

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) 第 50 屆年會會議報告

出國人：服務機關：國家發展委員會

職稱/姓名：高級分析師 /王誠明

職稱/姓名：分析師 /王宗彥

服務機關：行政院資通安全處

職稱/姓名：處長 /簡宏偉

出國地點：哥倫比亞 麥德林市

出國期間：105 年 11 月 11 日至 19 日

報告日期：106 年 2 月 13 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)第 50 屆年會會議
報告

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出國計畫主辦機關/聯絡人：

國家發展委員會/王宗彥

出國人員姓名/服務機關/單位/職稱：

簡宏偉/行政院資通安全處/處長

王誠明/國家發展委員會/高級分析師

王宗彥/國家發展委員會/分析師

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出國期間：105 年 11 月 11 日至 19 日

出國地區：哥倫比亞 麥德林市

報告日期：106 年 2 月 13 日

分類號/目：

關鍵詞：電子化政府、數位政府服務、資通訊技術、開放政府資料

內容摘要：

「國際政府資訊科技理事會(International Council for Information Technology in Government Administration, ICA)」係由約 20 個國家的中央政府機關所組成，為參與電子化政府等資訊科技應用有關之國際專業組織，網址為 <http://www.ica-it.org>。國家發展委員會(前行政院研究發展考核委員會)代表我國加入該組織，為履行會員國義務，加強與各會員國之交流溝通，每年均派員出席該組織年度會議。經過多年努力，我國於 2010 年成功爭取由 ICA 仲會員 (associate member) 提升為 ICA 正式會員 (full member)。2011 年 ICA 第 45 屆年會亦由我國主辦，本會藉由該次機會邀請來賓參加百年國慶相關活動，讓所有外賓均體驗到臺灣的創新與進步。

本(2016)年第 50 屆年會由哥倫比亞主辦，大會前一日之國家代表會議通過丹麥與莫三比克加入 ICA，本會資管處王高級分析師誠明成為 ICA 計畫委員會委員。

本次 ICA 大會主題為「數位政府 - 使用者經驗設計(Digital government - designing for the citizen experience)」，我國除於會議中與各機關交流討論外，並以開放資料為主題，由王高級分析師報告臺灣開放政府資料之經驗與機制；另行政院資通安全處簡處長亦主持一場座談，討論政府資訊服務導入行銷學 A. I. D. A 之概念與方式。

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壹、目的

本次參加 ICA 第 50 屆年會會議，除了與其他國家分享我國電子化政府經驗、加強與各會員國之交流溝通、並且爭取本會持續參與計畫委員會之外，亦透過與各國交流討論機會，了解如丹麥、瑞典、愛沙尼亞、新加坡等各國數位政府服務規劃方向以及實際遇到的問題，作為我國推動數位政府服務之參考。

本次會議主題為「數位政府 - 使用者經驗設計(Digital government - designing for the citizen experience)」，討論議題包括尋求民眾長期信任(Seeking long term trust)、以公共參與提升使用者經驗設計(Public systems of engagement lead to good UX)、啟動數位政府(Enablers for Digital Government)、數位服務行銷(Applying A. I. D. A.)、創造虛擬世界的信賴環境(Creating a trust environment to accept the virtual world)、開放政府資料效益(Benefits of the open government data - what and where they are)。其內容與我國現行政府資訊服務以及即將要推動之數位政府服務有高度關聯性，各國規劃之構想與經驗非常值得我國參考與借鏡。

貳、過程

一、11月13日下午：召開計畫委員會以及會員代表大會

(一) 討論 ICA 財務議題：

ICA 每年均保持一定的英鎊存款額度，以因應當年度大會主辦國部分開銷以及行政與庶務作業開銷等。往年此存款額度加上在英國銀行的高利率利息，均足以支付 ICA 開銷，然而，2016 年英國脫歐公投過關事件對銀行業以及英國經濟帶來極大不確定因素，英鎊匯率已跌落超過 20%，對整體 ICA 財務造成危機。

雖然財務出現一些危機，ICA 財務長仍建議暫時不調整會費，待 2017 年委員會議再討論 2018 年會費是否須調整。財務長另建議如果能再多增加 2 個會員國繳交會費，財務狀況就能較為健康。

(二) 討論會員參與議題：

會中通過丹麥與莫三比克加入 ICA，計畫委員會主席 Frank 先生建議可以多邀請非洲國家加入，然而非洲國家多數均須 ICA 支援其參與會議之經

費，目前 ICA 財務較不充裕，因此多數委員會成員並未支持 Frank 先生之建議。會議結論建議可以由各國原本的電子化政府相關合作組織向外發展，從這些組織邀請尚未加入 ICA 的國家，以擴大 ICA 國家範圍並且獲得更多國家電子化政府推動經驗之分享。

