Digital government toolkit

Digital Government Strategies: Good Practices

🔴 **Japan: Government of Japan Chief Information Officer**

The OECD Council adopted on 15 July 2014 the Recommendation on Digital Government Strategies. The Recommendation provides a set of 12 principles structured around 3 pillars. The OECD Secretariat is developing a Digital Government Policy Toolkit to support OECD member countries and non-member adhering countries with the implementation of the Recommendation. This practice was submitted by the government of Japan to be considered as a good practice in the implementation of one or more of the principles contained in the Recommendation.

Description of the practice:

Organisation: Administrative Management Bureau, Ministry of Internal Affairs and Communications

Name of the practice: Government of Japan Chief Information Officer

Principles implemented: Principle 6 – Ensure coherent use of digital technologies across policy areas and levels of government

Description: In 2013, the Government created a position through a new law of the "Government CIO" (Chief Information Officer) to strengthen leadership and coordination of ICT policy and e-Government initiatives. Also created was a Specialized Committee on IT Strategy Promotion, led by the Government CIO, to equitably evaluate various plans relating to IT policy.

In 2014, aiming to be the "World's Most Advanced IT Nation," the Government of Japan set up a "Ministers' Council on e-Government," led by the Chief Cabinet Secretary, to implement an integrated reform initiative relating to IT and BPR of public administration.

Under the Council, a working group led by the Government CIO, a plan was made for adopting IT and Business Process Re-engineering (BPR) for the operations of the central and local governments.

All of these measures have contributed to a review of existing systems, reforming operational processes, and managing governmental IT investment adequately and more efficiently.

As a result, in two years since the launch of the Government CIO position, the Government has produced such as the "roadmap" of government information systems and IT Investment Plans. A decision was taken by the CIOs' council composed of all the Ministry CIOs, whose mission is to discuss and decide upon the important IT policies affecting all the ministries under the leadership of Government CIO.

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Motives:

Governmental IT investment had traditionally been made individually by each ministry. As a result of duplication of investment and lack of coordination, there were inefficiencies and less convenience for users and citizens. A Government CIO position was created to supervise and oversee all government IT investment. It was decided that the structure would be constructed, modified, and maintained while seeking to improve efficiency in governmental IT investment. Another objective of the Government CIO's high-level coordination among all ministries is, of course, to enhance usability and convenience for citizens using government information systems. After the Government CIO was created, the promotion of e-Government has been strengthened as a result, and the central government has come to produce many policies relating to e-Government more rapidly.

Objectives:

- Strengthen the functions of leading and coordinating government IT policy.
- Promote reviews of existing systems of public administration and reforms of business process.
- Manage all government IT investment adequately and more efficiently.
- Make more plausible and efficient IT investment plans for various strategies relating to e-Government.

Results

Results not available yet

- It is expected that the decision-making process for IT investment and e-Government strategies will become faster and better coordinated. The coordinating power and authority over ministries has been strengthened, but the process is still under way and effectiveness has yet to be determined.

Development

Overall development time: 1 year

Design: In various e-Government-strategies and IT policies, it has been recommended to establish a Government CIO system as a new executive core to strengthen the governance and coordination of IT investment of the Government. The Diet finally enacted "the Law of the Government CIO" in 2013.

Testing: No methods were used to test the practice.

Implementation:

- Legislation to establish the office of the Government CIO and outlining its authority.
- The creation of the CIOs' council, whose mission is to discuss and decide on IT policies affecting all the ministries.
- The council is composed of all the Ministry CIOs and chaired by Government CIO.

Diffusion and scaling:

Partnerships: Public Sector Organisations

Partners: Other Government Departments

Nature of the partnership: In partnership the Government CIO, the National Strategy Office of Information and Communications Technology (Cabinet Secretariat), each ministry's CIO and each ministry's Program Management Office (PMO), the Administrative Management Bureau of the Ministry of Internal Affairs and Communications has come up with plans relating to e-Government as the "roadmap" of government information systems and IT Investment Plans. Substantive coordination was carried out by AMB for these plans.

Lessons learned

It is important to develop the appropriate governance structure, and to maintain good cooperation between each ministry while enabling their understanding of strengthened IT governance for the government as a whole to promote better IT policies, while realising rapid cost reduction in a relatively short period.

Conditions required:

- Strong leadership of the executive core including the government CIO.
- Mutual understanding and cooperation from Ministries.
- Giving responsibility to each ministry by making them commit to a process of decision-making through the CIOs' council.

Additional information: