building (2Hours)	**
10 Tour of the White House (3 Hours)	**
11Tour of the Capitol (4 Hours)	**

<sup>\*\* 17-18 (</sup>and possibly 19) May as local circumstances permit.

**Note 1:** The main tasks at this meeting are to firmup and confirm the programme for the 44<sup>th</sup> Conference; discuss plans for the future of ICA and monitor progress on 2010 action plan.

**Note 2:** Circumstances will cause the Chair to discuss agenda items in a different order to that above. The timing of the planned visits to conference locations will take place on either 17 or 18 May depending upon local circumstances and availability of officials. It may be necessary to make some visits on 19 May. **Note 3:** Coffee/refreshments will be made available during the meeting. The meeting is not expected to finish before 1700 hrs on 18 May.

**Note 4:** The ICA Board will host a dinner for all attendees at Jonny's Half Shell Restaurant at 1930 hrs on 17 May.

**Note 5**: Martha Dorris, USA (Special Advisor to The ICA Board) will host a dinner on 16 May. Transport will be provided.

ICA Programme Committee Winter Meeting: Monday & Tuesday 17 & 18 May 2010.

### ICA PROGRAMME PLANNING MEETING

### **WASHINGTON, DC ~ MAY 17, 18, 2010**

### **RECORD OF DISCUSSION**

**PRESENT**: Won-Seon Ko, Frank Leyman, Larry Caffrey, Valeri Wutti, Howard Jyan, Mui-Ken Chung, Darlene Meskell, Janet Pearce, Kathy York

Item	Discussion	Action	
Minutes of Previous meeting	Frank Leyman initiated discussion and review of previous board meeting. No items were changed.	Minutes accepted.	
Secretariat	Frank presented an overview of the function of the ICA Secretariat. He introduced Janet Pearce and Kathy York of Organizational Strategies and Services (OSS). Susan Hall was not in attendance.		
	Larry to create ICA secretariat mailbox which will direct all secretariat items to Janet, Kathy and Susan.	Larry	Completed
ICA Web seminar by Ann Steward of Australia	Cancelled due to lack of participation. Board members said they did not realize they were required to register ahead of time. It was generally agreed more time was needed for planning.		

2010-05-17,18 Programme Planning Meeting Liaison Hotel, Washington DC, USA

Item	Discussion	Action
	Suggestion to plan webinars for 1 year and publish an outreach program. Possible topics include Mobile Aps – John Murphy, USA; Online tools to engage citizens – Beverly Goodwin, USA; use white board at conference to request web seminar topics.	
	Attempt to reschedule A. Steward for last week of June at 5 pm.	Larry
	OSS to liaise with Darlene Meskell regarding set up.	OSS/Darlene
Conference	The board discussed conference details.	
	<b>Program</b> – Frank suggested there should be more European representation. He suggested adding a European country in the vignette section. Action items are as follows:	
	Darlene was to contact Mexico regarding a possible presentation.	Darlene
	Mui-Ken to finalize program then forward to OSS.	Mui-Ken
	OSS to format, post to web and send out to members.	OSS
	OSS to develop registration form and mail out to members.	OSS
	OSS to update conference information on website.	OSS
	Darlene Meskell to provide OSS with brief description of conference theme, location, partners program and logo for website and registration.	Darlene
	Program committee chair person to forward session chair and speaker	Mui-Ken

Item	Discussion	Action
	presentation materials to secretariat one month before conference.	
	<b>Participation</b> – A discussion was held regarding who is and/or not attending conference and attracting new members to ICA.	Board members/OSS
	• Each board member to compile list of countries to be approached about attending conference and ICA membership. Submit list to Secretariat via email. OSS will develop a database of contact information	
	Country reports – Invitations to submit country reports will be issued by OSS. Reports should be in three parts What's new, three major issues your government is encountering, and answer to the following four questions.	
	1. What tasks are your government undertaking to become more open and transparent? Does your government have regulations, policies, legislation? Please expand.	
	2. How is your government using innovative technology to achieve efficiencies?	Valerie
	3. How are you managing your citizen service delivery channels?	
	Valerie to suggest sub question.	
	4. Collaboration. How is your government encouraging collaboration between government to government, government to citizens and government to business? What challenges are you facing and/or	Larry

Item	Discussion	Action	
	encountering?		
	Larry has hired an outside contractor to write executive summary of each country report. He will review the summaries and select questions to ask country reps at the conference.		
	<b>Election</b> – board members to provide secretariat with names of persons nominated to the board. Short bio of each person will be created.	Board members/ OSS	
	<b>Youth Leaders Program</b> – Discussion was held regarding nominations for the ICA "Future Leaders Programme". Larry agreed to prepare a request for nominations document.	Larry	Completed
	Once finalized and approved, OSS will send out the nomination information to all ICA members and arrange to have the document uploaded to the website	OSS	
Finance	Board accepted the Treasurer's Report as presented by Larry Caffrey. Major change in 2010 is the increase in members' fees to fund the cost of Secretariat.		
Strategic Plan	Current strategic plan expires in 2010. OSS is tasked with developing a five year plan for 2011-2015. Marketing plan to flow from strategic plan.	Kathy York/ Susan Hall	
Next meeting	Conference call June 1 <sup>st</sup> 2 PM Belgian time. OSS to set up call with assistance from Larry.	OSS	



# ICA International Council for Information Technology in Government Administration

### Minutes of the ICA Board and Programme Committee Meeting FEDICT, Brussels, Belgium: 14 & 15 January 2010

**Present** 

Frank Leyman Belgium – ICA Chair

Singapore, ICA Programme Committee Chair Mui Ken Chung

Larry Caffrey ICA - Treasurer

Darlene Meskell USA Riku Jylhänkangas Finland Cheng-Ming WANG (Ken), Taiwan

Valerie Wutti Canada (15 January only)

Welcome: Frank Leyman, Chair of ICA welcomed all Board and Programme Committee Members to the Board and Programme Committee Meeting. He advised that Christian Rupp, ICA Vice Chair (Austria) was still in Ankara due to weather conditions and would not be able to attend the meeting. Also Valerie Wutti was stuck in Frankfurt but would attend the meeting on arrival.

Frank Leyman went through the agenda and advised that most of the afternoon would consist of a report back on 43<sup>rd</sup> Conference and a workshop on the 44<sup>th</sup> Conference Programme. This would be reviewed tomorrow and the meeting would finish with discussions on other agenda items. This approach would mean a number of issues would not be discussed as itemised in the agenda.

### 1: The minutes of the Last Meeting

The minutes of the meeting held on 5 October 2009 were read and approved. There were no matters arising apart from those listed on the current agenda.

- 2. 43<sup>rd</sup> Conference Report: Mui Ken discussed the comments and feedback from the conference held in Brussels during October 2009. The standard and quality of the conference and the presentations were very well received by delegates, and the facilities and social programme were also welcomed. Criticisms were rare and usually not substantiated or contradicted by other delegate comments. Taking note of delegate comments and requests for work items at 44<sup>th</sup> Conference the meeting agreed:
  - There was an increased demand for a Vignette session
  - Time allotment needs firm control
  - Consider potential for less subject matter and deeper analysis of chosen topics
  - Need to allow time for social networking
  - Introduce at least one new topic at each conference.
  - Revise approach to Country Reports.

### 3. ICA 44<sup>th</sup> **Conference Programme**

Facilities for 44<sup>th</sup> Conference: Darlene Meskell reported on arrangements for the next Conference to be held in the Liaison Hotel on Capitol Hill, Washington DC from 8 – 12 November 2010. Rooms will cost \$229 a day including breakfast. There would be a Welcome Reception in the hotel on 7 November, an American Night in the Ronald Reagan Centre on 9 November and a Gala Dinner in the Museum of Women in the Arts on Thursday 11 November, the 10<sup>th</sup> being a free evening. Assuming many people may wish to take advantage of the location a choice of travel and cultural activities would be made available at cost for 12 November. Similarly, a wide range of facilities would be made available to the Accompanied Persons with opportunities to meet for lunch if needed.

**44**<sup>th</sup> **Conference Programme:** The meeting spent several hours brainstorming a programme for the next conference. Inputs included recommendations and suggestions from the last conference contained in feedback forms and lists completed by delegates in the conference hall. An initial draft programme was created. This was reviewed and updated the following day when tasks for follow-up action were assigned. The final draft from the meeting is at Annex 1.

**Action:** all tasked duties and follow ups to be completed by next meeting in May. All session chairs to do a first report back to Mui Ken by end of January.

The final task was to agree a theme title for the conference. This is provisionally agreed as 'Open Systems: Making It Work'.

### 4 ICA 2010 Action Plan

The meeting discussed the activities planned for 2010.

- a) ICA Executive Director and Support Office: Frank Leyman outlined the difficulties experienced when an Executive Director was appointed in January2009 and problems since. There was still a need to find a replacement. It was agreed that a paper and job description would be prepared (**Action: Larry Caffrey**) and circulated to ICA Officers seeking a replacement for Larry Caffrey. The post did not need to reside in the UK. If no suitable response the post would be advertised.
- b) Communiqués from Chair: A further communiqué would be issued shortly following this meeting. **Action:** Frank Leyman.
- c) Study Groups: Christian Rupp had suggested that universities could collaborate with ICA in Study Group activity. A suitable student working through a tutor might assist in researching and drafting a report. US & Canada will supply information on a similar activity elsewhere. Meanwhile the Board would discuss this with ICA associates in the academic field. **Action: Larry Caffrey** will contact Des Vincent and Olov Ostberg and **Frank Leyman** to discuss with Arvo Ott. Other members of the Board and Programme Committee should discuss with suitable academics and report back.
- d) ICA Website: Revision and Update: The Chair had sought advice from current webmaster and others on updating the web but received no or disappointing results. A draft page prepared by .GOV2U' was shown. It was agreed to pursue the possibility of Vasilis Koulolias and GOV2U revising, updating and hosting a new web page in lieu of some of the Associate Member Fee. **Action: Frank Leyman.**
- e) Communications/Membership Retention Programme: It was agreed that this is still an important activity but discussion on further tasks would be deferred to the next meeting.
- f) ICA Ambassador Programme: It was agreed that this task is aligned with the Retention Programme. It is in need of a revision which would be carried out in May. **Action: Larry Caffrey** will prepare a paper.

g) Annual Ongoing ICA Expenses: Larry Caffrey advised that, contrary to expectations, income had exceeded expenditure in 2009 by £6500. Budgeting for this year and beyond depended on whether an Executive Director is found and when, but assuming the post is taken up soon he forecast a deficit of some £6600 in 2010 with the increased membership fee of £3000 in 2011 showing a small surplus of £3000 for 2011.

### **5. Future Conferences**

- a) 45<sup>th</sup> Conference: Cheng-Ming Wang introduced an outline of the 45<sup>th</sup> Conference to be held in the Grand Hotel, Taipei on 11-14 October 2011. Cost would be \$191. He proposed a 4 day programme with a number of cultural events and a full accompanied person's programme. Highlights include:
  - a Chinese Dinner at International Silks Museum on 11 October
  - Cocktails with a Jazz Band & orchestra at poolside on 12 October
  - a Taiwan Evening in 101 Tower on 13 October
  - the Gala Dinner on 14 October at the Centre for Traditional Arts.

The meeting accepted the suggestion that many delegates would wish to spend some time in Taiwan but asked for the Conference Programme to be 3 days with the Gala Dinner to be on Thursday 13 October. The Culture trips planned for 14 October could then be offered at cost to all delegates and Accompanied Persons as an extra but non-official event. The Chair asked Taiwan to produce a costed conference programme to the next meeting and would ensure previous conference costs would be made available to Taiwan to use as a template. The meeting also requested details of the cost to attendees of the Accompanied Persons Programme for which a full cultural and shopping experience had been planned.

- b) 46<sup>th</sup> Conference: Riku Jylhänkangas advised the meeting that details have yet to be agreed but a date towards the end of September was recommended due to an early wintertime in Finland. **Action**: more details in May; Frank Leyman to provide check list of conference activities to aid the planning process.
- c) 47<sup>th</sup> Conference: Israel's open offer is noted and it was agreed that in accordance with custom new members would also be offered the opportunity to host 2013 or a future conference.
- **6. Other Business** There being no other business the meeting closed at 15:45 hours.
- **7. Next Meeting:** This would be in Washington DC at the Liaison Hotel during the week commencing 16 May. The exact date and time to be advised later.

# ICA International Council for Information Technology in Government Administration

Annex 1

**Note:** This page of the annex shows the list of topics that were considered for the 44<sup>th</sup> Conference. The topics were drawn from items identified as important to ICA Members and as a result of a brainstorming session on 14 January.

The following pages show the outline programme for the ICA 44<sup>th</sup> Conference as reviewed and approved at the meeting on 15 January. The names in brackets shown on the programme identify the person tasked with achieving that part of the conference programme.

### Topics for 44<sup>th</sup> ICA Conference

- 1. Cloud Computing 6
- 2. Social Networking, Web 2.0/3.0 Tech Vignettes
- 3. ID Management No
- 4. Future Directions Technology: DARPA, US CTO 6
- 5. Open Government Theme
- 6. Transparency, Measurements & efficiencies Netherlands IT Dashboard, Data.gov ??
- 7. Collaboration Citizen Engagement ?? e-Inclusion, e-Democracy ??
- 8. Cross-border Inter-operability No
- 9. Green IT Study Group
- 10. Cyber Security user education, management of Internet, cybercrime prevention Switzerland?
- 11. Legal framework of e-Government European Legislation No
- 12. Mobile Government Finland? 6
- 13. Agile Government No

### Theme:

Open Government - How Open Can We Be? - 3

Open Government - The Role of IT - No

Open Government - How Far Can we Stretch It? - 1

**Open Government - Challenging Our Comfort Zone – 3.5** 

**Open Government – Opportunities and Challenges - 3** 

Open Government - Making It Work - 5

**Open Government – From Mission to Implementation** 

### **Open Government - A Roadmap to Success - No**

### **Country Reports:**

- Survey questionnaire related to conference topics 1st round table
- Free format initiatives 2<sup>nd</sup> round table
- Press release?

### Conference Theme:

- Open Government? - Transparency, Collaboration, Inter-operability, Cloud, etc.?

Netherlands IT Dashboard, Maarten Hillenaar, CIO of Netherlands (Darlene)

### 44<sup>th</sup> ICA Conference, 8-11 November 2010, Washington D.C., USA

### Agenda

**ICA Board, Program Committee & Council Meetings** 

Monday, 8 Nove	ember 2010
11.00-12.30	Meeting of ICA Board and Program Committee
	Chair: Frank Leyman
12.30-14.00	BREAK (Lunch not provided)
14.00-17.00	Annual ICA Council Meeting
	Chair: Frank Leyman
	Attendees: Board, Program Committee and National & Deputy National
	Representatives only
17.00-17.30	Election of Board & Program Committee Members
	Chair: Frank McDonough (Darlene)
	Attendees: Board, Program Committee and National & Deputy National Representatives only
17.30-18.30	Welcome and Orientation for New Attendees
	Chair: Martha Dorris & Larry Caffrey
18.30	ADJOURN
19.30	Welcome Reception: Metro Centre, Liaison Hotel
	Host: Dave McClure, GSA

### 44<sup>th</sup> ICA Conference Programme

### Open Government – Making IT Work

<description> - Transparency, Collaboration, Inter-operability, Cloud, etc.?