針對會議參與部分，可以持續試行以網路會議(webinar)方式，邀請無法實際到場但又有豐富學識與經驗的講者，以網路方式演講，俾利豐富會議內容。此外，也要持續與經濟合作發展組織(OECD)及世界銀行(World Bank)合作，互相分享知識，並將成果以 OECD 名義發布，讓更多國家知道 ICA 大會以及各項研究成果。

(三) 後續委員會及大會事宜

ICA 每年大約 1 月及 5 月召開計畫委員會會議，討論當年度大會議題以及 ICA 各項財務、行政、交流合作等事項。本會資管處王高級分析師誠明本次獲得同意成為 ICA 計畫委員會委員，另墨西哥 Rogelio 先生亦獲得同意成為 ICA 計畫委員會委員，將於後續參與年度大會相關事項以及 ICA 行政業務之討論。

ICA 2017 年度大會將於 9 月 11 日至 14 日在日本東京舉行，9 月 11 日為 2017 年度計畫委員會以及會員代表大會，9 月 12 日至 14 日為年度大會。2018 年度大會原定於墨西哥舉辦，惟墨西哥代表表達由於其 2018 年將舉辦大選，無法確定大選後新政府團隊是否能即時認可 ICA 大會相關資源挹注。因此決議再洽其他國家舉辦 2018 年會議之意願。

二、11 月 14 日至 11 月 16 日：ICA 年度大會

(一). 專題演講及討論：

本次的會議，各國都聚焦在開放政府(open government)、開放資料(open 等議題 data)上，也同時強調在電子化政府推動上將智慧政府(smart government)與數位政府(digital government)結合，最終以人為本(citizen centric)的服務概念，同時各國也歸納了推動上述事項碰到的挑戰與瓶頸，主要有以下幾個面相：政策面的溝通(policies)、立法的困難(legislation)、文化的衝突(culture)、過時或舊有的系統建設(legacy system)、技術的缺乏(skill issue)、

資源或資金的不足(resources)，由此可見，各國在努力的方向以及面對的阻力都大致相同，然而各國也採取了不同的方式來解決所面臨的困境，這也是本次 ICA 大會上能收獲最多的部分，擷取並了解各國推動過程中寶貴的經驗。

來自美國奇異大學(singularity university)的主講者提到了未來趨勢，如無人機、自動駕駛、擴增/虛擬實境等將如何影響我們的生活，以及改變了公部門的運作習慣。

來自英國的講者分享了英國政府「政策研究室」(Policy Lab)的新觀念，這是直屬內閣的跨部門單位，透過靈活的思考程序、結合各領域人才、用視覺、圖像等方法把巴民眾的回饋累積形成政府的政策，這樣的特殊單位，可以協助各部門在制定政策時跳脫本位主義，將使用者的需求視為優先。

義大利的「普及資料推動計畫」(Common Data Project) 資訊長分享了他的經驗，開放資料僅政府對外開放所擁有的資料，但其實有大量的資料存放在民眾身邊，如果能集結民眾的資料，即可成立強大且有用的資訊，他提到建立資料普及平臺，民眾可連結他們的交通資訊、心跳、年齡等資訊進入平臺，而政府將平臺資料去識別化後成為一個大數據(big data)，有限度的提供給企業、商業運用，同時也建立了全國的大資料庫。

在消費者行為 AIDI 議題中，美國喬治梅森大學教授舉了 NYC 311 的行動 app，這個 app 結合了報案、道路報修、市民生活便利服務等，讓紐約市民透過 app 更信賴政府且用電子化方式服務民眾，這就是一個成功的以消費者行為所設計的服務。

來自台灣電子治理中心的蕭教授帶來「電子化政府實例」為題，以各項數據及調查結果說明現行台灣推動的成果，以及數位化如何彌平城鄉落差，同時也在數字裡看到電子化能帶來的影響以及不足之處。

瑞典的講者再次呼應了前面義大利講者的主題，政府管理大量的資料，除了隱私的保護外，更可以積極的去管理以及運用這些資料，例如利用生活儀表板(living dashboard)概念，讓民眾有感這些數據

如何影響我的生活。

在大家最關心的政府開放資料裡，國發會代表介紹了我國如何從無到有，甚至拿下全球開放政府資料評比第一名的過程，以及現行開放資料的應用，同時也說明了我們推動開放資料的三大核心政策，建立開放資料領域的專家諮詢委員機制、建立友善可用性高的資料彙總平臺、良好密切地與 NGO 團隊合作並創新。

地主國哥倫比亞的資訊技術部部長大方地分享了在政府創新領域裡，為什麼遭遇失敗以及我們如何從失敗中學習，政府勇敢面對決策錯誤、快速的跟上時代的腳步、加強機關單位內的自身能力、針對問題做好準則的診斷分析、不輕易歸責於特定一方。

(二). 分組討論：

本次分組討論持續聚焦在開放資料，主辦單位將開放資料中不同構面所遇到的問題拆成子項分散在各桌，各國成員以隨機的方式選座位，由哥國代表每座指定一位桌長帶領討論，每一桌的題目都是哥國現行遇到的問題，這是個很值得模範的分組討論模式，讓各國實際參與本國現有問題，等於是類似專家會診般，快速的對症下藥，集思廣義。有些人面臨的是政策面問題：如怎樣制訂各部會應開放資料的基準？推動面問題：如何讓民眾擁有更好的參與感，以及鼓勵企業這些開放資料。

在我們的分組議題中討論了如何解決開放資料低使用率的議題，我們與新加坡、日本、哥倫比亞的代表共同交換了許多意見，新加坡代表表示，他們舉辦相當多的工作坊(work shop)，以及辦理很多場的公部門宣傳活動，新加坡國家規模較小，市民與政府的關係密切，這樣的模式可以很多的提升民眾對於開放資料的應用及關注，進而監督政府，這同樣也是新加坡政府保持透明廉能的重要原因。日本的代表則提出的量身打造適宜性開放資料(tailored made open data)的概念，他指出開放資料初期不宜注重在「量」，因為民眾還未了解到開放資料的用途，就被過多的資訊填滿，應該先從「質」下手，先由政府精煉出高品質的資料集，讓民眾感受到好用、能用、進而多用，

而逐步質量並進，效果會更顯著。在台灣推動資料頗有成效，我們強調了引進社群專家的重要性，起初，政府在開放資料領域是陌生的，但是在社群裡早有一批訓練有素，經驗豐富的開放資料專家，我們讓他們直接擔任行政院最高的資料開放小組委員，讓他們的經驗及實作能快速複製到政府部分，加快公部門資料開放的速度。

(三). 綜合內容:

近幾年各國政府都有志一同的朝著「開放政府」這個概念努力，的確相當地展現了豐碩的成果，許多國家都分享了各式各樣的開放資料應用，然而隨著開放資料的觀念已漸漸成熟且穩健，下一步公部門該朝向哪一個方向前進，這是本次 ICA 大會中很值得聆聽的重點，居於世界領導地位的美國已在研究試行幾項可能衝擊到公部門法令以及改變人類生活的資通訊發展，無人機、3D 列印、無人車、擴增實境、人工智慧、物聯網，並且他們也同步調查了這些新技術可能會影響到的工作機會，搶先一步可輔導業者轉型，減低工作機會流失所帶來的影響。

政府除了開放資料外，更要能管理、控制資料，這也是許多國家想要進一步完成的，義大利提出普及資料(common data)的觀念，如果成功的作為一個解決方案，那會很值得借鏡，因為他必須要處理大量的民眾資料以及兼顧資料安全性以及隱私性，後者的難度相當高，過去後來政府擔任的一直是民眾資料的保護者，現在要轉型成「管理者」時，其中責任的劃份以及民眾的授權必須的謹慎地處理。

回應到本次大會的主題，數位政府與公民參與(digital government and citizen experience)，各國代表都提到，在一個民主、資通訊發達的社會，如果政策的制訂無法在初期納入民眾的意見，這樣的決策結果極有可能失敗，因此引入參與式決定(participative decision-making)雖然是費時耗力的，但是能確保政策最終被完成的可能性，因此所謂的 ICT 資訊技術，就應該來服務以及減低這樣的溝通成本，因此丹麥有所謂的 digital letter box，強制企業使用郵件數位簽章，讓企業與政府能直接在安全的通道上溝

通，新加坡政府也有使用新加坡便民通(sinPass)，讓民眾經由線上註冊後，可以用一組帳號密碼直接線上使用多達 60 個政府機關的綜合服務，這是相當驚人的數量及便民概念。

總結本次 ICA 會議主題圍繞在數位化與使用者體驗，希望除了在「更多的資訊服務」的基礎上，提供「更好的資訊服務」，公部門必須更重視介面、使用者有感、創新資訊服務模式，讓政府融入現今高度連結的社會，利用資料與科技服務民眾，滿足民眾的需求，同時保障民眾的隱私及權益。其中各國代表所分享的執行過程中遭遇的困境以及問題如何解決，亦可做為我國後續施政參考。

