



Asia-Pacific
Economic Cooperation

**Establishment of Government CIO Training Model
and Network for e-Government Development
Final Project & Evaluation Report**

**APEC Telecommunications and
Information Working Group**

May 2006

TEL project (05/2005) – APECTEL/ HRDSG/ BFGS

Prepared by:

Overseers

Jirapon Tubtimhin

Djoko Agung Harijadi

For:

The APEC Secretariat

35 Heng Mui Keng Terrace

Singapore 119616

Tel: (65) 6775 6012

Fax: (65) 6775 6013

E-mail: info@apec.org

Website: www.apec.org

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Foreword

This APECTEL project namely Establishment of Government CIO Training Model and Network for e-Government Development was endorsed under Human Resource Development Steering Group (HRDSG) and Business Facilitation Steering Group (BFSG). The project goal is to design an adaptive model of training courses for Government Chief Information Officers who are the active players in the arena of e-Government development which is a key implementation agenda of e-APEC strategy.

In project implementation, a questionnaire form was used through both a paper form and an online form via internet. Member economies co-sponsored this project including Thailand, Indonesia, Japan, Philippines, Viet Nam, Malaysia and USA formed up a Joint Researcher Team or JRT to play an active role to achieve the target objectives upon the whole project agenda. The project succeeded its planned activities as well as its overall objectives.

Our sincere gratitudes are to contribute to, firstly National Electronics and Computer Technology Center (NECTEC), National Science and Technology Development Agency, Ministry of Science and Technology Thailand, for hosting the first workshop, secondly e-Government Research Center, Waseda University, Japan for hosting the second workshop and thirdly Ministry for Communication and Information Technology, Indonesia for hosting the last workshop.

We also would like to deeply thank to all members of JRT for their efforts which have been proven of success towards the project goal as aimed for.

Last but not the least, our great appreciation goes to BMC as well as APECSEC, for their continued supports, coordination and constructive advices throughout the project.

Mr. Jirapon Tubtimhin,
Director, Government Information Technology Infrastructure Project,
NECTEC, NSTDA, Ministry of Science and Technology, Thailand
Co-Project Overseer

Mr. Djoko Agung Harijadi,
Director for e-Government,
Ministry for Communication and Information Technology, Indonesia,
Co-Project Overseer

Facesheet

(Tick ✓ one) **Project Seeking APEC Funding** **Progress Report** **Evaluation Report**

(Tick ✓ one) **Operational Account** **TILF Special Account**

Project number: TEL05/2005	Date received by Secretariat:	Late / Not late <input type="checkbox"/> <input type="checkbox"/>
Name of Committee/Working Group: APEC Telecommunication & Information Working Group Human Resource Development Steering Group		
Title of Project: Establishment of Government CIO Training Model and Network for e-Government Development		
Proposing APEC Member: Indonesia and Thailand		
Co-sponsoring APEC Member(s): Japan, Philippines, Viet Nam and Malaysia		
Project Overseer: Name/Title/Organisation M/F (M) 1. Djoko Agung, Special Advisor E-Government, Ministry of Communications and Information Indonesia (M) 2. Jirapon Tubtimhin ,Director , Government Information Technology Infrastructure , NECTEC ,Thailand (M)		
Postal address: Kominfo, Jl. Medan Merdeka Barat No. 9 Jakarta 10110 Indonesia		Tel: +62-21-384-9366 Fax: +62-21-384-9366 Email: djokoagung@kominfo.go.id
National Electronics and Computer Technology Center (NECTEC), Government Information Technology Infrastructure, National Electronics and Computer Technology Center, 73/1 NSTDA Building , Rama 6 , Rachatewi, Bangkok Thailand 10400 Thailand		Tel: +66-2644-8123 Fax: +66-2644-8137 Email: jirapon.tubtimhin@nectec.or.th
Financial Information	Total cost of proposal (US\$): <u>219,010</u> (Self fund: FY 2005/\$ <u>138,710</u> from National Electronics and Computer Technology Center (NECTEC), Thailand, Waseda University, Japan, and In-Kind support from participating economies /parties).	Amount being sought from APEC Central Fund (US\$): \$ <u>80,300</u> / FY 2005
Type of Project: <input checked="" type="checkbox"/> seminar/symposium <input type="checkbox"/> short-term training course <input checked="" type="checkbox"/> survey or analysis and research <input checked="" type="checkbox"/> database/website <input checked="" type="checkbox"/> others (Please specify) Development of guidelines /		
Project start date: 2005/01/01		Project end date: 2005/12/31

Project Purpose:

The joint-project is a continuity of the APEC project on e-University pioneered by Japan and is to survey CIO activities in APEC member economies (coordinated by Thailand) as well as produce a detailed design on the regional CIO training model (coordinated by Indonesia) for CIOs in APEC member economies. .The

A recommendation was made at the workshop on e-Government at APECTEL 29 Hong Kong for promoting CIO training and establishment of APEC CIO Council, as reported by Chair's report.

The output will be 1) present status report and 2) a conceptual design on regional CIO training model. Japan (coordinated by APEC e-Government Research Center, Waseda University) will be the host for joint research activities while the Philippines, Indonesia, Viet Nam and Thailand will participate in the Joint research hosted by Japan.

All issues and concerns related to the role of Chief Information Officers in the implementation of e-government programs in the APEC region will be dealt with in the survey and a series of activities is planned for 12 months. The project will facilitate higher levels of awareness about the need for CIOs in member economies and with the end result of greater regional CIO training integration and further cooperation in the following years.

Activities included:

November 2004:

Joint research take off in Tokyo (Waseda University) to design framework and methodology for the survey on CIO activities in APEC and for designing CIO training model (3 days workshop).

December 2004 – February 2005 :

Survey to be conducted by a joint research team and preparation for the workshop at APECTEL 31 in March 2005

March 2005 :

APECTEL Workshop in Thailand in March,2005 participated by APEC members to present survey result and the draft paper of conceptual design for discussion and comments

June 2005 :

Completion of 1) present status report and 2) conceptual design paper on regional CIO training model

July – September 2005:

Preparation and gathering of information for drafting detailed design on regional CIO training model

September 2005 :

Joint research team meets in Tokyo(Waseda U) for drafting detailed design paper (5 days workshop)

October 2005 :

Workshop in Indonesia participated by APEC members to present detailed design paper for discussion and comments

November 2005

Editing and finalizing the detailed design

December 2005 :

Completion of detailed design paper on regional CIO training model and conclusion of the project

The project will aim for a greater regional CIO training integration and further cooperation in the following years:

- Greater awareness about the need for CIOs in member economies;
- Developing guidelines for establishing the role and operations of CIOs;

- ❑ Providing further training to other economies to assist them to create and maintain CIO positions in their national and regional government agencies.
- ❑ Developing a communications framework to facilitate the CIO regional network.

Signature of Project Overseer:

(Separate written confirmation acceptable for email submission)

Date:

Signature of Committee Chair/WG Lead Shepherd: *(Not applicable to Progress Report and Evaluation Report)*

(Separate written confirmation acceptable for email submission)

Date:

Progress Report on APEC Projects

Status/Progress and Problems
Current status of project: On schedule: <u>Yes</u> , Within budget: <u>Yes</u>
Objectives How do results of the project thus far (if any) compare with its expected results? Include your results thus far (if any) relative to quantitative measures you proposed in paragraph 1 (and 25) of the project design proposal. The initiative 'Establishment of a Government CIO Training Model and Network for e-Government Development' has been a joint effort between Thailand and Indonesia, co-sponsored by Japan, Philippines, Viet Nam, and Malaysia. The project was approved by TEL30 in Singapore and passed BMC approval for APEC funding in April, 2005. The results are well accomplished more than expected, especially in terms of partnership of Joint Researcher Team and relevant institutions.
Linkages, Methodology, Budget Describe any problems which have arisen and how they were resolved, including changes in schedule or revised dates, budget changes, changes in participation, or additions or deletions of activities. No Problem arisen.
Gender Considerations Provide a brief description of the impact of the project on women to date. Provide details to show how women have been consulted on the delivery of the project. What kind of sex-disaggregated data has been collected and used for the project? During the project implementation in the year 2005, 19 women participated in the Joint Researcher Team Workshop as Researchers/Consultants
Progress since last report: The JRT discussed and concluded all parameters and inputs essentially for the conceptual design of the target model during the first JRT workshop in Bangkok, Thailand in July 2005. Members of JRT finalized the conceptual model as well as discussed towards the detailed design model in September 2005, during the second JRT workshop in Tokyo, Japan. The GCIO Training Model for the APEC region was finalized by members of JRT during the last workshop held in Jakarta, Indonesia in November, 2005. The Government CIO Training Model has been concluded with a standard set and tailor-made set of GCIO training courses/curricula for APEC region. For detailed information, visit website of Establishment of Government CIO Training Model & Network for e-Government Development at http://see.nectec.or.th/cio-apectel/index-training.html

APEC Project Evaluation Form

Objectives

1. Did you achieve your objectives and expected results? Did the project meet the needs of the targeted beneficiaries, identify direct and indirect beneficiaries? What was the quality of the product/service you provided?

We achieved with a great success;

- 1) To establish Adaptive APEC Government CIO Training Model
- 2) To promote strong partnership and interactive collaboration among academic institution, public and private in supporting CIO/ICT Activities in APEC Member economies
- 3) To promote collaborations among researchers of member economies in sharing practices and experiences
- 4) To creating CIO networking among member economies on e-Government development

The project effectively met the needs of targeted beneficiaries, who are Government CIO, Government ICT Leader, Officials, Research Institute and University concerned with the necessary education and training for promoting and implementing e-Government.

The quality of the program was extremely high with distinguished participants, researchers and speakers in their professional.

2. Show your actual results relative to quantitative measures you proposed in paragraph 1 (and 25) or the project design proposal and evaluate those results relative to your benchmarks and the ranges you indicated would be acceptable in the project design form.

The results, in term of number and the ranges and the quality of participants, has performed well over benchmarks. We got extremely high evaluation from the participants.

3. Are there any lessons learned?

The speakers as well as co-project overseers for the joint researcher team in 3 economies fully expressed their ideas, experiences and knowledge to the team. It is necessary for the workshop which about designing CIO Training model and CIO Institution to invite top-class professionals as speakers. All researchers have learned new policies, models, best practices and technology on CIO/ICT development.

4. For Ecotech Projects Only

NA.

5. Did the project achieve any of the priorities of the Framework for the Integration of Women in APEC?

Our project has satisfied the Framework for the integration of women. That is because

- The survey and analysis team was partially run by women.

- The secretariat office for the organizing committee in Japan was run by women.
6. Provide a brief description of the outputs of the project to show the effects on women.

All of women researchers at the three joint researcher team workshop conducted an active discussion and played an important role for the women-focused workshop.

Linkages

7. Describe how your project involved business/private sector participation (e.g. co-sponsorship of an event, joint work on a project etc.) and which types of business/private sector institutions participated (e.g. non-governmental organizations, schools, labor organizations, womens' groups, corporations, small businesses etc.)

The project attracted increasing attention with active participation from both universities and private sector.

