AGENDA
E-Leaders 2016
Meeting of the OECD Working Party of Senior Digital Government Officials

“Leading the digital transformation: A data-driven public sector for sustainable and inclusive governance”
All sessions will be held at the Swissôtel Tallinn, Estonia

The annual “E-Leaders” meeting, which has been taking place since 2008, brings together members of the OECD Working Party of Senior Digital Government Officials – the most senior government officials responsible for digital government in OECD member and partner countries. The E-Leaders meet to discuss issues of importance to the delegates and determine the priorities for the OECD’s work on digital government.

Building on the outcomes of the 2015 E-Leaders in Tokyo (Japan), the 2016 meeting will discuss how to make data-driven public sectors a reality. Digital technologies can enable a more strategic management and use of data, thus generating a real transformation of the public sector. But are the E-Leaders capable of driving this transformation?

The meeting will provide delegates with the opportunity to discuss the different meanings of “data driven public sector” and the boundaries for their development in different country contexts, which determine different priorities and approaches. Discussions will focus on the concrete actions needed to improve data management and embed data use throughout the policy cycle, as well as service design and delivery, with the ultimate goal of enhancing public sector productivity and inclusive decision-making processes for higher overall social well-being. These discussions will help identify potential new inclusions into the digital government toolkit.

Day 1 (full day) – 22 September 2016

Day 1 will be open to delegates from the OECD Working Party of Senior Digital Government Officials and from partner countries, as well as to selected participants from the private sector, the academia and the civil society.

8.30 Registration

9.00 – 9.30 Opening remarks

- Mr. Kristen Michal, Minister of Economic Affairs and Infrastructure, Estonia
- Ms. Mari Kiviniemi, Deputy Secretary General, OECD
- Mr. Colin MacDonald, Chief Executive, Department of Internal Affairs and Chief Information Officer of the Government of New Zealand, Chair of the Working Party of Senior Digital Government Officials
9.30 – 10.00 **Keynote address**

- Dr. Rufus Pollock, President and Co-Founder, Open Knowledge Foundation

10.00 – 11.15 **Session 1 - Leading data-driven public sectors**

Drawing on existing practices and current trends, this session will allow digital leaders to discuss what is their vision for a data-driven public sector and what should be their role and responsibilities in the creation of a data-driven culture in the public sector (Principle 3 of the OECD Recommendation on Digital Government Strategies).

The shift towards a data-driven public sector takes place in a complex environment where service delivery arrangements and responsibilities for policy implementation are often shared within and across levels of government, and increasingly involve private stakeholders. This raises sensitive issues of data governance, ownership and flow, and increases the importance of monitoring these changes to take into account institutional and societal evolutions in the design of public sector business models and to drive evidence-based decisions.

In this evolving context, peer discussions remain an essential learning mechanism. Sharing early successes and failures is essential to understand to what extent current E-Leaders are equipped to identify and use the necessary policy levers, co-ordinate effective data governance, and adopt a whole-of-government approach to capture the untapped value of data as a strategic asset to drive public sector productivity and inclusive outcomes. The solutions and responses to emerging trends and issues must be tailored to their context, as data-driven policy design and implementation is largely driven by constitutional, regulatory and institutional arrangements, all of which are country specific.

**Key questions addressed in this session:**

- What are the role and responsibilities of the E-Leaders in facilitating a paradigm shift towards data-driven public sectors? What are the policy levers at their disposal?
- How can government data and information flow be improved to ensure that decision-makers have timely access to all the data and information they need as they take decisions, rethink public services and design policies?
- How do outsourcing, public-private partnerships, joint implementation of policies and new service delivery arrangements impact public sector business models and data governance?
- What are the risks associated with these new arrangements? How can these risks be managed while maximising the benefits of these new dynamics?
- How can the impact of the shift towards data-driven public sectors on the policy cycle and service delivery be assessed and monitored?
- How can we learn from successes and failures to push the data-driven public sector agenda forward?