參、心得及建議：

一、心得：

- (一)各國分享的政策經驗值得借鏡，但仍須因國情不同而做調整，如同丹麥於 2013年起即強制各企業使用電子簽證郵件(signature email)，在台灣推動時可能會欠缺法源或是強制性的依據；同樣地新加坡的新加坡便民通，讓線上申辦業務變得更方便，也減少了臨櫃的業務服務，然而對於偏鄉或是資訊科技較不熟悉的民眾，是否有權益排擠的可能；另外，民眾是否足夠信任政府能在數位傳遞的過程中確保資料的安全，這同樣也涉及到政府對於民眾的信任度，資安與便利性需要有適當的平衡。
- (二)不論是什麼樣類型的數位化工具，除了便利性外，都應兼顧到安全性，日後推動電子化政府的過程中，應與各級資訊安全主管機關做密切的合作，確保資訊科技的演進不會成為資安漏洞。
- (三)哥倫比亞在資通訊的進步較慢，許多人印象仍停留在毒梟大國，但該市市長在善用資訊建設以及強力整頓下，目前已快速的進步，足見使用到對的科技工具能夠帶來快速的進步，我們必須要持續的加快數位化的腳步，保持領先地位。
- (四)新加坡國土面積小、人民教育程度好，政府推行各項資通訊的政策接受度也高，因此在這個領域上進前的非常快，同時也因為新加坡公部門的高效

率與完善法令，對於企業來說提供了強大的投資誘因，美商微軟已在新加坡成立亞太唯一的「技術透明中心」與「網路安全中心」，台灣因可藉由參訪的機會了解這二個中心所能帶給公部門之效益，並尋求與此中心合作並發展的可能性。

肆、附錄

附錄一、ICA 第 50 屆會議議程

International Council for IT in Government Administration (ICA)

50th Annual Conference

13-16 November, 2016, Medellín, Colombia

Sunday, November 13 th	
ICA BOARD & COUNCIL MEETINGS Hotel Estelar Milla de Oro - Salón Estelar	
14:00 – 14:45	ICA Board Meeting & Programme Committee Chair: Mr. Toshi Zamma , Chairman, ICA
14:45 – 17:45	ICA 50 th Annual Council Meeting & Elections Chair: Mr. Toshi Zamma , Chairman, ICA Attendees: Governing Board, Programme Committee, National Representatives and Deputy National Representatives only (no substitutes) <ul style="list-style-type: none">• Membership Requests for Vote• Treasurer Report• Elections-to be conducted by life member• Mr. Frank McDonough' s, New Publication Presentation, ICA Life Member
ORIENTATION Hotel Estelar Milla de Oro - Salón Estelar	
17:45 – 18:15	Welcome and information session for new observing countries Chair: Mr. Larry Caffrey , ICA Treasurer, UK
ICA CONFERENCE WELCOME RECEPTION Botanical Garden (Jardín Botánico Medellín)	
19:00	Buses depart from hotel

19:30 – 21:30	<p>Welcome Reception Event – Invitation Only</p> <ol style="list-style-type: none"> Welcome speech by Mr. Daniel Quintero-Calle, Deputy Minister of IT, Colombia Welcome speech by Mr. Toshi Zamma, ICA Chair, Special Advisor Ministry of Internal Affairs and Communications, Japan
21:30	<p>First bus departing for hotel at 21:30</p> <p>Dress Code: Smart Casual</p>
Monday, November 14th	
Botanical Garden (Jardín Botánico Medellín) – Gran Salón Mutis	
08:00	Buses depart for the Botanical Garden, meet at the hotel lobby
<p>50th Conference Programme</p> <p>“Digital Government: Designing for the citizen experience”</p> <p>Tailoring digital government to improve citizen experience. What can agencies do to entice citizens to access available online government services? Are trust, satisfaction and loyalty the key elements to user experience (UX)? How can systems of engagement promote communication and attract citizens by providing better service access? What are the tools available in succeeding this? How can strategy, policy, and governance enable Digital Government? Creating trust in the virtual world-what are the ways for governments to achieve this? Are yesterday’ s as well as today’ s failures opening the doors to new solutions?</p> <p>The role of the CIO in this leading digital transformation is ever evolving. This year’ s conference will address tools and methodologies to look ahead and bring forth solutions and experiences to make citizen digital engagement not just an aspiration but a reality.</p>	
08:30 – 09:15	<p>Welcome by Mr. Toshi Zamma, ICA Chair, Special Advisor Ministry of Internal Affairs and Communications, Japan</p> <p>Opening speech by Mr. Daniel Quintero-Calle, Deputy Minister of IT, Colombia</p>
09:15 – 10:40	<p>Session I: Seeking Long-term Trust</p> <p>A fast forward glance will allow for a preview of what technology may have in store, as well as how society may respond to this technology in the next 10, 20 or 30 years. In this session we will also have the opportunity</p>