Number of participants per sector

	Public	Academia	Private
Thailand	22 (73.3%)	5 (16.7%)	3 (10%)
Japan	15 (46.9%)	14 (43.8%)	3 (9.4%)
Indonesia	14 (66.7%)	4 (19.0%)	3 (14.3%)

8. Which other APEC fora (if any) participated in your project? How did you coordinate your work with the work of other APEC fora? How did the project complement or overlap with the work of others?

The CIO Workshop : CIO Training Model and Network for e-Government Development in Bangkok was a pre activity of APEC TEL31 in Bangkok in April 4 2005.

Methodology and Budget

9. Was the project completed on schedule? Yes/No
Was the project completed on budget? Yes/No
10. Describe any problems which arose and how they were resolved, including changes in schedule or revised dates, budget changes, changes in participation, or additions or deletions of activities.
- Almost no problems arisen including changes in schedule, in budget, in participants or addition or deletions of activities.
11. What kind of sex-disaggregated data was collected at the beginning, end and during the project, and what did it show? See examples on last page of this Form.

-

12. If sex-disaggregated data was not used, indicate why (eg, lack of availability or relevance). Was there any sex-disaggregated data that would have been useful but was not available?

-

13. Provide sex-disaggregated data on the beneficiaries of the project.

The project was successful and fruitful through the 3 workshops, with highly skilled female researchers.

14. Provide details of the project’s budget that was allocated to activities that address the specific needs of women, where appropriate.

	Women’s involvement	APEC Fund	No APEC Fund
Thailand	11	3	8
Japan	10	3	7
Indonesia	4	4	-

15. Provide details of how the project could have further increased women’s involvement or ensured that men and women benefited more equitably?

We learned that;

- The leadership by women such as the co-project overseer and speaker is essential for the further increased women’s participation.
- Open equally to the wide range of professionals or interested delegates from public agency, private agency and academia.

Dissemination of Project Output

16. Describe your deliverables and how they have been disseminated. How have you communicated the results of this project (presentations, newsletters, seminars, journal articles, Web page, video, etc)?

The results of this project have been disseminated in terms of presentations, seminars and web page.

17. What additional actions should be taken to disseminate project results and maximize project impact over the longer term? If relevant, is there any action that the project beneficiary/ies should take to continue improving performance relative to the quantitative measures in paragraph 3 (and 22) of the project design form?

The continuity and expansion of the project in member economies will be the additional action for the improvement of the performance and CIO/ICT capacity building.

Comments

18. Forum small group:

-

19. Lead Shepherds/Chairs

-

20. Secretariat

Executive Summary

APECTEL 05/2005 Project

Establishment of Government CIO Training Model and Network for e-Government Development

The initiative 'Establishment of Government CIO Training Model and Network for e-Government Development' has been a joint effort between Thailand and Indonesia, co-sponsored by Japan, Philippines, Viet Nam, and Malaysia. The project was approved by TEL30 in Singapore and passed BMC approval for APEC funding in April, 2005.

A Joint Researcher Team (JRT) was established among sponsoring economies, with additional participation by the United States. A questionnaire was used to collect information to identify CIO education needs and requirements in relation to e-Government development. The questionnaire was administered both through online to targeted GCIOs in member economies from March through October 2005. The return inputs, as well as various environmental parameters that exist in member economies, were used to design a GCIO Training Model specific to the APEC region. The JRT discussed and concluded all parameters and inputs essentially for the conceptual design of the target model during the first JRT workshop in Bangkok, Thailand in July 2005. Members of JRT finalized the conceptual model as well as discussed towards the detailed design model in September 2005, during the second JRT workshop in Tokyo, Japan.

The GCIO Training Model for the APEC region was finalized by members of JRT during the last workshop held in Jakarta, Indonesia in November, 2005. The Government CIO Training Model has been concluded with a standard set and tailor-made set of GCIO training courses/curricula for APEC region. Member economies who formed the JRT team resolved during the project wrap-up session that the project has met its objectives and recommended that APEC GCIO Training Model should be deployed within the region to achieve the so called 'proof of concept'. To this end, member economies including Thailand, Indonesia, Japan, Philippines, Viet Nam, and Malaysia, together with the United States, will co-sponsor a new project proposal to seek funding approval from TEL 34 with the objective of deploying the GCIO Training Model throughout the APEC region during 2007.

Output of this project which is an adaptive training model together with networking training institutions among the APEC member economies will help enhance cooperative networking on implementation of ICT infrastructure and e-Services integration under e-Government strategy which is an essential development component of the e-APEC strategy. APEC members participated in APECTEL 29 in Hong Kong China confirmed the need for the systematic regional CIO training model and CIO Council which was quoted in a minute of the Chairperson's report.

Due to its central role in e-Government and in information technology industry development, the CIO community plays an important role in fostering the Information Society. This project has been in line with APEC Ministers' instruction and acknowledgement in 2004 and 2005 that building skills and capacity in optimizing information technology are the most pressing needs for APEC economies to reduce the digital divide and to facilitate trade. While a study report monitored and assessed the progress made by APEC economies recommended actions needed to implement the e-APEC Strategy. Moreover members of JRT believe that the project outcome is relevant to a key issue under APEC topic "Stepping up Integrated e-Government Services" which indicated that training of CIOs should be a foundation for further human capacity building efforts.

APEC GCIO Training Model

A. Conceptual GCIO Training Model

Based on valuable inputs to the design of a standardized GCIO Training Model for APEC member economies, conceptual design of the model was defined. In the beginning, the conceptual GCIO Training Model and its variants of potential GCIO training model were analyzed by taking into account the following parameters: conceptual and practical GCIO roles and responsibilities, core competencies, GCIO institutionalization and different maturity level of ICT and e-Government development among APEC member economies. While at the same time important findings analyzed from returned questionnaires were significantly taken into consideration as another parameter to reflect local needs of the APEC community. In the refining process of the detail designed model two more parameters were added : education background of GCIO and existing GCIO training courses in APEC member economies, to make the final GCIO training model a dynamic and flexible tool to help design and customize accordingly to the APEC member economies' needs.

A.1 Considerations and Parameters for GCIO Training Model

1) GCIO Responsibilities

Conceptually the two primary CIO responsibilities are:

- (1) enterprise leadership in information and IT management and provision to support future projects for competitive business value,
- (2) management of the daily delivery of required I/IT services

2) GCIO Core Competencies

As enterprise leaders, CIOs must possess fundamental capabilities or core competencies to successfully fulfill the functions associated with their responsibilities.

In leading economy as USA, in September 1998 the US Government Federal CIO Council endorsed a set of core competencies as a baseline to assist departments and agencies in complying with Section 5125 (C) (3) of the Clinger-Cohen Act of 1996. They address a number of areas including leadership, process/change management, information resources strategy and planning, project/program management, acquisition, and capital planning.

In addition to the Clinger-Cohen core competencies, are those recommended by commercial CIOs, business school professors, and trade journalists which are not the least and somehow considered important elements for GCIOs and they are Business Leadership Thinking, Delivery of Information Technology Services, Communications Skills and Agent of Change.

3) GCIO Institutionalization

Presently, within APEC, some leaders in e-Government development like USA, Japan and Australia have already institutionalized GCIO community in order to assist GCIOs in implementing their fundamental tasks which are information management and IT projects. This phenomenon indicates, for a certain extent, some degree of correlation between the advancement of GCIO institutionalization and the advancement of e-Government development. Moreover the set up institutions either as a policy mechanism

or as specific capacity building for GCIOs is considered very essential development element. Table in Appendix C lists GCIO institutions that already founded in member economies.

4) Maturity Level of ICT and e-Government Development

Considering concerns among member economies on ICT development strategies, this notion may vary due to gap of advancement / stage of development of each single economy. Table in Appendix B shows this kind of variation that ranged from concerns of developing and least developed economies to concerns of developed economies and industrial leaders. In terms of IT-Manpower development which includes CIOs activities of development, the table shows that this agenda falls in the domain of leaders. This can lead to an assumption that maturity level of ICT development has some correlation with degree of advancement of CIO development. Moreover, international rankings from many sources on e-Government development can also indicate that these economies are quiet in the top ranks. See Appendix D: Ranking of e-Government development.

5) Findings from the survey

Information of requirement of GCIO from the questionnaire can be a direct input that could help refine the target training model in terms of courses and curriculum of the required training model.

6) Educational Background of GCIO

Educational Background of GCIOs can reflect some qualifications that GCIO may need to fill up to enhance their capability towards the mandates of ICT and e-Government development.

7) Existing Training Courses/Curricula

Existing Training Courses/Curricula will help APEC member economies share their experiences and practices on organizing GCIO training courses/curricula in APEC region.

A.2 Scheme of GCIO Development

In terms of GCIO development there will be 3 schemes as followings;

Scheme 1 – Basic:

In case GCIO may not yet been endorsed or recognized or established to lead ICT and e-Government development in a certain government agency.

Scheme 2 - Standard:

In case GCIO is already in the process of development agenda and needs a standard set of knowledge to devise GCIO for ICT and e-Government development

Scheme 3 - Advance:

In case GCIO has already been devised or developed in a certain implementation stage and needs advance knowledges for ICT and e-Government development.

A.3 Conceptual GCIO Training Scheme

Within the division of 3 schemes of the advancement of GCIO development as mentioned above, GCIO training schemas were defined accordingly so that member economies can fit themselves into and benefit from the proper place. Three schemas of conceptual GCIO training courses outline are recommended as follows:

Scheme 1: Basic

Framework for GCIOs training will start from the very foundation level. For example Training courses for building up awareness on the importance of organizing GCIOs may be needed. Then series of courses ranging from organizing GCIO, roles and responsibilities, the whole cycle of ICT project management and some basic principles regarding Information Management (IM) and IT implementation may also be required.

Recommended conceptual courses outline include but not limited to :

- ❑ Awareness of GCIO
- ❑ GCIO Roles and Responsibilities
- ❑ Process / Change Management
- ❑ Policy and Organization
- ❑ Information resource strategy and Planning

Scheme 2: Standard

The GCIOs which fall in Scheme 2 category may find themselves to require the standard set of ICT courses for capacity building. The training model framework will be focused on the standard modules of IM and IT implementation in the applied environment. Courses within the contexts to brush up their e-Services development as well as courses to manage integration and networking may be required in order for GCIOs to get acquainted with the conditions of cross agency development. Fora and seminars for building awareness of the importance of human networking and GCIO institutionalization are needed as well. Conceptual courses outline include but not limited to :

- ❑ e-Services Development
- ❑ IS Management
- ❑ IT Management
- ❑ Government Information and Network Integration
- ❑ GCIO Networking and Institutionalization
- ❑ ICT Project Management

Scheme 3 : This schema will accommodate GCIOs categorized in scheme 3.

Conceptual framework of training model may focus mainly on enterprise architecture, solutions and standards. e-Government services experiences of GCIOs are quite in a mature state so that CRM and Supply Chain Management may be needed to enhance the citizen-centric applications. Some tailor-made courses to suit each departmental customization are also encouraged in order to enhance GCIOs ability to cope with such dynamic requirement environment. Conceptual courses outline include but not limited to :

- ❑ Enterprise Architecture and Solution
- ❑ Web-service Technology
- ❑ Customer Relationship Management
- ❑ System Ergonomics
- ❑ IPR Management
- ❑ CIO University

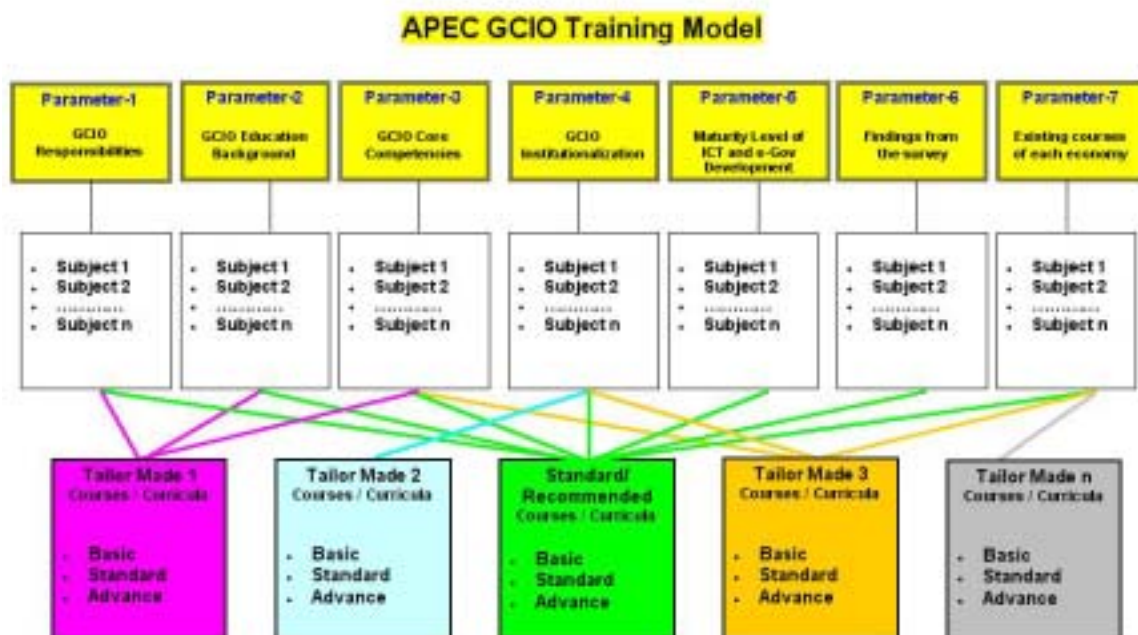
B: Parameters

In conclusion there are 7 Independent Parameters/Factors as below

1. GCIO Responsibilities
2. GCIO Education Background
3. GCIO Core Competencies
4. GCIO Institutionalization
5. Maturity Level of ICT and e-Government Development
6. Findings from the survey
7. Existing training courses of each single economy

C: APEC GCIO Training Model

An adaptive model upon APEC GCIO Training Courses/Curricula has been shaped up accordingly to the well defined parameters and schemes/levels as following :



D. Subjects/Courses in line with each parameter

D.1 GCIO Responsibilities

a. Followings are Subjects/Courses in line with GCIO Responsibilities which are ranked in terms of issues/factors/tasks that impact to CIO's mission and CIO's role for e-Government Development, taken from Question 1.6 in Questionnaire of the GCIO survey.

No.	Subject	No.	Subject
1	ICT Monitoring and Evaluation Plan	17	ICT training unit and management
2	e-Government Service Kiosks	18	Maturity of Website Development
3	National e-Government Plan	19	Self-interest in ICT
4	Organizational ICT Master/Strategic Plan	20	Cyber Laws
5	Cyber Security	21	Departmental intranet
6	Government Vision and Policy	22	ICT work experiences
7	e-Government Capacity Building Program	23	ICT career path promotion
8	On-line Services	24	ICT Outsourcing technique
9	National ICT Master/ Strategic Plan	25	Enhanced : Content and Information is updated with greater regularity
10	ICT budget management	26	Enterprise Architecture
11	Public Awareness	27	Political Leadership
12	ICT Integration management	28	Emerging: A government web presence is established through a few independent official sites. Information is limited, basic and static.
13	Government information infrastructure	29	Interactive : Users can download forms, contact officials, and make appointments and requests
14	CIO/ICT unit	30	Transactional: Users can actually pay for services or conduct financial transactions online.
15	CIO formal appointment	31	Seamless: Total integration of e-functions and services across administrative and departmental boundaries.
16	ICT related background		

b. Followings are Subjects/Courses in line with GCIO Responsibilities which are ranked in terms of activities of CIO and national e-Government roles, derived from Question 1.7 in Questionnaire of the GCIO survey.

No.	Subject	No.	Subject
1	Develop e-Government strategic plan	14	Build up Leadership
2	Coordinate e-Gov Strategy	15	Develop ICT Operation Center
3	Allocate ICT Financial Resource	16	Enhance Internal Administration
4	Push Strategy in ICT Plan	17	Share ICT Resource Planning
5	Involvement in ICT Master Plan	18	Enhance Interface with Citizens
6	Involvement in ICT Policy Plan	19	Enhance Internet Access
7	Determine e-Government Policies	20	Develop Services for Citizens Choices
8	Deliver Programs and Services	21	Promote Transparent Decision-Making
9	Build up ICT Operational Staff/Team	22	Develop Citizen Responsiveness
10	Enhance e-Services more accessible	23	Being trained as a Specialist in ICT
11	Determine Regulatory Structures	24	Facilitate Social Inclusion
12	Involve in ICT Problem Solving	25	Use Computer by yourself
13	Contribute to ICT Empowerment	26	Foster e-Democracy

D.2 GCIO Education Background

Followings are Subjects/Courses in line with GCIO Education Background which are analyzed from the GCIO survey, Question 2.2 in Questionnaire : Managerial Background, Technical Background, Managerial and Technical Background.

No.	Managerial Background	Technical Background	Managerial and Technical Background
1	Process /Change Management	Process /Change Management	Leadership/Managerial
2	Policy and Organizational	Information Resources Strategy and Planning	Process /Change Management
3	Leadership/Managerial	Policy and Organizational	IT security/information assurance
4	Information Resources Strategy and Planning	Leadership/Managerial	IT Performance Assessment: Models and Methods
5	e-Government / e-Business / e-Commerce	IT Performance Assessment: Models and Methods	Information Resources Strategy and Planning
6	Capital Planning and Investment Assessment	Project/Program Management	Policy and Organizational
7	Project/Program Management	IT security/information assurance	e-Government / e-Business / e-Commerce
8	IT Performance Assessment: Models and Methods	Application and System Support	Project/Program Management
9	IT security/information assurance	Capital Planning and Investment Assessment	Application and System Support
10	Office Automation Management	e-Government / e-Business / e-Commerce	IPR Management

D.3 GCIO Core Competencies

In this category of parameter, the Clinger-Cohen Core Competencies (Revised June 2003) is cited to comprehend subjects/courses that the member economy of USA has been deploying to enhance knowledge, skills and abilities as core competencies of government agencies' CIOs.

The Clinger-Cohen Core Competencies have been endorsed to serve as a baseline to assist government agencies in complying with Section 5125(C) (3) of the Clinger-Cohen Act, USA.

Recommendation for implementation and outline of subjects/courses are as follows :

To perform effectively in each competency area below, an organization should possess the knowledge, skills and abilities in each competency.

1.0 Policy and Organizational

- 1.1 Department/Agency missions, organization, functions, policies, procedures
- 1.2 Governing laws and regulations (e.g., the Clinger-Cohen Act, E-Government Act, GPRA, PRA, GPEA, OMB Circulars A-11 and A-130, PDD 63)
- 1.3 Federal government decision-making, policy making process and budget formulation and execution process
- 1.4 Linkages and interrelationships among Agency Heads, COO, CIO, and CFO functions
- 1.5 Intergovernmental programs, policies, and processes
- 1.6 Privacy and security
- 1.7 Information management

2.0 Leadership/Managerial

- 2.1 Defining roles, skill sets, and responsibilities of Senior Officials, CIO staff and stakeholders
- 2.2 Methods for building federal IT management and technical staff expertise
- 2.3 Competency testing - standards, certification, and performance assessment
- 2.4 Partnership/team-building techniques
- 2.5 Personnel performance management techniques
- 2.6 Principles and practices of knowledge management
- 2.7 Practices which attract and retain qualified IT personnel

3.0 Process/Change Management

- 3.1 Techniques/models of organizational development and change
- 3.2 Techniques and models of process management and control
- 3.3 Modeling and simulation tools and methods
- 3.4 Quality improvement models and methods
- 3.5 Business process redesign/reengineering models and methods

4.0 Information Resources Strategy and Planning

- 4.1 IT baseline assessment analysis
- 4.2 Interdepartmental, inter-agency IT functional analysis
- 4.3 IT planning methodologies

- 4.4 Contingency planning
- 4.5 Monitoring and evaluation methods and techniques
- 5.0 IT Performance Assessment: Models and Methods**
- 5.1 GPRA and IT: Measuring the business value of IT, and customer satisfaction
- 5.2 Monitoring and measuring new system development: When and how to "pull the plug" on systems
- 5.3 Measuring IT success: practical and impractical approaches
- 5.4 Processes and tools for creating, administering, and analyzing survey questionnaires
- 5.5 Techniques for defining and selecting effective performance measures
- 5.6 Examples of and criteria for performance evaluation
- 5.7 Managing IT reviews and oversight processes
- 6.0 Project/Program Management**
- 6.1 Project scope/requirements management
- 6.2 Project integration management
- 6.3 Project time/cost/performance management
- 6.4 Project quality management
- 6.5 Project risk management
- 6.6 Project procurement management
- 6.7 System life cycle management
- 6.8 Software development
- 7.0 Capital Planning and Investment Assessment**
- 7.1 Best practices
- 7.2 Cost benefit, economic, and risk analysis
- 7.3 Risk management- models and methods
- 7.4 Weighing benefits of alternative IT investments
- 7.5 Capital investment analysis- models and methods
- 7.6 Business case analysis
- 7.7 Integrating performance with mission and budget process
- 7.8 Investment review process
- 7.9 Intergovernmental, Federal, State, and Local Projects
- 8.0 Acquisition**
- 8.1 Alternative functional approaches (necessity, government, IT) analysis
- 8.2 Alternative acquisition models
- 8.3 Streamlined acquisition methodologies
- 8.4 Post-award IT contract management models and methods, including past performance evaluation
- 8.5 IT acquisition best practices
- 9.0 E-Government/Electronic Business/Electronic Commerce**
- 9.1 Strategic business issues & changes w/advent of E-Gov/EB/EC
- 9.2 Web development strategies
- 9.3 Industry standards and practices for communications
- 9.4 Channel issues (supply chains)
- 9.5 Dynamic pricing
- 9.6 Consumer/citizen information services

9.7 Social issues

10.0 IT security/information assurance

- 10.1 Fundamental principles and best practices in IA
- 10.2 Threats and vulnerabilities to IT systems
- 10.3 Legal and policy issues for management and end users
- 10.4 Sources for IT security assistance
- 10.5 Standard operating procedures for reacting to intrusions/misuse of federal IT systems

11.0 Enterprise Architecture

- 11.1 Enterprise architecture functions and governance
- 11.2 Key enterprise architecture concepts
- 11.3 Enterprise architecture development and maintenance
- 11.4 Use of enterprise architecture in IT investment decision making
- 11.5 Interpretation of enterprise architecture models and artifacts
- 11.6 Data management
- 11.7 Performance measurement for enterprise architecture

12.0 Technical

- 12.1 Emerging/developing technologies
- 12.2 Information delivery technology (internet, intranet, kiosks, etc.)
- 12.3 Desk Top Technology Tools

D.4: GCIO Institutionalization

Subjects/Courses in line with GCIO Institutionalization is the whole range of organizing GCIO's office which comprises of the context of policy and strategy framework, organization structure, investment and resources planning and management, project implementation and ICT personnel capacity building.