Tuesday, 9 November 2010		
09.00-09.20 (20 min)	Conference Opening Chair: Frank Leyman	
09.20-09.40 (20 min)	Welcome Address by Martha Johnson, Administrator of GSA or White House Rep (TBC – Darlene)	
09.40-10.30 (50 min)	Opening Keynote Address: <title> Chair: Frank Leyman Keynote Speaker: Vivek Kundra or Aneesh Chopra (TBC - Darlene)&lt;/td&gt;&lt;/tr&gt;&lt;tr&gt;&lt;td&gt;10.30-11.15&lt;br&gt;(45 min)&lt;/td&gt;&lt;td&gt;GROUP PHOTO &amp; BREAK&lt;/td&gt;&lt;/tr&gt;&lt;tr&gt;&lt;td&gt;11.15-12.15&lt;br&gt;(1 hour)&lt;/td&gt;&lt;td&gt;Panel 1: Future Directions in Technology  &lt;description&gt;  Chair: Christian Rupp, Austria (Frank)  Speakers:  1. Head, DARPA (Darlene)  2. Prof Caroline Pin-Yu Chu, Director of Taiwan e-Government Research Centre (Ken)&lt;/td&gt;&lt;/tr&gt;&lt;tr&gt;&lt;td&gt;12.15.14.00&lt;/td&gt;&lt;td&gt;3. John Suffolk, UK (Larry)  [Backup: US Sponsor - IBM (Darlene)]&lt;/td&gt;&lt;/tr&gt;&lt;tr&gt;&lt;td&gt;12.15-14.00&lt;br&gt;(1 hr 45 min)&lt;br&gt;14.00-16.00&lt;br&gt;(2.0 hours)&lt;/td&gt;&lt;td&gt;Breakout Session 1: Transparency, Measurements &amp; Efficiencies  3 Groups – Transparency, Measurement, Efficiencies  Chair: Peter Bruce, Canada (Valerie)  Facilitators:&lt;/td&gt;&lt;/tr&gt;&lt;tr&gt;&lt;td&gt;&lt;/td&gt;&lt;td&gt;Anabella Pedroso, Portugal (Frank)     Pauline Tan, Singapore (Mui Ken)&lt;/td&gt;&lt;/tr&gt;&lt;/tbody&gt;&lt;/table&gt;</title>	

	Howard Jyan (Ken)  [Coffee break will be served during Breakout session]
16.00-17.00 (1 hour)	Round Table Country Reports 1 – Survey findings <description? caffrey<="" chair:="" larry="" td=""></description?>
17.00-19.00	ADJOURN
19.00	American Evening – Ronald Reagan Building  Host: Robert Peck, Head of Public Building Service or Martha Dorris (TBC – Darlene)

Wednesday, 10 November 2010		
09.00-09.45 (45 min)	Breakout Session Report Back 1 Chair: Peter Bruce	
09.45-10.30 (45 min)	Keynote Address: <title> Chair: Riku Jylhankangas, Finland (Mui Ken) Keynote Speaker: Mr Yrjö Benson, State IT Director CIO, Finland&lt;/td&gt;&lt;/tr&gt;&lt;tr&gt;&lt;td&gt;10.30-11.00&lt;br&gt;(30 min)&lt;/td&gt;&lt;td&gt;BREAK&lt;/td&gt;&lt;/tr&gt;&lt;tr&gt;&lt;td&gt;11.00-12.00&lt;br&gt;(1 hour)&lt;/td&gt;&lt;td&gt;Panel 2: Mobile Government  &lt;description&gt; - link to open government  Chair: Riku Jylhankangas, Finland (Mui Ken)  Speakers:  1. India? (Frank) 2. Estonia? – ask Mait (Larry) 3. Singapore? (Mui Ken) 4. Korea? (Mui Ken) 5. Japan? (Larry) 6. US Sponsor – Google? (Darlene)&lt;/td&gt;&lt;/tr&gt;&lt;tr&gt;&lt;td&gt;12:00-14.00&lt;br&gt;14.00-15.00&lt;br&gt;(1 hour)&lt;/td&gt;&lt;td&gt;LUNCH (provided)  Technology Vignettes  Chair: Won Seon (Mui Ken)  The purpose of this session is to showcase the experimentation and deployment of innovative and emerging technologies in Government. We&lt;/td&gt;&lt;/tr&gt;&lt;/tbody&gt;&lt;/table&gt;</title>	

15.00 -17.00 (2 hours)	aim to stir the imagination of the audience by showing some exciting usage scenarios of leading edge technologies, or even technologies still in research labs today  Speakers:  1. MyBelgium.be, Frank 2. Korea (Brussels item) (Mui Ken) 3. Science Collaboration, Canada (TBC - Valerie) 4. Citizen Dialogue, USA (TBC – Darlene)  Breakout Session 2: Collaboration – Citizen Engagement - ?? e-Inclusion, e-Democracy <description> 3 groups: ?? (Frank to discuss with Vasilis)  Chair: Vasilis Koulolias (Frank)  Facilitators:  1. Jean-Jacques Dideshiem (Vasilis) 2. Costas Agrotis, Cyprus (Vasilis) 3. Ong Seok Leng, Singapore (Mui Ken)</description>
	[Note: Coffee break to be taken during discussion.]
17.00-18.00 (1 hour)	Round Table: Presentation of Country Reports 2 – Free format: New developments
	Chair: Larry Caffrey
18.00	ADJOURN
	FREE EVENING

Thursday, 11 November 2010		
09.00-09.45 (45 min)	Breakout Session Report Back 2 Chair: Vasilis Koulolias	
09.45-10.45 (1 hour)	Panel 3: Cyber Security – user education, management of Internet, cybercrime prevention <description>  Chair: Ann Stewart, Australia (Larry)  Speakers:  1. Arvo Ott, Chairman of e-Governance Academy, Estonia? (Larry)  2. Shimon Broner, Israel? (Shimon to provide speaker – Mui Ken)  3. Oleg Petrov, World Bank (Frank, Valerie will contact Simon Gauthier)</description>	
10.45-11.15	BREAK	

11.15-12.00	Closing Keynote Speech:
(45 min)	Chair: Darlene Meskell
	<b>Speaker</b> : Peter Korsten, Head of Institute for Business Value, IBM. (Frank, Darlene)
12.00-14.00	LUNCH (provided)
14.00-15.00	Panel 4: Cloud Computing
(1 hour)	<description></description>
	Chair: Martha Dorris (Darlene)
	Speakers:
	<ol> <li>Dave McClure, GSA, USA (Martha)</li> <li>Japan (Larry)</li> </ol>
	3. Canada (Valerie)
15.00-15.30	Conference Report: Future Leaders Program
(30 min)	Chair: Frank Leyman
	Speakers: Future Leaders
15.30-16.00	BREAK
16.00-16.30	Conference Summary
	Rapporteur : Prof Yvan Lauzon, Asst to Assoc Minister, Ministry of Governmental Services, Quebec (TBC - Frank)
16.30-17.00	Looking ahead to 45th ICA Conference in Taipei, Taiwan – Howard Jyan Hong Wei
17.00-17.15	Conference Closing – Frank Leyman
17.15-19.00	ADJOURN
19.30	ICA Gala Dinner – Museum of Women in the Arts
	ICA Awards Ceremony

# International Council for IT in Government Administration (ICA) 44<sup>th</sup> Annual Conference 8-11 November 2010 Washington D.C.

### Agenda

**ICA Board, Program Committee & Council Meetings** 

ICA Board, Program Committee & Council Meetings	
Monday, 8 November 2010	
11.00-12.30	Meeting of ICA Board and Program Committee
	Chair: Frank Leyman, Chairman, ICA
12.30-14.00	BREAK (Lunch not provided)
14.00-17.00	Annual ICA Council Meeting
	Chair: Frank Leyman, Chairman, ICA
	Attendees: Board, Program Committee and National & Deputy National Representatives only
17.00-17.30	Election of Board & Program Committee Members
	Chair: Frank McDonough, Life Member, ICA
	Attendees: Board, Program Committee and National & Deputy National Representatives only
17.30-18.30	Welcome and Orientation for New Attendees
	Chair: Martha Dorris, Senior Advisor, & Larry Caffrey, Treasurer, ICA
18.30	ADJOURN
19:30	Welcome Reception: Metro Centre Room, Liaison Hotel
	Host: Dave McClure, Associate Administrator, GSA Office of Citizen Services and Innovative Technologies, USA
	Welcome: Martha Johnson, Administrator of General Services, USA Vivek Kundra, Federal CIO, USA

### 44<sup>th</sup> ICA Conference Programme

### **Open Government – Making It Work**

The Internet and innovative technology enable citizens to have a greater say in national policymaking, effecting a transformational change in the relationship between the public and the governments that represent them. Governments around the world are stepping up to use online tools and advanced technology to make their processes more transparent, to encourage informed public participation, and to foster collaboration across government and with other sectors of society. Advances such as cloud computing, mobile technology and better security allow unprecedented efficiencies in the use of technology, which will make it easier to engage citizens as active participants in determining government priorities. The International Council for IT in Government Administration will explore the many ways governments are using technology to invite the public in, to solicit citizens' ideas and comments, and to make themselves accountable to the people they serve.

Tuesday, 9 November 2010	
09.00-09.20	Conference Opening
(20 min)	ICA Chair: Frank Leyman, Manager International Relations, Fedict, Belgium
09.20-09.40	Welcome Address
(20 min)	Martha Johnson, Administrator of General Services, USA
09.40-10.30 (50 min)	Opening Keynote Address: Open Government – Making It Work
(50 min)	Keynote Speaker: Vivek Kundra, Federal CIO, USA
10.30-11.15 (45 min)	GROUP PHOTO & BREAK
11.15-12.15	Panel 1: Future Technology Directions
(1 hour)	This session will provide an insight into the future technology directions of different countries. Each panelist will share his/her country's directions and there will be a discussion around points of convergence and divergence in future plans. How aggressively are technologies like cloud computing, web 2.0 and mobile devices being pursued? This panel will give us the opportunity to find out.
	<b>Chair</b> : Christian Rupp, Federal Executive Secretary, E-Government, Austria
	Speakers: 1. "Governing e-participation in the era of Web 2.0: the Case of Taiwan" Dr. Don-yun Chen, Director, Taiwan E-Governance Research Center, Taiwan
	2. John Suffolk, CIO/Bill McCluggage, Deputy CIO, UK
	3 Maarten Hillenaar, CIO, The Netherlands

12.15-14.00 (1 hr 45 min)	LUNCH (provided)	
14.00-16.00	Breakout Session 1: Proactively Open Government	
(2.0 hours)	How is more open government impacting our relationships with constituents? How is it affecting our efficiency and effectiveness? This panel will explore the outcomes of policies, strategies and specific initiatives undertaken to make government more transparent and open. Advances in Freedom of Information, open data and proactive disclosure are changing the nature and quantity of information available to our citizens, to private enterprise, to other government institutions and to other governments. Panelists will present the motivations, intended outcomes and some unintended outcomes of more open government. The presentations will be supported by demonstrations of existing and developmental open government initiatives.	
	Chair: Peter Bruce, Agriculture and Agri-food, Canada	
	Facilitators: 1. Anabela Pedroso, Chief, Agency for Public Services Reform, Portugal	
	Pauline Tan, Senior Director, Government CIO Office, Infocomm     Development Authority, Singapore	
	Howard Jyan, Deputy Director, Research, Development and Evaluation Commission, Taiwan	
	[Coffee break will be served during Breakout session]	
16.00-17.00 (1 hour)	Highlights from Country Reports 1	
(Triodi)	Chair: Larry Caffrey, Treasurer, ICA	
17.00-19.00	ADJOURN	
19.00	American Evening – Ronald Reagan Building	
	Host: Robert Peck, US Public Buildings Service Commissioner	
Wednesday, 10 Nov	Wednesday, 10 November 2010	
09.00-09.45	Breakout Session Report Back 1	
(45 min)	Chair: Peter Bruce, CIO, Agriculture and Agri-food, Canada	
09.45-10.30	Keynote Address:	
(45 min)	Chair: Riku Jylhankangas, Project Manager, Ministry of Finance, Finland	
	Keynote Speaker: Yrjö Benson, State IT Director and CIO, Finland	
10.30-11.00 (30 min)	BREAK	
11.00-12.00 (1 hour)	Panel 2: Mobile Government Service	
	Chair: Riku Jylhankangas, Project Manager, Ministry of Finance,	

	Finland
	<ul> <li>Speakers:</li> <li>1. "Update on Mobile Services in Singapore" <ul> <li>Amos Tan, Deputy Director, e-Government Masterplanning Programme Office, Infocomm Development Authority, Singapore</li> </ul> </li> <li>2. "M-Government in Korea" <ul> <li>Won-Seon Ko, Director, E-Government Planning Team, National Information Society Agency, Korea</li> </ul> </li> <li>3. "Mobile Apps in the US" <ul> <li>John Murphy, Director, USA.gov Technologies, GSA Office of Citizen Services and Innovative Technologies, USA</li> </ul> </li> </ul>
12:00-14.00	LUNCH (provided)
14.00-15.00	Technology Vignettes
(1 hour)	Chair: Won-Seon Ko, Director, E-Government Planning Team, National Information Society Agency, Korea
	The purpose of this session is to showcase the experimentation and deployment of innovative and emerging technologies in Government. We aim to stir the imagination of the audience by showing some exciting usage scenarios of leading edge technologies, or even technologies still in research labs today
	Speakers: 1. Won-Seon Ko, Director, E-Government Planning Team, National Information Society Agency, Korea
	<ul> <li>2. "MyBelgium.be"</li> <li>Frank Leyman, Manager International Relations, Fedict, Belgium</li> </ul>
	3. "Blogging: "Writing" the Wrongs of Internet Information"  • Tracie Noftle, Director, Learning Communications, and Adrian Cloete, Manager, Social Media Initiatives, Human Resources and Skills Development, Canada
	4. "Online Tools to Engage Citizens"  • Bev Godwin, Director, GSA Center for New Media and Citizen Engagement, USA
15.00 -17.00 (2 hours)	Breakout Session 2: Collaboration Across and Beyond Government
	As collaborative applications for citizen participation become more and more the mainstream for eGovernance, new challenges emerge as systems and pilots mature. Moving from theory to practice, issues such as policy orientation, legislation coverage at Cross-Border, National and Local Levels, and the evolution of eParticipation solutions, have to be examined under the light of a maturing domain. Within this context, this workshop will bring together practitioners to discuss issues around real encountered problems and proposed solutions, so that an exchange of knowledge and experience can be gained. Specific attention will be paid, apart from policy and technology issues, to implementation-related issues such as impact assessment methods, quality and risk management techniques,

	stakeholders' engagement, dissemination and sustainability.
	Chair: Vasilis Koulolias, Executive Director, Gov2U
	Facilitators:  1. Ann Macintosh, Professor of Digital Governance and Director of Learning & Teaching, Institute of Communication Studies, University of Leeds
	Scott Hubli, Director of Governance Programs, National Democratic Institute
	Sharon Dawes, Senior Fellow, Center for Technology in Government, University at Albany, State University of New York
	[Note: Coffee break to be taken during discussion.]
17.00-18.00 (1 hour)	Highlights from Country Reports 2
(Triodi)	Chair: Larry Caffrey, Treasurer, ICA
18.00	ADJOURN
	FREE EVENING

Thursday, 11 November 2010	
09.00-09.45 (45 min)	Breakout Session Report Back 2
	Chair: Vasilis Koulolias, Executive Director, Gov2U
09.45-10.45 (1 hour)	Panel 3: Cyber Security Management
	How does government address the cyber security risks that are increasingly prevalent today? In this session, the panelists will share their experiences in managing the cyber security threats so as to safeguard government digital assets. The measures taken could range from the use of technology to implementing organizational processes to monitor, prevent and recover from cyber security incidents.
	Chair: Ann Steward, CIO, Australia
	<ul> <li>Speakers:</li> <li>1. "Using Technical Assessment to Reinforce ISMS: Introduction of Cyber Healthcheck"</li> <li>Pei-Wen Liu, Deputy General Director, Institute for the Information Industry, Taiwan</li> </ul>
	<ul> <li>2. "Facilitating Cyber Security in Developing Countries"</li> <li>Samia Melhem, <job title?="">, The World Bank Group</job></li> </ul>
	3. Corinne Charette, CIO, Canada
10.45-11.15	BREAK
11.15-12.00 (45 min)	Keynote Address:  Chair: Darlene Meskell, Director, GSA Global Government Innovation Networks, USA

	Speaker: TBD
12.00-14.00	LUNCH (provided)
14.00-15.00	Panel 4: Cloud Computing
(1 hour)	Cloud Computing has the potential to greatly reduce waste, increase data center efficiency and utilization rates, and lower operating costs. Cloud computing is a model for enabling convenient, on-demand network access to a shared pool of configurable computing resources (e.g., networks, servers, storage, applications, and services) that can be rapidly provisioned and released with minimal management effort or service provider interaction. Given that cloud computing has the potential for significant cost, time, and efficiency savings - how should governments leverage on it? This panel will discuss the governance, acquisition and security issues of cloud computing.
	Chair: Martha Dorris, Deputy Associate Administrator, GSA Office of Citizen Services and Innovative Technologies, USA
	Speakers: 1. "Creating Conditions for a Federal Cloud"  • David McClure, Associate Administrator, GSA Office of Citizen Services and Innovative Technologies, USA
	"Embracing service delivery innovation via Government of Canada private cloud"     Maurice Chenier, CEO, IT Services Branch, Public Works and
	Government Services, Canada
	"Progress of Kasumigaseki Cloud (Government Common Platform) Development"     Satoshi Hashimoto, <job title="">, Digital Japan Creation Project, Ministry of Internal Affairs and Communications, Japan</job>
15.00-15.30 (30 min)	Conference Report: Future Leaders Program
(60)	Chair: Frank Leyman, Manager, International Relations, Fedict, Belgium
	Speakers: Future Leaders
15.30-16.00	BREAK
16.00-16.30	Conference Summary
	Rapporteur : Prof Yvan Lauzon, Assistant to the Associate Minister, Ministry of Governmental Services, Quebec, Canada
16.30-17.00	Looking ahead to 45th ICA Conference in Taipei, Taiwan – Howard Jyan Hong Wei, Deputy Director, Research, Development and Evaluation Commission, Taiwan
17.00-17.15	Conference Closing – Frank Leyman, Manager, International Relations, Fedict, Belgium
17.15-19.00	ADJOURN
19.30	ICA Gala Dinner – Museum of Women in the Arts
	ICA Awards Ceremony

### Howard簡宏偉

**寄件者:** joreather.settles@gsa.gov 代理 david.mcclure@gsa.gov

**寄件日期:** 2010年7月27日星期二 上午 5:37

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主旨: Upcoming 44th Annual Conference of the International Council for IT in Government Administration (ICA)

重要性:

附件: ICA conference flyer.doc

Date: July 1, 2010

To: ICA members

From: Dave McClure, Associate Administrator

GSA Office of Citizen Services and Innovative Technologies

U.S. General Services Administration U.S. National Representative to ICA

Upcoming 44<sup>th</sup> Annual Conference of the International Council for IT in Subi: Government Administration (ICA)

Along with my colleagues, U.S. national CIO Vivek Kundra and the U.S. Administrator of General Services Martha Johnson, I look forward to welcoming you to the 44<sup>th</sup> annual ICA conference to be held in Washington this coming November 8-11. The theme, Open Government: Making It Work, is central to the exciting work the Obama Administration has initiated here in the United States.

We hope you will join us to hear from top U.S. government officials and your colleagues from governments around the world in what promises to be a wonderful exchange of information and connections. The agenda includes topics such as:

The future of technology Cybersecurity Cloud computing Innovative technology

Speakers include the CIOs of the United States, Canada, the Netherlands, and Australia, as well as senior IT officials from Taiwan, Singapore, the European Union and Mexico. U.S. leaders in new media and innovative technology will present on the groundbreaking projects they're working on. In addition, we expect participants from more than 20 countries and multinational organizations like the World Bank.