	<p>to travel inside the Government Sector & Services of the future and see what they might or should look like.</p> <p>Chair: Mr. Toshi Zamma, ICA Chair, Special Advisor Ministry of Internal Affairs and Communications, Japan</p> <p>Speaker: Mr. Chipp Norcross, VP, Executive and Custom Programs, Singularity University, USA</p>
10:40 - 11:00	Coffee Break
11:00 - 12:30	<p>Session II: Golden Anniversary Session</p> <p>With the help of our futurist, we have just looked way out into the future together. Now let' s see what we can learn from the past, the present and the immediate future. This session will bring forward a relevant lesson from each of the five decades that ICA has been meeting. Then each participating country at this year' s conference will make a short presentation on their current plans for digital government. Three seasoned ICA delegates will take on the challenge of reacting to what we have heard before we open for a plenary discussion. This will allow delegates to further compare plans and explore the application of lessons from the past fifty years to the immediate future.</p> <p>Chair: Mr. Peter Bruce, (ICA Past Chair), Senior Assistant Deputy Minister, Strategy Branch, Shared Services Canada</p> <p>Speakers:</p> <ol style="list-style-type: none"> 1. Mr. Larry Caffrey, ICA Treasurer, UK 2. Mr. Peter Bruce, (ICA Past Chair), Senior Assistant Deputy Minister, Strategy Branch, Shared Services Canada
12:30 - 13:30	Lunch at Botanical Garden - Patio de Azaleas
13:30 - 14:30	<p>Session III: Key elements for UX: Trust, satisfaction and loyalty</p> <p>Description: D-government studies found that the main reasons that prevent citizens from interacting with the State through electronic means were linked to the lack of pleasurable user experiences (from security issues, to the information delivered to users, through usability and accessibility issues). This is still a great challenge on a global level, from the United Kingdom and its Digital Service Office, to Colombia and its usability labs.</p>

	<p>This topic includes several aspects ranging from mobile apps to public entities back office.</p> <p>During this session three concepts will be explored: <i>trust</i>, as the element which attracts users for the first time; <i>satisfaction</i>, as the aspect that fulfils expectations; <i>loyalty</i> as the characteristic that keeps users coming back</p> <p>Chair: Mr. Daniel Quintero-Calle, Deputy Minister of IT, Colombia</p> <p>Speakers:</p> <ol style="list-style-type: none"> 1. Ms. Cat Drew, Senior Policy Advisor for the Government of UK
14:30 – 15:00	Conference Group Photo
15:00 – 15:15	Coffee Break
15:15 – 16:45	<p>Session IV: Public systems of engagement lead to good UX</p> <p>Description: In 2014 the Council of OECD recognised that governments around the world have reached a new level of maturity in using ICT. The new level of maturity is characterised by a widespread adoption SMAC-technologies among citizens. The deep and wide penetration of new technologies creates novel ways to engage and empower citizens. OECD recommends that we stop talking about e-government and start talking about digital government as a way to create public value within co-creating eco-systems. But what can governments do to actually achieve this?</p> <p>One way to approach this question is to focus on the concept of “systems of engagement” which was introduced by Chan Cheow Hoe, Singapore, during the ICA Stockholm conference. The term was coined by Geoff Moore and has been adopted by Forrester Research, IBM, HP among others. Systems of engagement focus on people and on communication. Not on processes, nor on organisational needs.</p> <p>The starting point for a system of engagement is therefore the user’ s experience and the user’ s context from the point of view of the user- not from the point of view of any organisation. In this session we will discuss how governments cook a public system of engagements? <i>Three panellists will reflect over different available tools to promote public systems of engagements.</i></p> <p>Chair: Dr. Magnus Enzell, Senior Adviser - Ministry of Finance, Sweden</p>

	<p>Speakers:</p> <ol style="list-style-type: none"> 1. Mr. Cheow Hoe Chan, Government Chief Information Officer/ Deputy Chief Executive, Government Technology Agency of Singapore 2. Mr. Simone Giacomelli, CIO, Data Commons, Italy 3. Mr. Mats Snäll, Chief Digital Officer, Lantmäteriet, the Swedish Mapping, Cadaster and Land Registration Authority
17:00 - 19:00	City Tour - bus will depart from the Botanical Garden (optional). Additional bus will be provided for direct return to hotel for those who will not be joining the tour.
	FREE EVENING
Tuesday, November 15th	
Botanical Garden (Jardin Botánico Medellín) - Gran Salón Mutis	
08:00	Buses depart for the Botanical Garden, meet at the hotel lobby
08:30 - 10:15	<p>On this second day, we will reach deeper into the different ways of preparing for the future. We will define the tools as well as their best implementation in order to achieve a positive citizen experience.</p> <p>Exclusive message from the European Commissioner Andrus Ansip, Vice-President for the Digital Single Market on the occasion of ICA's 50th anniversary conference.</p> <p>Session V: Enablers for Digital Government</p> <p>Developing an effective digital government strategy is a significant challenge for government. With the goal to provide an enhanced user experience, digital government is designed to use data in optimizing, transforming and creating services to address needs of citizens. It must be enabled by a foundation of policy and governance that promotes information and data exchange, stakeholder engagement, and collaboration.</p> <p>Digitally enabled participation and production of services is changing people's expectations about their relationships with governments. As a result, new public governance approaches are needed to support a shift from governments anticipating citizens' and business's needs (citizen-centric approaches) to citizens and businesses determining their own needs and addressing them in partnership with governments (citizen-driven approaches).</p>