- 1) Process / Change Management
- 2) Policy and Organization
- 3) Leadership/Managerial
- 4) Information Resources Strategy and Planning
- 5) Capital Planning and Investment Assessment
- 6) Project/Program Management
- 7) Office Automation Management
- 8) Education and Training
- 9) CIO/ICT unit
- 10) CIO formal appointment

D.5: Maturity Level of ICT and e-Government Development

Subjects/Courses in line with Maturity Level of ICT and e-Government Development are those surrounding the area of development that will be able to enhance GCIO and his/her staff. The Subjects/Courses are listed along with Maturity Level and Area of Development in following table.

Maturity Level	Area of Development	Subjects/Courses
Concerns of developing and least developed economies	<ul style="list-style-type: none"> - Basic Telecommunications - Basic Access to the Internet - Human Capacity Building - Affordable Access Devices (PCs, PDA) - National ICT Policy and Plan - Threat of Liberalization - Appropriate Software (Legal, compact, low cost) - Local Language enabled on Computers - Creation of Local Contents - Portal Sites - e-Government - Government Facilitation - Standards in manufacturing, safety, health - IT-Laws (e-Transaction, e-Signature, Computer Crime, Data Protection) - Security -- Information/ System/Network - Authentication and Certification, PKI - Broadband Access (Corporate, home) - IT-Manpower development - Regional Networking Collaboration - Opportunities from Liberalization and Regionalization 	<ul style="list-style-type: none"> - Principle of Organizational Telecommunications Management - Collaborative working with Internet - Information Resources Strategy and Planning - Software Utilization in organization - Software Assurance - Content Management Tools - Intranet / Internet Development - e-Government / e-Business/ e-Commerce - e-Government development awareness creation - ICT Relevant Law - IT Security / Information Assurance - Principle of Public Key Infrastructure - GCIO Training Course - Government ICT Personnel Training Course - Establishment of GCIO Networking / GCIO Council - Intellectual Property rights Management
Concerns of developed economies And industrial leaders	<ul style="list-style-type: none"> - e-Marketplaces - e-Payment infrastructure - Consumer Protection - Cross Border Certification - Intellectual Property rights Protection - Privacy 	

D.6: Explicit Findings from the GCIO survey

Subjects/Courses in line with Explicit Findings from the GCIO survey are derived upon certain question of the survey. Question 3.1 which is explicitly showing its outcome of the need of CIOs' staff to enhance the ability in relation to applications and tools that could be organized as training subjects and courses ranked as followings:

- 1) Ability on ICT related Work
- 2) Ability on Best Practices
- 3) Ability on Internet/Intranet/WWW
- 4) Ability on Development of e-Services
- 5) Ability on Software Application
- 6) Ability on e-Mail Application
- 7) Ability on Network Administration
- 8) Ability on Operation System Experience
- 9) Ability on Database Software

D.7: Existing Training Courses of Member Economy

Training subjects and courses pertaining to existing ones which are currently conducted in APEC member economies. These subjects and courses are considered proven of their success in certain locality that could be deployed in the similar condition of another economy. Some relevant training courses organized regularly in APEC economies are depicted including Japan, Korea , Singapore, USA, Canada, and Thailand as per details in ANNEX A Existing Training Courses of Member Economy

E. Recommended Standard and Tailor-Made Courses / Curricula

E.1 Standard Courses / Curricula

Rational

Considering all defined schemes and parameters mentioned above results in a simple standard set of training courses / curriculum which are divided into a norm of 3 schemes/stages as per prior analysis of GCIO development. : They are

- 1) Basic : Begin to develop some basic elements of knowledge for GCIOs,
- 2) Standard : Develop to suit GCIOs' whole range of required elements and
- 3) Advance : Develop to suit CIOs' requirement of advance training,

And including CIO University which is accepted as a comprehensive courses for CIO and ICT executives capacity building, as per below details :

Stage 1 : Basic Begin to develop some basic elements of knowledge for CIOs	Stage 2 : Middle Develop to suit CIOs' whole range of required elements	Stage 3 : Advance Advance :Develop to suit CIOs' requirement of advance training
Awareness of GCIO	e-Services Development	Leadership/Managerial
GCIO Roles and Responsibilities	Information Management	Capital Planning and Investment Assessment
Process /Change Management	Information Technology Management	IPR Management
Office Automation Management	Government Information and Network Integration	e-Government/ e-Business/ e-Commerce
Policy and Organization	GCIO Networking and Institutionalization	System Ergonomics
Information Resources Strategy and Planning	ICT Project Management	IT security/information assurance
IT Performance Assessment: Models and Methods	Process /Change Management	Quality Assurance
Project/Program Management	Policy and Planning Management	Web Service Technology
Acquisition Management	Network Management	Services Oriented Architecture
Presentation Tools and Technology	Information Resources Strategy and Planning	
Fundamental of Customer Relationship Management	Customer Relationship Management Best practices	Advanced Customer Relationship Management
Fundamental of Enterprise Architecture	Enterprise Architecture (Intermediate)	Advanced Enterprise Architecture
Application and System Support	Cases Study in developing environment	Cases Study in developed environment

E.2 Tailor-Made Courses / Curriculum

Rational

- Tailor-made Courses /Curriculum are those courses that organized for specific requirement of specific group of GCIOs.
- Each single economy can design accordingly and suitably for its own localization of capacity building of GCIOs similarly to following analogy of a set of tailor-made courses :
 - Tailor-Made 1
 - Tailor-Made 2
 - ...
 - Tailor-Made n

- Guidelines of Courses are defined here to facilitate member economies in the tailor-makings.
- Update of listed courses is required in certain period of time and should be shared among member economies.

F: Highlights from the findings

- The course format should be short course, study in Weekday, methodology of both classroom and online, trainer from both academic and industry, and inbound and outbound study trip.
- Most of respondents are age below 41 years old
- Type of Courses: Respondents both prefer certified (44%) and short (45%) courses.
- Time Schedule: Respondents would prefer to take classes both (40.74%) during weekday and weekend.
- Methodology for study: Respondents would prefer to take both classroom and online (74.56%).
- CIO in current position. Respondents would prefer to select 4-8 years (29.31%) for the most CIO in current position.
- The top three subjects of training courses that are valuable for CIO on e-Government development are;
 - 1) Process /Change Management
 - 2) Policy and Organization
 - 3) Information Resources Strategy and Planning
- The most requesting for the subject of training courses are;
 - 1) IT Performance Assessment: Models and Methods
 - 2) System Ergonomics
 - 3) Promotion Planning Management
 - 4) Enterprise Architecture
- The important subjects for CIO in e-Government development are Services Oriented Architecture, Customer Relationship Management and Enterprise Architecture.

G: Recommendations from members of JRT during the 3rd workshop

- 1) Program and courses from CIO University especially in the US should be taken into consideration.
- 2) Request for resources and recommendation from CIO University are valuable for construction of training courses.
- 3) Localization of courses for particular APEC member is essential.
- 4) Candidates to be the next CIO are also focus group for building up readiness and capability.
- 5) Training courses for the situation of mixed up level of CIO's background and experiences are also needed.
- 6) Flexible courses for GCIOs and the candidates to become CIOs are always needed to respond to changes.
- 7) General area of knowledge on ICT management for GCIO is the basic requirement.

- 8) Knowledge essentially related to GCIO responsibilities blended with some basic elements of other content could help design a general training course for GCIOs.
- 9) In designing GCIO training course, it does not need to put straight subject, in some cases just a group of subjects is enough to define.
- 10) In case of designing advance content program, focus should be taken care of, especially in terms of indeed need for a specific enhancement of specific group of GCIOs.
- 11) The APEC GCIO training Model should be deployed within APEC member economies.

H: Future Activity:

TEL02/2006 Development of Model Government CIO Councils

APEC PROJECT PROPOSAL

Facesheet

Name of Committee/Working Group: Telecommunications and Information Working Group	
Title of Project: Development of Model Government CIO Councils	
Proposing APEC Economy: 1) Thailand and 2) Indonesia	
Co-sponsoring APEC Economies: 3) Japan; 4) Philippines; 5) Malaysia; 6) United States of America; 7) Viet Nam	
Project number: TEL 02/2006 (To be filled in by Secretariat)	Date received by Secretariat: 27 July 2005 (To be filled in by Secretariat)
(Tick ✓ one) <input checked="" type="checkbox"/> Project seeking APEC funding <input type="checkbox"/> Progress Report <input type="checkbox"/> Evaluation Report	
(Tick ✓ one if applicable) <input checked="" type="checkbox"/> Operational Account <input type="checkbox"/> TILF Special Account <input type="checkbox"/> APEC Support Fund	
(Tick ✓ if applicable) <input checked="" type="checkbox"/> QAF attached <input type="checkbox"/> QAF not applicable <input type="checkbox"/> QAF attached	
Financial Information	<p>Total cost of proposal (US\$): <u>\$160,014</u></p> <p>(Self fund: FY 2006/<u>\$80,014</u> from National Electronics and Computer Technology Center (NECTEC), Thailand, Waseda University, Japan, and In-Kind support from participating economies /parties).</p> <p>Amount being sought from APEC funding (US\$): <u>\$80,000 FY 2006</u></p>
Type of Project: <input checked="" type="checkbox"/> seminar/symposium <input type="checkbox"/> short-term training course <input checked="" type="checkbox"/> survey or analysis and research <input checked="" type="checkbox"/> database/website <input checked="" type="checkbox"/> others (Please specify) Development of guidelines / Investigation / Workshop/Seminar	
Project start date: 2006/01/01	Project end date: 2006/12/31
<p>Brief Description of Project -- its purpose and the principal activities (including when and where):</p> <p>The project "Development of Model Government CIO Councils" is a continuity of the ongoing project in this year 2005, namely, "Establishment of Government CIO Training Model and Network for e-Government Development" which is succeeded from the success project of "e-University" in 2004.</p> <p>Participating economies which include Indonesia, Japan, Philippines, Malaysia, Thailand, United States of America and Viet Nam agree and realize that Government CIO Institutionalization is an important component in a top down approach in promoting and enhancing the e-Government development in APEC member economies. Success stories in the developed economies like the US, Japan and Australia in deployment of CIO Councils will be taken into account as well as there are certain needs among developing economies like Indonesia, Philippines, Malaysia, Thailand and Viet Nam to follow suit in designing an adaptable model for Government CIO Institutionalization.</p>	

In many developing economies, e-Government initiatives are an important element in driving the economic sector's 'e' i.e. e-Commerce and e-Industry initiatives as well as the social sector's e-Education and e-Society, since most of the budget spending is derived from the government side. And in turn the strengthening of these initiatives can potentially lead to strengthened member economies and an expansion of increased APEC international trade and at the same time creation of digital opportunity for citizens.

The proper establishment of either an CIO council or in other similar CIO policy bodies will be able to fill the gap between government administration and those who are implementers and practitioners in the projects, as far as the e-Government Development is concerned. Moreover the unique form of CIO institution among the APEC member economies will help enhance cooperative networking on implementation of ICT infrastructure and e-Services integration under e-Government strategy which is an essential development component of the e-APEC strategy. APEC members participated in APEC TEL 29 in Hong Kong China has confirmed this need by putting in a minute quoted from the Chairperson's report for the systematic regional CIO training model and CIO Council.

In November 2004 APEC Ministers welcomed the report of "Implementing the e-APEC Strategy - Progress and Recommendations for Further Action" and instructed Senior Officials to study its findings and report back to the relevant APEC Ministerial meetings in 2005. Ministers acknowledged that building skills and capacity in optimizing information technology are the most pressing needs for APEC economies to reduce the digital divide and to facilitate trade.

The report monitored and assessed the progress made by APEC economies to date and recommends actions needed to implement the Strategy. The study is relevant to the topic of "Stepping up Integrated e-Government Services" indicated some key issues that:

- e-Government is a core element of government structural/ financial reform and there is a need to accelerate its implementation.
- IT capacity building is important for digital opportunities in e-Government and the training of Chief Information Officers should be a foundation for further human capacity building efforts.
- Leadership is needed to establish global standards for an e-Government framework

Due to its central role in e-Government and in information technology industry development, the CIO community plays an important role in fostering the Asia Pacific information society. Therefore, Thailand and Indonesia are jointly proposing this project with the Japan, Philippines, Malaysia, United States of America and Viet Nam as co-sponsors aiming at an establishment of An Adaptive Model on Government CIO Institutionalization for e-Government Development Networking.

Main activities of the project will include two joint researcher team workshops. Firstly, requirement identification and analysis on Model GCIO Council will be conducted during the first workshop in March 2006 in United States of America. Framework, methodology and action plan will also be defined during this first workshop, while detailed design will be conducted virtually by the joint researcher team and coordinated by Thailand. Then in November 2006, the detailed design of Model GCIO Council will be finalized during the 3-day second workshop in Japan which will be participated by the joint researcher team.

United States of America and Japan have been unanimously selected to organize the two workshops since the two economies are actively sponsoring this project and at the same time they are prime movers and undoubtedly acceptable as role models on GCIO Council institutionalization. The two economies also will provide and support their resources including qualified personnels who can valuably contribute their knowledge and experiences to the expected outcome of the project.

Activities will include:

January - February 2006:

Formation of a joint researcher team under TELWG HRDSG and Preparation of CIO Workshop

March 2006:

CIO Workshop in Canada during APECTEL33 participated by APEC members for requirement identification

March 2006 (After TEL33):

Joint Researcher Team Workshop in USA (George Mason U.) for Design and define framework, methodology and action plan (3 day-workshop in USA).

April-July 2006:

Conducting literature review, survey, web-search and conceptual by the joint researcher team.

August 2006:

Conducting detailed design by the joint research team.

September-October 2006:

Drafting guidelines for Model GCIO Councils and Preparing detailed design paper by the joint researcher team.

November 2006:

Editing , Circulating and finalizing the detailed design paper. Joint Research Team Meeting in Japan (3 day-workshop in Japan)

December 2006:

Completion of the draft final of detailed design paper on regional GCIO Council model and conclusion of the project.

Project Overseer: Name, Title and Organization (M/F)

1. Djoko Agung, Special Advisor E-Government, Ministry of Communications and Information Indonesia (M)

2. Jirapon Tubtimhin ,Director , Government Information Technology Infrastructure , NECTEC ,Thailand (M)

Postal address:

Kominfo, Jl. Medan Merdeka Barat No. 9
Jakarta 10110 Indonesia

National Electronics and Computer
Technology Center (NECTEC),
**Government Information Technology
Infrastructure, National Electronics and
Computer Technology Center, 73/1
NSTDA Building , Rama 6 , Rachatewi,
Bangkok Thailand 10400 Thailand**

Tel: +62-21-384-9366

Fax: +62-21-384-9366

Email: djokoagung@kominfo.go.id

Tel: +66-2644-8123, +66-2644-8150 ext. 666, 662

Fax: +66-2644-8137, +66-2644-8115

Email: jirapon.tubtimhin@nectec.or.th

Signature of Project Overseer:

(Separate written confirmation acceptable for email submission)

Date:

Signature of Committee Chair/WG Lead Shepherd: (Not applicable to Progress Report and Evaluation Report)

(Separate written confirmation acceptable for email submission)

Date:

A. Project Design

Project Objectives

- 1) Describe briefly how this project directly responds to the priorities set by APEC Leaders and Ministers and/or the vision of the host economy. Please make reference to the relevant parts of APEC documents.

APEC leaders meeting in Bangkok, 2003 launched the Declaration on Partnership for the Future and step up efforts to build knowledge-based economies. Promoting e-APEC Strategy, in partnership with relevant stakeholders.

APEC Leaders meeting at Brunei in 2000 has launched the Action Agenda for the New Economy, and established e-APEC Task Force to further develop and expand the Agenda. Promoting e-Government was presented by the Task Force as an action item toward the implementation of e-APEC.

Consequently, e-Government Ministers urged the TEL to encourage information sharing and collaboration on e- government initiatives in the Action Plan at the TELMIN4 and 5. In response to this directive, this project aims at providing the necessary human resource development in developing and implementing e-government and Government CIOs development programs for APEC TEL member economies

APEC leaders meeting at The Philippines, 1996 launched the principles to the activities of relevant APEC fora, giving a human face to development and thereby assigning high priority to the following themes:

- developing human capital;
- fostering safe, efficient capital markets;
- strengthening economic infrastructure;
- harnessing technologies of the future;
- promoting environmentally sustainable growth; and
- encouraging the growth of small and medium enterprises

As recalled, the Chairperson's report at APECTEL29 HK China, there is a minute of the outcome of an e-Government workshop mentioning clearly the recommendation for the systematic regional CIO training model and establishment of APEC CIO Council [Chairperson 's report E.2 (HRD-2.1 workshop on e-Government)]

In November 2004 APEC Ministers welcomed the report of "Implementing the e-APEC Strategy - Progress and Recommendations for Further Action" and instructed Senior Officials to study its findings and report back to the relevant APEC Ministerial meetings in 2005. Ministers acknowledged that building skills and capacity in optimizing information technology are the most pressing needs for APEC economies to reduce the digital divide and to facilitate trade.

The report monitored and assessed the progress made by APEC economies to date and recommends actions needed to implement the Strategy. The study in relevant to the topic of "Stepping up Integrated e-Government Services" indicated some key issues that:

- e-Government is a core element of government structural/ financial reform and there is a need to accelerate its implementation.
- IT capacity building is important for digital opportunities in e-Government and the training of Chief Information Officers should be a foundation for further human capacity building efforts.
- Leadership is needed to establish global standards for an e-Government framework

This project is in line with the program of action of activities that launched by TELMIN6 in Lima, Peru in June 2005 as followings.

- Advancing Information and Communications Infrastructure
- Enabling Digital Opportunities through Effective Policy and Regulation
- Advancing the Information Society through Human Capacity Building
- Communication Networks for Disaster Mitigation and Relief Operation

The project also follows the Minister's note of the importance of the work currently carried out by the TEL in this regard and instruction given to the TEL to:

- Continue training and development for policy makers, regulators, service providers, chief information officers and users, in the areas of policy development, NGN, e-government, promoting digital opportunities, and good regulatory practices;
- Continue capacity building initiatives to continue momentum towards the Asia-Pacific Information Society; and
- Explore different approaches to human resource development, such as a possible e-university to assist e-government, and the possible use of telecenters; and continue TEL e-Learning initiatives for capacity building by utilizing ICT and emerging NGN technologies.

Due to its central role in e-Government and in information technology industry development, the CIO community plays an important role in fostering the Asia Pacific information society.

This project will strongly accelerate the functioning of e-Government in the region with the involvement of government CIOs and related e-Government development institutions.

2) Describe the **key objectives** of the project – *usually no more than three*

1. To design an adaptive model to establish Government CIO policy bodies in the forms of Government CIO Council as succeeded in the US and Japan or in the other similar forms.
2. To enhance active cooperation and networking both locally and internationally among CIOs in APEC member economies.

3) **Assessment.** With reference to each objective in paragraph 2), provide the **current status** and expected **end-of-project target**, so that the success of the project can be measured over the short and medium term. *The targets should be quantitative but if this is not possible then a precise description of the change aimed at should be given. Where appropriate, sex-disaggregated data should be used for assessment in order to detect any differential impact of the project on men and women.*

The success of this initiative can be assessed by the following measurement yardsticks:

1. Number of returns responded to the survey conducted
2. Number of Government CIOs, researchers and participants attending the meetings and workshops
3. Number of publicities of the target reports academic exchange programs on e-government initiatives among the participating universities.
4. Context of recommendations and reviews at 2 international workshops.

4) Explain who the intended beneficiaries of this project are.

This proposed project would benefit government CIOs, related e-Government development agencies as well as institutions and business entities. All APEC economies would be able participate to discuss better deployment and utilization of the Government CIO Council Model

Government Agencies will have access to the information of CIO Council Model and CIO networking among member economies on e-Government development

Business Entities will exchange the information and opportunity of CIO Council development.

Higher-education and policy research institutions will have collaborations among researchers of member economies in sharing practices and experiences.

- 5) Describe precisely the expected **project outputs**. Describe how these outputs will benefit the targeted beneficiaries.

In the short term, the output will be in the form of:

1. Project Plan and (Draft) Framework & Methodology
2. Preliminary CIO's needs and requirement on CIO Councils in relation to e-Government
3. Research Framework & Methodology and Action Plan
4. literature review & Survey result, requirement analysis report and Draft conceptual design

In the mid term, the output will be in the form of:

1. Draft detailed design of GCIO Councils Model
2. Draft guidelines for Model GCIO Councils
3. A framework for cooperation and inter-relation among APEC member economies for common and adaptive GCIO Councils Model program via seminars, workshops and forums
4. Recommendations for sustainable networking-program for Government CIOs for future development of government CIOs including approaches for handling bottle-necks of implementing the government CIOs' Councils Model.

The short and mid term output with regard to the establishment of CIO Council model among e-Government related institutions, business entities and higher-education and policy research institutions in the form of:

1. Incubating researchers and Government CIOs in relation to e-Government development
2. Progress reports to HRDSG at every APEC-TEL meeting
3. Performing demonstration, which would improve the knowledge of APEC members
4. Both quantitative and qualitative discussion/reviews of outcome of the program at two international workshops

However, recommendation for long term joint efforts on further development to harmonize into a unique approach among regions in forming up some properly sustainable CIO Council models.

- 6) For applications under the TILF Special Account: Describe briefly how this project will contribute to the APEC Trade and Investment Liberalization and Facilitation (e.g. relevance to specific parts of the Osaka Action Agenda).

Even though this initiative is not under TILF, it will make the trade and investment more effective and efficient, when electronic means of transactions are encouraged, networking facilities are efficiently used, and working procedures are simplified to facilitate the electronic transaction processes.

Linkages

- 7) Which other APEC fora have been consulted about this project and what were the results?

This project is in collaboration with APEC e-Government Research Center, Waseda University, Japan.

- 8) **Active Participation** Describe how the intended beneficiaries among APEC stakeholders –APEC fora, governments, private sector and civil society, men/women- will participate in the planning, implementation and evaluation of the project.

Government CIOs and related e-Government development institutions in the APEC economies are strongly encouraged to participate in this initiative.

For a start this initiative will be planned to implement by the following institutions:
Government CIOs

Related e-Government development institutions in Japan, the Philippines, Malaysia, Viet Nam, Indonesia and United States of America

In collaboration with: APEC e-Government Research Center, Waseda University, Japan

- 9) **Project influence** Describe how this project might contribute to any current or completed projects or activities in APEC or elsewhere. Why is APEC the most appropriate institution to fund the project?

e-Government is not only related to policy making and regulatory issues, it is also related to improvement in ICT technologies.

The report of “Implementing the e-APEC Strategy -Progress and Recommendations for Further Action” monitored and assessed the progress made by APEC economies to date and recommends actions needed to implement the Strategy. The study in relevant to the topic of “Stepping up Integrated e-Government Services” indicated some key issues that:

- e-Government is a core element of government structural/ financial reform and there is a need to accelerate its implementation.
- IT capacity building is important for digital opportunities in e-Government and the training of Chief Information Officers should be a foundation for further human capacity building efforts.
- Leadership is needed to establish global standards for an e-Government framework

Due to its central role in e-Government and in information technology industry development, the CIO community plays an important role in fostering the Asia Pacific information society.

Moreover the project “Development of Model Government CIO Councils” is a continuity of the ongoing project in this year 2005 which is TEL05/2005 “Establishment of Government CIO Training Model and Network for e-Government Development” and is succeeded from the success project of “e-University” in 2004.

The outcome of projects will be valuable inputs and recommendations for further actions on CIO Councils Model.

The proposal is also set to make a concrete contribution to APEC’s mission, but also to gain wide acceptance and interest even outside the APEC region, as an innovative project deserving replicability, as part of a wider e-Development strategy”.

Methodology

- 10) Describe the project's **methodology**. Break down the project implementation into discrete functional steps over time with the associated outputs clearly specified. Identify the principal risks involved in each step if any, and explain how they will be managed. *Risks may include major delays and failures, expected cooperation not materializing, etc.*

The project will utilize the concept of a joint research work teamed up among participating member economies. The joint researcher team will also include some active government CIOs, as well as related government authority's officials and is closely associated by the APEC e-Government Research Center.

The research activities will consist of conducting survey, literature review of an appropriately adaptive model of government CIO policy body for e-Government development and implementation and focus on following agenda.

- Formation of a work group under APEC TEL HRDSG
- Close consultations with APEC e-Government Research Center
- Close consultations with Academic Institution which has experiences on CIO University and CIO Council

Furthermore, objectives and deliverables of each joint researcher team workshop are identified as followings

Workshop	Objective	Deliverable
Joint Researcher Team Workshop in USA (George Mason U.)	<ul style="list-style-type: none"> • the current status of CIO Councils activities and practices in APEC member economies. • CIO Councils Model and related activities. • creative suggestion on the framework and methodology • framework, methodology and action plan 	<ul style="list-style-type: none"> • needs and requirement on CIO Councils in relation to e-Government • Framework & Methodology and Action Plan
Joint Researcher Team Workshop in Japan (Waseda University)	To draft detailed design paper	<ul style="list-style-type: none"> • Model GCIO Council

All APEC member economies will be encouraged to participate in the joint research activities and in discussion sessions on Framework of establishment GCIO policy body in the planned workshops.

Success-enabling factors to avoid risks

In incorporating risk management on possible delays, failures, missing expected cooperation and etc. This project has provided the following procedures and measures in every stage of project development as follows:

- In planning stage, realistic and practicable actions and timeframe have to be resolved among joint researcher team
- In information gathering, the project counterpart institutions which include APEC e-Government Research Center and leading economies where exist of CIO universities especially in USA and Japan will be major principal sources of academic information, while members of the joint researcher team will be voluntarily coordinating and sourcing for existing information in member economies.
- In development stage, resources allocation will be managed and coordinated by and based on teamwork among members of “Joint researcher team”.

11) Which APEC member economies will participate in each component of this project and what contribution are they expected to make?

Initial Members

Thailand will coordinate for the literature review on CIO Council activities in APEC member economies and the output will be a present status report, a requirement analysis report and a conceptual design on government CIO policy body model.

Japan via APEC e-Government Research Center, Waseda University will be the host for the joint research activities.

Philippines, Indonesia, Viet Nam, Malaysia, Japan, United States of America and Thailand will participate in the Joint researcher team

Dissemination of Project Output

12) Please include a plan for the publication and dissemination of the results of the project, including:

a. the nature of the target audience;

The output of this project such as Preliminary CIO's needs and requirement on CIO Councils in relation to e-Government, literature review & Survey result, requirement analysis report and Draft conceptual design, Draft detailed design of GCIO Councils Model

Draft guidelines for Model GCIO Councils, will be distributed among government CIOs related e-Governments, business and academia of APEC member economies.

b. the form and content;

The output will be posted in the APEC TEL website and at the same time, it will be distributed in the form of paper to interested parties including the member economies' governments, for the information distribution and sharing of this project.

c. format (e.g. hard copies, floppy discs, internet uploading);

In addition to (b), the final result will be downloadable and hard copies will also be available. And electronic dissemination through the Internet, such as Mail, Web page, etc, will be made available.

d. number of copies for the publication;

About 300 hard copies will be produced.

e. a publicity plan for:

- i) briefing the general or specialist media about key components of the project;
For the media, the information distributed by Web pages will be 24hours and 365 days opened to the all over the world.
 - ii) the promotion of sales or other dissemination of the final product; and
For dissemination, the publication will be disseminated to all APEC member economies and also relevant international institutions/bodies such as ITU, APECTEL, APDMEN, APT, APAN, ASTAP, AIC and have the opportunity to advertise the results. And some academic contributions will be available.
- f. a budget for publication and dissemination, to form part of the itemized budget.
The fund for publication is itemized in budget and dissemination of the Internet by website will be self-funded.

Gender Concerns

- 13) Many projects have the potential to affect men and women differently because of their different roles and positions in many societies. What steps does this project take to ensure that it benefits both groups and in particular does not disadvantage women? (*Common responses include: using gender analysis to design project methodologies and inputs (e.g. surveys); including women in the planning, management, allocation of resources and implementation of a project; taking steps to ensure equitable participation by men and women; making special efforts to disseminate project results to women; and using sex-disaggregated data for project assessment.*)

This project is a research and development based on GCIOs Council Model Development that could improve gender neutrality. Both men and women are involved in this project especially in the specified joint researcher team members.

However we will make sure that not only the participating institutions encourage their qualified women researchers to take part in every stage of this project: planning, analysis, design, implementation and evaluation but also the project will contribute impact to the women’s career development as GCIOs.

- 14) Show how the objectives of the project provide benefits for women. APEC Ministers have indicated (*Framework for the Integration of Women in APEC*) that benefits might include: increasing the involvement of women in the economy and economic institutions; integrating women into the global economy; strengthening small and medium sized enterprises; and reducing gender inequalities, including through education and training.

This is a joint project that consists of member economies in APEC especially from developing economies. In our plan for new Government CIOs intake, in general planning, management and implementation of the project, allocation of resources, the participating economies, and higher-education and policy research institutions will be asked to provide equal chance to women based on qualifications.

Budget

-A1
.....A2
- 15) Please attach an itemized budget for the project in the format at Annex A1. Where appropriate, provide details of the project’s budget that are allocated to activities that address the specific needs of women. The budget should illustrate the assumptions adopted (e.g. unit costs) for the computations. *Remember to include all self-funding and to*

consult the list of eligible expenses in the Guidebook to APEC Projects. Advice on budget formulation, including acceptable unit costs, can be sought from the APEC Secretariat.

The budget of this project consist of two main parts

- (1) Funding from APEC, Waseda University and NECTEC.
- (2) In-kind support from participating parties, including local facilities and manpower. The budget will be used for seminars, researches, trials the distribution of information for publishing the reports of this project, fees for a part of the demonstrations, transportation of materials.

- 16) A timetable for the drawdown of APEC funding requested for the project, including details of any advance payment or installment payment requested and justifications for such requests.

None

- 17) Details of any request for waiver or exception from the normal APEC financial rules with justifications. *(Examples are from tendering requirements; for advance payment; for government officials to receive funding; for active participants from travel-eligible economies to receive per diems)*

None

- 18) **NOT required for projects for consideration at BMC II (July/ August meeting) or for ASF projects but required for all others.** Give reasons for the urgency of the project. *(These projects should relate to previous APEC Ministers' or Leaders' Declarations or current host economy's priorities. Reasons may include the project output as contributing to one of the major deliverables for the year)*

APEC Project

Itemized Budget for Financial Year 2006*

This project is:

- a seminar, symposium or short-term training course
 a survey or analysis and research project
 neither the above but involves the provision of equipment

Items	No. of Units	Unit Rate	APEC Funding (USD)	Self Financing (USD)
Direct Labour				
- Speaker's Honorarium (government officials ineligible)	(no. of speaker)			
• Workshop in United States of America	2 speakers	\$100/hour	400	
• Workshop in Japan	2 speakers	\$100/hour	400	
- Translator's Fees	(no. of pages)			
- Short-term clerical and secretarial staff remuneration	(no. of hours)			
- Consultant (including Researcher) Fees	(no. of hours)			
• 7 Heads of Researchers	5 man-months	\$800/man-month		28,000
• 10 Researchers	9 man-months	\$500/man-month		45,000
- Consultant's Secretary Cost	(no. of hours)			
<i>Travel (Speakers/Experts/ Researchers)</i>				
- Per Diem (incl. accommodation and "additional payment")	(no. of persons and days)			
• Workshop in United States of America				

Items	No. of Units	Unit Rate	APEC Funding (USD)	Self Financing (USD)
- for speakers	2 persons/2 days	\$277/day	1,108	
- for Consultants/ Researchers	14 persons/5 days	\$277/day	19,390	
• Workshop in Japan				
- for speakers	2 persons/2 days	\$300/day	1,200	
- for Consultants/ Researchers	14 persons/4 days	\$300/day	16,800	
- Airfare	(no. of persons and trips)			
• Workshop in United States of America				
- for speakers	2 persons	\$1,500	3,000	
- for Thailand	3 persons	\$1,500	4,500	
- for Japan	3 persons	\$1,500	4,500	
- for Indonesia	2 persons	\$1,500	3,000	
- for Philippines	2 persons	\$1,500	3,000	
- for Viet Nam	2 persons	\$1,500	3,000	
- for Malaysia	2 persons	\$1,500	3,000	
• Workshop in Japan				
- for speakers	2 persons	\$1,000	2,000	
- for Thailand	3 persons	\$750	2,250	
- for Indonesia	2 persons	\$1,000	2,000	
- for Philippines	2 persons	\$700	1,400	
- for Viet Nam	2 persons	\$1000	2,000	
- for Malaysia	2 persons	\$750	1,500	
- for United States of America	3 persons	\$1,500	4,500	

Items	No. of Units	Unit Rate	APEC Funding (USD)	Self Financing (USD)
<i>Travel (Active participants/participants/trainees (only from travel-eligible economies))</i>				
- Per Diem (incl. accommodation and "additional payment") (<i>active participants</i>)	(no. of persons and days)			
- Airfare (<i>restricted economy class</i>)	(no. of persons and trips)			
Other items				
Publication of report (including distribution)	300 copies	\$10/copy	152	2,848
Equipment / Materials (<i>describe briefly what is required and why</i>)	(no. and type of equipment) (no. of days for rental)			
<i>Photocopying</i>	300 copies		900	
<i>Communications</i> (Phone/ Fax/ Mail/ Courier)				1,000
<i>Hosting</i> (pl. briefly describe, e.g., conference room rental, stationery)	(units as appropriate) (no. of days for rental)			
• Workshop in United States of America	Joint research			2,000
• Workshop in Japan	Joint research			2,000
Total			80,000	80,848

ANNEX A

Existing Training Courses of Member Economy

Government Chief Information Officer (GCIO) Training Course

Economy Thailand

Course Duration 30 Hours

Course Organizer

Jointly organize by Office of Civil Service Commission (OCSC) and National Electronics and Computer Technology Center (NECTEC)

Course Description

This course will cover and focus on knowledge and awareness creating for GCIO. GCIO will understand their roles and responsibility, the necessity of Organizational ICT Master Plan, How to manage and utilize ICT in organization, How to apply ICT for Government Services including technology trend

Course Objectives

- To create GCIO's vision in applying ICT for organization
- To increase GCIO's know how about principle of Organizational ICT Utilization especially for internal management and citizen services
- To update the modern ICT Project Management to GCIOs
- To follow up the Nation ICT Master Plan
- To create GCIO Networking

Course Contents

I. Subjects

- 1) CIO and How to apply Technology
- 2) ICT for Disaster Management
- 3) ICT Project Management
- 4) New Public Administration for CIO
- 5) CIO's Role and Responsibility for ICT Management
- 6) CIO's Role and Institution for e-Government Development
- 7) Organizational Knowledge Management
- 8) Framework of ICT 's Strategy for Public Sector
- 9) ICT's Role for Economic and Social
- 10) e-Learning and Organizational Human Capital Development
- 11) GIS Development
- 12) ICT Laws

II. Machine Practices

- PC and Internet Practice

III. Study Trips / Field trips

- ICT Leading Organization in Public and Private Sectors

IV. Group Discussion / Group Workshop / Group Presentation

- GCIO Brainstorming

V. Reference URL

<http://see.nectec.or.th/cio/>

e-Government Master Class Training Course

Economy Thailand

Course Duration 100 Hours

Course Organizer

National Electronics and Computer Technology Center (NECTEC)
National Science and Technology Development Agency (NSTDA)
Ministry of Science and Technology

Course Description

This course will cover and focus on knowledge and awareness creating for ICT Leader will understand their roles and responsibility, the necessity of Organizational ICT Master Plan, How to manage and utilize ICT in organization, How to apply ICT for Government Services including technology trend

Course Objectives

- To organize a training program for CIOs and ICT Directors for public organization
- To transfer ICT management knowledge and skills
- To promote partnership collaboration among Government CIOs and ICT Directors in the context of ICT Management
- To enhance capabilities of CIOs in undertaking Government joint project
- To produce innovative thinkers among CIOs who will play important role on the joint partnership project

Course Contents

I. Subjects

- 1) ICT Policy and Organizational
- 2) Leadership/Managerial
- 3) Process/Change Management
- 4) Information Resources Strategy and Planning
- 5) ICT Performance Assessment: Models and Methods
- 6) ICT Project Management
- 7) Capital Planning and Investment Assessment
- 8) Acquisition and Outsourcing
- 9) Government e-Services
- 10) ICT Security and Information Assurance
- 11) Enterprise Architecture
- 12) Study Visit

II. Machine Practices

- -

III. Study Trips / Field trips

- ICT Leading Organization in Public and Private Sectors (Thailand and Abroad)

IV. Group Discussion / Group Workshop / Group Presentation : Brainstorming

V. Reference URL <http://see.nectec.or.th/egovmaster/>

E-Business Management Course

Economy Canada

Course Duration 120 Hours

Course Organizer

Organize by Algonquin College, Canada

Course Description

Programs at Algonquin College are delivered using a variety of instruction modes. Courses may be offered in the classroom or lab, entirely on-line, or in a hybrid mode which combines classroom sessions with on-line learning activities. Upon registration, each full-time student is provided an Algonquin e-mail account which is used to communicate important information about program or course events.

Course Objectives

- To employ in any new technology and business processes
- To develop abilities for forecasting, customer relationship management and distribution systems
- To specialize in ERP project along with capacity/resource management. Related to the business analysts, and project managers
- To provide the leadership required by industry and society

Course Contents

I. Subjects

- 1) Material and Operations Management
- 2) Business Writing Strategies
- 3) Introduction To Project Management
- 4) Business Computer Applications
- 5) Master Planning of Resources
- 6) Detailed Scheduling and Planning
- 7) Execution and Control of Operations
- 8) Strategic Management of Resources
- 9) Computer Applications
- 10) Communications
- 11) Business Fundamentals
- 12) e-Business Concepts
- 13) Management Information Systems
- 14) Basics of SCM/ERP
- 15) Speaking and Presentations
- 16) Purchasing Management
- 17) Logistics Management
- 18) ERP and SAP
- 19) Computer Networks and Data Communications
- 20) Manufacturing Processes and Systems
- 21) Business Finance
- 22) Co-op Preparation

- 23) Project Management
- 24) e-Business Systems Development
- 25) Issues in Public Sector Purchasing, Contracting and Logistics
- 26) Cyber Law
- 27) Project Human Resources and Communications Management
- 28) Systems Analysis
- 29) Quality Management
- 30) Forecasting
- 31) Execution and Control of Operations
- 32) Production Planning and Execution (SAP)
- 33) ERP Projects with SAP Solution Manager
- 34) Interpersonal Communications
- 35) Strategic Management of Resources

II. Machine Practices

- PC and Internet Practice

III. Study Trips / Field trips

- ICT Leading Organization in Public and Private Sectors

IV. Group Discussion / Group Workshop / Group Presentation

- GCIO Brainstorming

V. Reference URL

[http://extraweb.algonquincollege.com/fulltime_programs/
programOverview.aspx?show=employment&id=6066X3FWO&](http://extraweb.algonquincollege.com/fulltime_programs/programOverview.aspx?show=employment&id=6066X3FWO&)

CIO/IT management Course

Economy **Japan**

Course Duration 60 Hours

Course Organizer

Jointly organized by Graduate School of Global Information and Telecommunication Studies (GITS), Waseda University and cooperates with the CIO university in the United States (the George Mason University and George Washington University are under consultation in scientific cooperation), an ITU Waseda research center (YRP), and an APEC electronic government research center (the Waseda University Research Institute of e-government and self-governing body)

Course Description

The CIO/IT course aims to train students in CIO/IT management field to achieve the goal of e-Japan strategy which is a national policy of Japan. According to Ministry of Internal Affairs and Communications, IT talented people run short of 420,000 people that make this course play an important role. An applicant and a future employment market are crossed to wide range fields, such as the generalization person in charge of the electronic government, a strategy supply engineer, the generalization person in charge of a company information section, a strategy security specialist, an information budget person in charge, public relations, a communicator, business process reengineering and a solution and a promoter of IT management, a person in charge of IT strategy decision, and a person in charge of administration and operating evaluation, and they have very high social needs. In addition, the expectation for Japan to the personnel training of an CIO/IT field is internationally high, and a strong request is expected through ITU.

Course Objectives

- To create the importance and priority of IT talents in “ e-Japan strategy”
- To develop CIO activities need in e- government
- To cooperate with ITU to produce the CIO world standard and establishing “ International CIO Academic Association”
- To create the idea of “ e- community” and strengthening the role of CIO mechanism forged by the government and the private sectors
- To cooperate with enterprises ,government and academia to establish the post-graduate level curriculum for CIO talents

Course Contents

I. Subjects

- 1) International Standardization and info-Communication industries
- 2) Introduction to Telecommunication Economics
- 3) CIO strategy
- 4) Corporate and international finance
- 5) Introduction to CIO Theory
- 6) E-business and technology judicial affairs theory
- 7) Introduction to Public Administration in information and Communications Policy
- 8) Telecommunications Economics
- 9) Media Industrial Organization and Policy

- 10) International Standardization and Health and Information systems
- 11) Financial economics in information-oriented society
- 12) CIO solution and application
- 13) Industry-University cooperation and technology transfer theory
- 14) Information Technology Policies in the new age
- 15) Cyber Journalism Theory
- 16) IT Solution
- 17) E-government and info communications
- 18) Decision Support system
- 19) Intellectual Property Law

II. Machine Practices

- PC and Internet Practice

III. Study Trips / Field trips

- ICT Leading Organization in Public and Private Sectors

IV. Group Discussion / Group Workshop / Group Presentation

- GCIO Brainstorming

V. Reference URL

www.obi.giti.waseda.ac.jp/CIOWEB/html/english/cio_it_2.html

e-Government CIO Course

Economy Republic of Korea

Course Duration 4 Weeks

Course Organizer

Korea Agency for Digital Opportunity & Promotion (KADO)

Course Contents

I. Subjects

- 1) Understanding Digital economy and IT Trend
- 2) Roles of government in Information Era
- 3) Digital Divide policy
- 4) BPR
- 5) Visions and National Strategy Implementations
- 6) Understanding e-Government
- 7) Informatization and fostering IT Industries
- 8) International benchmarking
- 9) Informatization Policy
- 10) Cons and Pros of e-Government
- 11) National Informatization Policy
- 12) Security
- 13) Informatization Education plan
- 14) Country report
- 15) Enterprise Resource Planning
- 16) Supply Chain Management
- 17) Mobile Application
- 18) Information Strategic Planning
- 19) Knowledge Management
- 20) Customer Relationship Management

II. Machine Practices

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III. Study Trips / Field trips