Make your plans now to come to Washington for the 44<sup>th</sup> annual ICA Conference. See the

attached flyer for more information and go to the ICA website at <a href="www.ica-it.org">www.ica-it.org</a> to register. See you in November!

Dave McClure



### Join ICA November 8-11 to explore

### **Open Government: Making It Work**

Join senior government IT officials from over 20 countries when they come together at the 44<sup>th</sup> Annual ICA Conference in Washington, DC, to learn how to use innovative technology to make government more transparent, participative and collaborative.

### **Speakers**

Hear from speakers at the forefront of technology in government, including the Chief Information Officers of the United States, Canada, Mexico, the United Kingdom, the Netherlands, and senior IT officials from other countries around the world; officials who are implementing the Obama Administration's pioneering Open Government initiative; leaders in use of cloud computing and cyber security in governments; and others.

### **IT Programs and Innovations in other Countries**

Exchange knowledge about the government programs and innovative technologies different countries are using to improve their operations and citizen service delivery.

### **Explore Open Government Ideas**

Work with thought leaders in government IT to find ways to use open government technologies to solve your government's pressing problems.

### See One of the World's Great Capital Cities

From a base in the center of Washington, you will have access to some of the greatest museums and public monuments in the world, all free and all within a short distance from the conference hotel the White House and the Capitol.

### **Network with your Colleagues**

Spend your evenings socializing with your colleagues and counterparts in some of the world-class venues in this world-class city. These include the Rotunda of the Ronald

Reagan Building, the largest Federal civilian office building and the only one open 24 hours a day to the public, and the Great Hall of the exquisite 100-year-old Renaissance Revival Museum of Women in the Arts.

### **Conference Hotel**

The conference will be held at the Liaison Hotel on Capitol Hill, which is just steps away from the awe-inspiring US Capitol. The White House and other impressive locations in Washington are within a mile or so, and easily accessible by taxis and Metro, and on foot.

### **Visiting Washington**

ICA has always encouraged its members to incorporate another day or two in their visits to conference cities and to have family or friends accompany them to the annual conference, and to attend social events. Visitors to Washington, DC, have endless choices of world-class places to see before and after the conference: Historic locations, centers of power, great art collections, unique museums, parks and riverfront and beautiful gardens and landscaping.

### **Accompanying Persons**

During the daytime hours, when the conference is in session, accompanying persons will be offered a tour of the White House and Capitol and are encouraged to explore the museums, shops, shows, and public spaces in and around the city at their own pace. Directions will be provided to the U.S. government's free museums and monuments and to recommended restaurants and shops in the area.

Tours can be organized on demand with any of a variety of tour companies. These include walking tours, an open-air on-off tourmobile, an open-top double-decker bus, a hop-on, hop-off old-fashioned trolley car, amphibious "ducks"s vehicles that tour on land and in the water; and guided tours for visitors on personal 2-wheeled Segways, among a large selection of tour operators.

These tours all visit the local landmarks such as the Washington Monument; Lincoln, Jefferson and Roosevelt Memorials; World War II, Korean War and Vietnam Veterans

Memorials; the Pentagon and Arlington Cemetery; as well as the National Cathedral, Smithsonian museums and government buildings. Eleven Smithsonian museums are within a mile of the hotel. These include the very popular Air and Space Museum, the National Museum of the American Indian, the Smithsonian Museum of American Art and the National Portrait Gallery, the Hirshhorn Museum and Sculpture Garden, the American History Museum and the Natural History Museum. The National Gallery of Art, with its ultra-modern East Wing and Sculpture Garden is quite close by. Other popular museums and art galleries, such as the Newseum, the International Spy Museum, the Museum of Crime and Punishment, Madame Toussaud's Wax Museum, the Corcoran Gallery of Art, the Phillips Collection, are also close by in downtown Washington, but charge an entrance fee. Many of these destinations are on the National Mall. All can be reached by walking, public transportation, or on-off tour vehicles. Directions to the museums and listings of the current exhibits will be available. Most tours leave from historic Union Station, the historic train station, shopping area, and site of grand inaugural balls that is only a few blocks from the Liaison Hotel.

Other shopping opportunities include <u>Macy's</u> Department Store at 12<sup>th</sup> and G Streets, and other shops nearby in Washington's downtown, in posh but historic <u>Georgetown</u>, and the multistory shopping mall a short Metro or taxi ride away in <u>Pentagon City Mall</u>.

For those interested in American history, there is no more historic place than the Washington area. In addition to the White House and U.S. Capitol, government buildings like the <u>Library of Congress</u>, the <u>U.S. Supreme Court</u>, and the <u>National Archives</u> are well worth visiting. History lives on in areas like Georgetown, Alexandria, and Annapolis, which are not far away. Tours leave from Union Station to visit these cities.

For those interested in flora and fauna in addition to the ever-present squirrels that criss-cross the <u>National Mall</u> and other green spaces, the <u>Botanic Garden</u> and the <u>National Zoo</u> are also spectacular world-class facilities that are open to the public at no charge.

There is something for everyone and much of it is free.