	<p>Reviewing best-practice approaches adopted by a range of jurisdictions can help. In this session, speakers will cover the topics of strategy, policy, and governance to enable Digital Government and discuss the evolving role of the CIO in leading digital transformation.</p> <p>Chair: Ms. Marj Akerley, Chief Information Officer, Department of Justice, Canada</p> <p>Speakers:</p> <ol style="list-style-type: none"> 1. Ms. Barbara-Chiara Ubaldi, Senior project manager, Digital Government and Open Data within the Division for Public Sector Reform of the Public Governance and Territorial Development Directorate, OECD 2. Mr. Yih-Jeou Wang, Head of the Director-General's Secretariat, Ministry of Finance: Agency for Digitalisation, Denmark 3. Mr. Mait Heidelberg, Councillor, Ministry of Economic Affairs and Communications, Estonia 4. Prof. Doctor Lourino Chemane, ICT adviser, Ministry of Science and Technology, Higher and Technic-Professional Education, Mozambique
<p>10:15 - 10:30</p>	<p>Coffee Break</p>
<p>10:30 - 12:15</p>	<p>Session VI: Applying A. I. D. A.</p> <p>Over the years we have seen that governments have regularly implemented an e-government program with numerous online government services provided to general public. Often the focus was on the technical aspects, while ignoring marketing aspects such as education, promotion, eventual pricing and the choice of the appropriate distribution channels. Such online e-services got relatively lower usage rate than expected regardless of their great e-service value. This session will propose that governments apply the A. I. D. A. marketing model (Attention, Interest, Desire and Action) to inspire citizens to use online government e-services. The panellists will discuss how Government can get the attention of the citizen for their online services; once they have their attention how to convert this into real interest followed by triggering the desire to use the service and to finally and ultimately actually use it.</p> <p>Chair: Mr. Hong-Wei Jyan, Director General, Executive Yuan/Department of Cyber Security, Taiwan</p> <p>Speakers:</p> <ol style="list-style-type: none"> 1. Prof. Jean Pierre Auffret, School of Business, George Mason

	<p>University, USA</p> <ol style="list-style-type: none"> 2. Dr. Naiyi Hsiao, Deputy Director, Taiwan E-Governance Research Center (TEG); Associate Professor, Department of Public Administration, National Chengchi University (NCCU), Taiwan 3. Mr. Osamu Kitagawa, Director for Management, Administrative Management Bureau, Ministry of Internal Affairs and Communications, Japan
12:15 - 13:15	Lunch at Botanical Garden - Patio de Azaleas
13:15 - 15:00	<p>Session VII: Creating a trust environment to accept the virtual world</p> <p>As Governments gradually move into the virtual world and try to reach the “Digital by Default” status, we see services like eBox, eSafe, eDoc, and eIrchive popping up. At the same time citizens and industry request more control over their own data. Some citizens want OYOD (Own Your Own Data) where others are resisting the virtualization all together. This session will discuss in small groups about how these two worlds can converge. Moreover, how can Government create trust in the virtual world.</p> <p>Report back will follow.</p> <p>Chair: Mr. Frank Leyman, ICA Programme Committee Chair, Manager, International Relations FEDICT, Belgium</p> <p>Introduction: Mr. Frank Leyman, ICA Programme Committee Chair, Manager, International Relations FEDICT, Belgium</p> <p>Breakout group leaders:</p> <ol style="list-style-type: none"> 1. Mr. Vasilis Koulolias, Director of eGovlab, Sweden 2. Mr. Rogelio Tejada, Chief Information Officer, Office of the President, Mexico 3. Mr. Joseph Yew, Cluster Director - Justice, Law & Foreign Affairs Cluster, Government Technology Agency of Singapore
15:00 - 15:15	Coffee Break
15:15 -	Session VIII: Benefits of the open government data - what and where they are