11.15 – 11.45 Coffee Break
11.45 – 13.15  **Session 2 - Infrastructure and enablers for data-driven public sectors**

The benefits of digital technologies and their ability to facilitate the emergence of data-driven public sectors strongly rely on the availability of key infrastructure and enablers supporting data storage, flow, sharing and processing. This session will look at what it takes for E-Leaders to be “digital agents of change” driving the implementation of common IT architectures (e.g. enterprise architecture) and facilitating interoperability (e.g. of systems and data) for improved service delivery, decision making and collaboration also across the borders.

Investments in data infrastructure should be carefully planned, monitored and assessed, as governments seek to maximise return on investments and sharing of resources, and to improve public sector capabilities to achieve results more efficiently and effectively. This session will seek to lay out how governments can articulate clear business cases for data infrastructure to establish investment and funding frameworks in line with their digital government strategic objectives and agenda. This is necessary to adequately manage the risk of failure and favour continuous improvement of the quality of public IT investments that also support the progresses toward a data-driven public sector. Moreover, the discussions will also develop innovative trends in ICT procurement, such as the use of clouds in the public sector.

This session will also provide the occasion to illustrate how a sound management of digital identity allows the public sector to identify users and to produce and manage data in order to accurately determine entitlements and benefits and support the systematic enhancement of public services that improve productivity and ensure social cohesion. The session will also reflect on different pathways to getting the right delivery arrangements given each countries' circumstances.

**Key questions addressed in this session:**

- How to implement common IT architecture and enablers within – but also across borders?
- How to ensure the uptake of the “once only principle” with different basic data registries’ structures and architectures?
- What are the most effective ways to structure investments on data infrastructure to promote the effective and efficient sharing of resources to enhance public sector productivity? How to monitor and assess the relevance and impact of these investments?
- Which are the digital identification mechanisms that best facilitate precise targeting of users and their needs and continuous improvement of public services in view of their demands? How to ensure cross-border user identification?

13.15 – 14.15  **Lunch**

14.15 – 15.45  **Session 3. Data-driven public sector to strengthen trust in government**

There is a general expectation that data-driven public sectors will make people healthier, safer and happier. Improved public sector intelligence, made possible by data analytics, is expected to improve service delivery and make decision-making processes more effective and inclusive, thus improving overall public sector performance and public value creation.
However, many issues still need to be addressed so that the benefits of data-driven public sectors can help boost public confidence. Privacy and security breaches, the release of unreliable or “low quality” data, underperforming and/or poor public services may progressively diminish trust in public institutions’ capacity to transform the big “hype” of data-driven public sectors into more sustainable and inclusive policy outcomes.

Digital government leaders must navigate these hurdles, finding new ways to govern and manage emerging risks. Earning citizen trust involves openness and transparency on the use of their data by public entities, and demonstrating the benefits of data analytics through coherent and responsible use of data. For instance, public trust may be threatened if data is used in unethical ways. Discussions will take into account potential future issues associated with increased automation of decision-making (e.g. use of machine learning algorithms and their transparency). The session will discuss how governments can make sure that data usage serves the public interest without crossing the lines of unethical uses to avoid eroding public confidence, and how to police usage across all the participants in the value chain, including 3rd party providers, intermediaries and other levels of government.

Key questions address in this session:

- How can data-driven public sectors increase public value creation in ways that help strengthen trust in public institutions by delivering outcomes in more transparent, inclusive and sustainable ways?
- How should governments rethink data privacy and security management across public institutions to maximise the benefits of data-driven public sectors while minimising risks?
- How can newer technologies (such as cloud computing etc) be leveraged while ensuring security and privacy of data?
- As data science and machine learning algorithms push further the limits of possibility for public sector analytics, what new governance arrangements and ethics are needed to ensure that public sector data is used coherently and responsibly? How can governments define standards for an ethical and transparent use of personal data to inform data analytics? Where should they draw the boundaries and how can they set the trade-offs?

15.45 – 16.15 Coffee Break

16.15 – 17.45 Session 4 Creating learning organisations for continuous data-driven public sector innovation

This session is held in conjunction with the OECD Observatory of Public Sector Innovation (OPSI). The OPSI called on governments to urgently facilitate the free flow of data across the public sector to creatively respond to new challenges and opportunities. From statistical and administrative data to web analytics and information derived from social media, when well leveraged, data can be systematically integrated into the decision-making process to help governments become learning organisations that are poised to continuously innovate to better meet their missions. This session will highlight several examples of implemented, innovative data-driven projects.
Key questions addressed in this session:

- How can governments effectively manage and leverage data in new and innovative ways throughout the data lifecycle: sourcing (data discovery from within and outside government), exploiting (turning data into knowledge for decision-making), and sharing (crowdsourcing and co-creation, data re-use within government, and open government data)?
- How do we close the loop on the data lifecycle to embed data-driven innovation as a routine part of the business of government programs, thereby creating learning organisations? What feedback mechanisms can continuously improve this process and generate new ideas?
- How can we use things like awards, experimentation, crowdsourcing, and knowledge networks to help enable data-driven innovation?
- What, as E-leaders, is our responsibility for enabling and facilitating data-driven innovation in our countries? How can we serve as a focal point and change agents for an engaged innovation ecosystem and foster a government culture that understand the value of data-driven innovation?

17.45 – 18.15 Closure of Day 1

- Mr. Siim Sikkut, Digital Policy Adviser, Government Office, Estonia
- Mr. Colin MacDonald, Government CIO of New Zealand and Chair of the Working Party
- Ms. Mari Kiviniemi, Deputy Secretary General, OECD

19.30 – Reception and Dinner hosted by the Government of Estonia

Venue: e-Estonia Showroom (Lõõtsa str 2a, https://e-estonia.com/e-estonia-showroom) - buses to leave from Swissotel at 19:15 and take the participants back afterwards.

Day 2 (morning only) – 23 September 2016

The morning of day 2 (Session 5) will be a closed session open only to delegates from the OECD Working Party of Senior Digital Government Officials and those countries that have formally adhered to the OECD Recommendation on Digital Government Strategies.

9.00 Opening Remarks

9.30 – 12.00 Session 5. Will focus on ongoing and future business of the Working Party of Senior Digital Government Officials (includes coffee break*). Items to be covered:

  - Agreement of actions and timeline for reporting to the Council in July 2017.
  - Presentation of recent digital government country reviews of the OECD: Digital Government Scan of Chile, Open Government Data Review of Mexico, Digital Government Review of Morocco, Digital Government Scan of Colombia
o Presentation of the new version of the Policy Toolkit developed to support the implementation of the OECD Recommendation on Digital Government Strategies and agreement on next actions and timeline.
o Agreement on actions and timeline for the development of digital government indicators to support the measurement of the Recommendation’s principles.

- Updates on the project on data-driven public sector and agreement on future work on data-driven public sector

- Update on the project on Open Government Data and decisions on future work.

- Administrative business of the Working Party:
  o Establishment of small groups to carry on the exchanges and interactions during the year

Decisions on the focus of the Working Party’s agenda and work plan for 2017. Gathering this session’s input, the OECD Secretariat will prepare a detailed action plan for the year that will be shared with the delegates after the meeting.

* Coffee break will be available between 10:30-11:15

12.00 – 12.30 Closing Remarks

- Ms. Mari Kiviniemi, Deputy Secretary General, OECD
- Mr. Colin MacDonald, Chief Executive, Department of Internal Affairs and Chief Information Officer of the Government of New Zealand, Chair of the Working Party of Senior Digital Government Officials
- Mr. Siim Sikkut, Digital Policy Adviser, Government Office, Estonia

12:30-14:00 Lunch

13:30-16:00 Will provide delegates with the opportunity to have bilateral meetings at event venue. (Rooms will be available for bilateral meetings).

Organisation of OECD E-Leaders 2016 by Government of Estonia will take place in the framework of EU Structural Funds support scheme “Raising Public Awareness about the Information Society” and is funded by the European Regional Development Fund.