16:45	<p>Governments across the globe have at their disposal extensive data resources, which they have used in various government functions. A number of governments have opened their datasets for the use of private businesses which refine the data for various services. It is argued that private companies are able to use data more efficiently than the government organizations and thus the opening of government data is believed to generate significant financial and social benefits. Since the policy of open data is a fairly new concept and phenomenon there are only few evidences and systematic assessments of the benefits of open data. Also the quality of data affects the possible benefits. Evidence from practitioners shows that disclosing data without proper quality control may jeopardize dataset reuse and negatively affect civic participation and business uses. Opening of data will cause costs to a government organization concerned. Reorganising data sets or at least setting up a technical interface for delivering the data. In addition, a number of government' s organisations may have earned considerable revenues by selling their data. Once the data is opened - free of charge - they will lose their revenues and have deficit in their budgets.</p> <p>The session will focus on the benefits of open data. How can we assess the benefits of open data? Can the government ever get return of its investments of once it has opened their data sets and created technical facilities to do so? What arguments can we provide to the governments' budget officials that prove the opening of government data as an action worth doing?</p> <p>Chair: Mr. Juhani Korhonen, ICA Vice-Chair, Ministerial Advisor, Public Sector ICT Ministry of Finance, Finland</p> <p>Speakers:</p> <ol style="list-style-type: none"> 1. Mr. John Messina, CIO, Treasury Board of Canada 2. Dr. Antti Jakobsson, Chief Engineer, National Land Survey (NLS), Finland 3. Mr. Dror Margalit, Deputy for technologies, Digital Israel Bureau, Israel 4. Mr. Cheng-Ming (Ken) Wang, Senior Analyst of National Development Council, Taiwan
19:00	Meet at hotel lobby
19:30 - 22:00	<p>Dinner: La Mayoria Restaurant</p> <p>Dress Code: Casual</p>

Wednesday, November 16th

Ruta N and CIO Summit

08:30	Buses depart for Ruta N, meet at the hotel lobby
09:00 – 11:00	<p>Ruta N</p> <p>Phase 1 - Problem identification: the main purpose of this workshop' s phase is to evidence the importance of generating empathy with users in order to identify needs that are not obvious. This goes further than just asking citizens about what their needs are. As a case study to be developed during the workshop, participants will work on real problems faced by the city of Medellin.</p> <p>To begin this exercise a specific problem that affects Medellin' s citizens will be defined followed by a comprehension process using empathy maps. After this process is finished, My Medellin will conduct an innovative open participation exercise that will provide additional information on the issue and a new empathy map will be elaborated. As a conclusion of the exercise the two empathy maps will be contrasted as to show that participative methodologies provide added value when tackling specific issues. By the end of this phase tips will be provided on how to elaborate design exercises focused on user experience and based on open citizen participation. Better and more efficient online system of government services, the Korean government has now adopted a cloud computing system covering the entire government. Up until now, the government has only been running the service as a pilot program and only at the Ministry of the Interior.</p>
11:00 – 11:15	Coffee Break
11:15 – 12:15	<p>Phase 2 - Solution Creation Process: the purpose of this part of the workshop is to recognize that the capacity to create new ideas by the State is limited, which is why collaborative Ideation processes must be conducted.</p> <p>This phase starts with warming up exercises to stimulate thought fluidity and flexibility followed by an idea generation session developed based on lateral thinking methodologies. Afterwards, ideas generated from the workshop will be contrasted with proposals gathered through My Medellin in order to evidence the variety that can result from open ideation.</p> <p>The participants in this specific workshop will include all ICA members</p>

	<p>as well as industry representatives and users, who will be selected according to the problems/issues to be used as case studies during the workshop.</p> <p>Phase 3 - Idea anatomy: the purpose of this phase is to obtain a series of recommendations from the CIO' s on some of the opportunities identified during the previous phase. In order to do so, the CIO' s will share their experiences related to similar issues to those defined during the workshop.</p>
12:45 - 14:00	Lunch at Botanical Garden - In Situ Restaurant
Botanical Garden (Jardín Botánico Medellín) - Gran Salón Mutis	
14:00 - 15:30	<p>Session IX: Conference Roundup</p> <p>Chair: Mr. Toshi Zamma, ICA Chair, Special Advisor Ministry of Internal Affairs and Communications, Japan</p> <ol style="list-style-type: none"> 1. "Growing Digital Dividends - Leveraging Knowledge and Partnerships," World Bank presentation- Ms. Jane Treadwell, Practice Manager, Transport and ICT Global Practice, World Bank 2. Rapporteur findings and conclusions- Ms. Martha Dorris, ICA Distinguished Member, Founder of Dorris Consulting International (DCI), USA 3. Presentation of 51st ICA Conference- Mr. Toshi Zamma, ICA Chair, Special Advisor Ministry of Internal Affairs and Communications, Japan
15:30 - 16:00	Coffee Break
16:00 - 17:30	<p>Session X: Government CIOs respond to local demands - Learning from Failing, Salón Restrepo</p> <p>This exercise aims to share learned lessons from failure. The session will begin with an opening talk about the importance of embrace failure in an innovation process. Then, a contest of failure experiences will be opened and the rules are simple:</p> <ul style="list-style-type: none"> • Each experience will have 15 minutes. • The first 5 to 8 minutes are for telling the story

	<ul style="list-style-type: none"> • Then the speaker has to explain: <ul style="list-style-type: none"> ○ What went wrong? ○ What they have learned? ○ What they would do different? • The winner will be selected through public vote. <p>At the end of the session a networking activity is going to be developed in order to have 30 minutes to go deeper into the lessons learned during the initial presentations.</p> <p>Chair: Mr. Daniel Quintero-Calle, Deputy Minister of IT, Colombia</p> <p>Expert: Mr. Rafael Villa, Policy Lab founder and CIO, Colombia</p> <p>Speakers:</p> <ol style="list-style-type: none"> 1. Mr. Francisco García Morán, Chief IT Advisor at European Commission, EU 2. Ms. Anabela Caetano Pedroso, State Secretary for Justice, Justice Ministry, Portugal 3. Mr. Jorge Bejarano, Director of IT Standards and Architecture, Colombia
19:30	Meet at hotel lobby
20:00 – 23:00	Closing Event: Museum of Antioquia Private Tour & Dinner – Invitation Only

附錄二、照片剪輯



本(50)屆 ICA 會員大會全體合照



ICA50 大會我國出席代表，右起政治大學蕭副教授乃沂、國發會簡處長宏偉、王高級分析師誠明、後排王分析師宗彥。



政治大學蕭副教授乃沂擔任講者，說明我國數位結查之結果。



行政院資安處簡處長宏偉擔任主持人，與談消費勢行為 A. I. D. I.



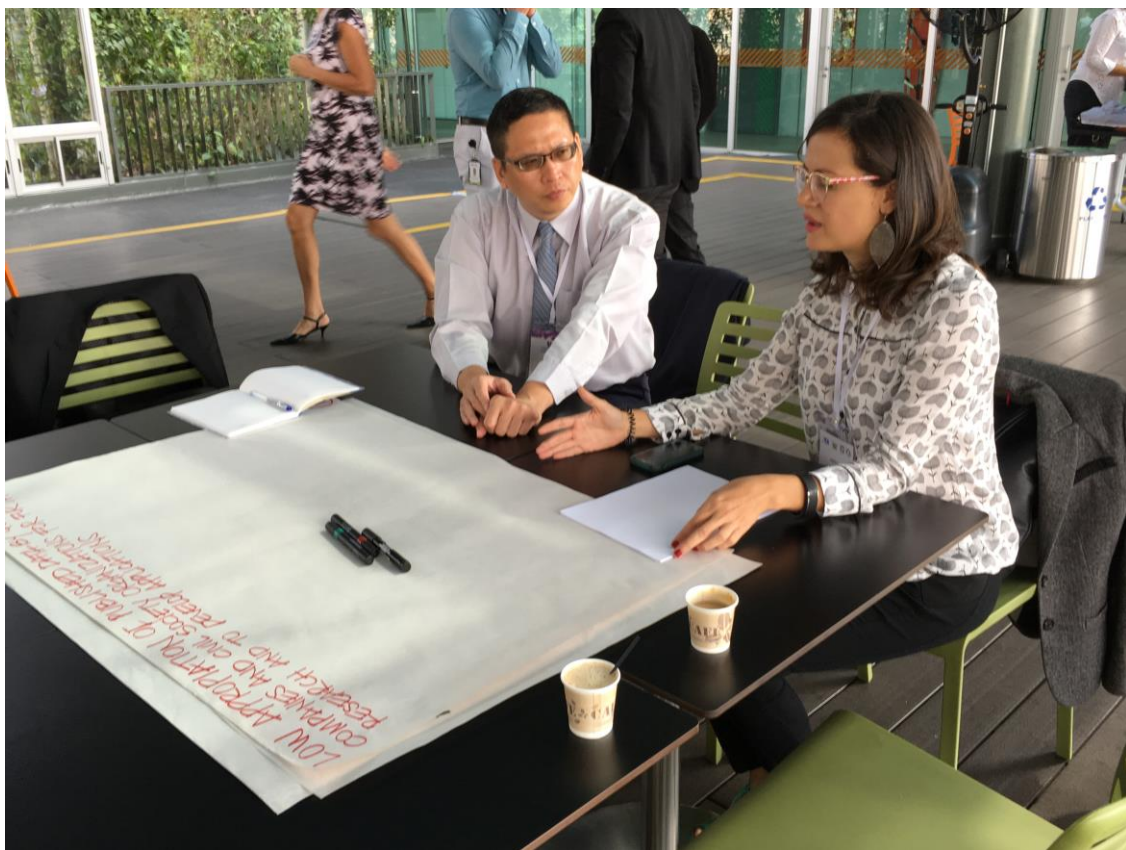
各國代表簡要說明資訊國情，國發會王高級分析師誠明主講我國資訊國情。



國發會王高級分析師誠明擔任講者，主講我國開放資料之成果。



討論分組討論現場



分組討論會現場過程



第 50 屆 ICA 研討會會場一隅