- IT Tour

IV. Group Discussion / Group Workshop / Group Presentation

- Mini Project

VI. Reference URL

<http://www.kado.or.kr/>

National University of Singapore Training Course

Economy Singapore

Course Duration 30 Hours

Course Organizer

Organize by Institute of System Science, National University of Singapore

Course Contents

I. Subjects

- 1) Project Management for Information Systems
- 2) Essential Soft Skills for Project Management
- 3) Strategic IT Outsourcing & Vendor Management
- 4) Business Process Reengineering
- 5) Strategic IT Planning
- 6) Security Technology and Management

II. Machine Practices

- -

III. Study Trips / Field trips

- -

IV. Group Discussion / Group Workshop / Group Presentation

- -

V. Reference URL

<http://www.nus.edu.sg/>

Carnegie Mellon University Training Course

Economy United States of America

Course Duration 30 Hours

Course Organizer

Organize by Chief Information Officer Institute, Carnegie Mellon University

Course Contents

I. Subjects

- 1) Leadership
- 2) Process & Performance Management
- 3) Strategy & Planning
- 4) IT Acquisition & Program Management
- 5) IT Management
- 6) Information Assurance
- 7) E-commerce & E-government
- 8) Key Technologies
- 9) Managing Technology Projects
- 10) Identifying & Managing IT Requirements
- 11) IT Project Cost & Schedule Management
- 12) IT Risk Management
- 13) Leadership in a Project Environment
- 14) IT Project Practicum

II. Machine Practices

- -

III. Study Trips / Field trips

- -

IV. Group Discussion / Group Workshop / Group Presentation

- -

V. Reference URL

<http://www.cmu.edu/>

The Executive Certificate for Chief Information Officers Course

Economy **United States of America**

Course Duration 30 Hours

Course Organizer

Organize by University of Maryland University College

Course Contents

I. Subjects

- 1) Information technology (IT) industry
- 2) Strategic planning principles
- 3) Human resource issues and ethical principles
- 4) Project structure and schedule
- 5) Risk analysis and management
- 6) Fundamental elements of project management and financial control
- 7) Information Technology Management Reform Act
- 8) Government Performance and Results Act
- 9) Federal Acquisition Streamlining Act
- 10) Laws and regulations

II. Machine Practices

- -

III. Study Trips / Field trips

- -

IV. Group Discussion / Group Workshop / Group Presentation

- -

V. Reference URL

<http://www.umuc.edu/>

Master of Science in Information Technology Leadership Course

Economy United States of America

Course Duration 30 Hours

Course Organizer

Organize by La Salle University

Course Contents

I. Subjects

- 1) Self Assessment for Leadership
- 2) Ethical and Social Issues in Computing
- 3) Project Management for IT/IS
- 4) Technology Architecture (required for CIO certification)
- 5) Data Security Technologies (required for CIO certification)
- 6) Data Communication Technologies
- 7) Application Development Technologies
- 8) Data Organization, Warehousing and Mining Technologies
- 9) Effective Strategic IS/IT Planning
- 10) Management of IS/IT System Resources
- 11) Organizational Effectiveness: Beyond the Fads
- 12) Electronic Commerce for the Competitive Advantage
- 13) Technology Management and Governmental Regulations

II. Machine Practices

- -

III. Study Trips / Field trips

- -

IV. Group Discussion / Group Workshop / Group Presentation

- -

V. Reference URL

<http://www.lasalle.edu/>

CIO University Graduate Certificate Program

Economy United States of America

Course Duration 30 Hours

Course Organizer

Organize by Loyola University Chicago

Course Contents

I. Subjects

- 1) Data Management /Data Warehousing
- 2) Project Management
- 3) Strategic Use of IT
- 4) Systems Analysis and Design
- 5) Managing Emerging Technologies
- 6) Quality Systems Development
- 7) Organizational Change
- 8) e-Business
- 9) CIO Roundtable

II. Machine Practices

- -

III. Study Trips / Field trips

- -

IV. Group Discussion / Group Workshop / Group Presentation

- -

V. Reference URL

<http://www.luc.edu/>

**Integrated Master of Science Program in
Information Systems Technology Course**

Economy United Stated of America

Course Duration 30 Hours

Course Organizer

Organize by George Washington University

Course Contents

I. Subjects

- 1) Principles of Management Information Systems
- 2) Project Management
- 3) Information Resources Management
- 4) Information Systems Development and Applications
- 5) Organization and Management
- 6) Workshop in Computerized Decision Systems
- 7) Telecommunications & Enterprise Networks
- 8) Database Systems
- 9) Design of On-Line Information Systems
- 10) Survey of Advanced IT Technologies

II. Machine Practices

- -

III. Study Trips / Field trips

- -

IV. Group Discussion / Group Workshop / Group Presentation

- -

V. Reference URL

<http://www.gwu.edu/>

Master of Science in Technology Management Course

Economy United States of America

Course Duration 30 Hours

Course Organizer

Organize by George Mason University

Course Contents

I. Subjects

- 1) Communications and Leadership
- 2) Decision Making Using Accounting and Financial Information
- 3) Economics of Technology Management
- 4) Metrics and Statistics for Quality and Project Management
- 5) Management of Consulting and Technical Professionals
- 6) Business Engineering and Change Management
- 7) Interpersonal Dynamics and Teamwork
- 8) Technology Assessment, Evaluation and Investment
- 9) Planning and Control of Projects
- 10) Analysis of IT Industries
- 11) Technology Management Capstone Project
- 12) Management of Client Relationships
- 13) Business Functions & Operations
- 14) Global IT Management

II. Machine Practices

- -

III. Study Trips / Field trips

- -

IV. Group Discussion / Group Workshop / Group Presentation

- -

V. Reference URL

<http://www.gmu.edu/>

M.S. in Information Management Training Course

Economy United States of America

Course Duration 30 Hours

Course Organizer

Organized by School of Information Studies, Syracuse University

Course Contents

I. Subjects

- 1) Electronic Government
- 2) Information Security
- 3) Program Management and Resource Planning
- 4) Telecommunications Management
- 5) Data Management

II. Machine Practices

- -

III. Study Trips / Field trips

- -

IV. Group Discussion / Group Workshop / Group Presentation

- -

V. Reference URL

<http://www.syr.edu/>

Developing Enterprise IT Architecture

Course Duration 18 Hours

Course Organizer

Thailand Software Park

Course Description

This course will cover the various architectural issues relevant to IT planning and will impart knowledge in the development of the application, technology and network architectures for implementing the applications identified during the Business-IT planning phase.

Course Benefits

Upon completion of this course, CIO will gain sufficient knowledge in the following areas:

- 1) Benefits of Enterprise Architecture
- 2) Practical guidelines for managing enterprise architecture projects
- 3) Proven process to evolve enterprise architecture
- 4) Concept of technology domains and related technology Components
- 5) Implementation considerations

Course Contents

I. Subjects

- 1) Overview of Enterprise Architecture Process Planning**
 - Linkage of strategic planning & Enterprise Architecture development
 - Framework of Enterprise Architecture development
- 2) Application Architecture Development**
 - Process to develop an application architecture
- 3) Data Architecture**
 - Process to develop a data architecture framework
- 4) Integrated IT Environments**
 - Concepts of open IT architectures
 - Vendor IT architecture
 - Technology component of IT environment
 - Standardization of technology components
 - Definition of target technology architecture
 - Implementation & planning issues
- 5) Technology Architecture**
 - Definition, components & purpose
 - Technology reach and range
 - Importance of standards in technology architecture
 - Developing the technology architecture
- 6) Network Architecture**

- Roles of communication architecture
- Process to develop network architecture

7) Planning the Implementation

- Assessing capability, prioritization, cost estimation, strategy for application implementation

II. Machine Practices

- -

III. Study Trips / Field trips

- -

IV. Group Discussion / Group Workshop / Group Presentation

- -

V. Reference URL

- http://www.swpark.or.th/service/ttd/training_detail.asp?training_id=145

Effective IT Management Course

Course Duration 12 Hours

Course Organizer

Thailand Software Park

Course Description

This course is not about technology. You will see how IT integrates with and enables your business. Do not let the technicians' superior expertise in technology control the IT use in your company. You are the expert on your business!

A quick walk-through of some of the most important technical and semi-technical concepts will make the technical mumbo-jumbo demystified. Learn to ask the right questions. After this course, if a technician cannot explain something to you, then he is probably not talking about your business. You will soon learn what is important to know and what is not.

Course Benefits

After this course, CIO will be able to:

- 1) Define what you want to achieve with IT and why
- 2) Determine what IT investments to pursue, and why
- 3) Analyze and carry out possible/ necessary process and organizational changes due to use of IT
- 4) Use IT to increase the value of offerings and increase revenues
- 5) Control and lower escalating IT-costs

Course Contents

I. Subjects

1) Business Theory and IT

- What is information and information technology?
- Overview of modern IT-system
- Business processes and IT-support. New and changed business processes with IT
- Business analysis with IT-solutions
- The costs of IT
- Return on investment (ROI) calculations of IT investments, and other business justification steps
- The vision-where you want to go

2) IT-Strategy: approach for getting where you want to go

- Using projects, and other organizational decisions
- Of-the-shelf products, customization of products or solutions, develop new systems (in-house or outsource)
- Brief life-cycle theory
- The technical choices you do not care about but still must get right...Business justification revisited
- Architecture for flexibility instead of constraint
- Operations and maintenance: in-house or outsource. Including these costs in the original calculations.

II. Machine Practices

- -

III. Study Trips / Field trips

- -

IV. Group Discussion / Group Workshop / Group Presentation

- -

V. Reference URL

- http://www.swpark.or.th/service/ttd/training_detail.asp?training_id=159

Strategic IT Outsourcing & Vendor Management

Course Duration 18 Hours

Course Organizer

Thailand Software Park

Course Description

There is an increasing reliance on outsourcing to meet business needs and demands. With more organizations today outsourcing the development and implementation of their IT applications, the skills required to manage an outsourced project has become very crucial for the success of the project and the business. Outsourcing brings potential risks and careful management is required if the real benefits are to be realized

Course Benefits

Upon completion this course, CIO will be able to:

- Understand the challenges of IT outsourcing
- Be able to apply the steps involved in selecting the right IT services and applications to outsource
- Understand how to define the required services and products
- Learn how to evaluate and select the vendors
- Be able to monitor, track and control vendors work better

Course Contents

I. **Subjects**

1) IT Outsourcing Concepts, Issues & Status

- IT outsourcing trends, benefits and risks
- Outsourcing across borders

2) IT Outsourcing Approach

- Deciding on what to outsource
- The IT outsourcing decision process and approach

3) Defining the Required Products and Services from Vendors

- Detailing Functional and Non-Functional Requirements
- Defining SLA and Measurements

4) Evaluating and Selecting the Vendor

- Request for proposal
- Developing the evaluation criteria
- Assessing the vendors proposals - Financial and non-financial evaluation

5) Preparing & Negotiating the Contract

- Outsourcing Contract

6) Managing the Vendor & the Contract

- Planning for Transition
- Monitoring, tracking and controlling the vendor's work
- Dealing with non-conformance

7) Managing the Relationship & TurnBack

- Maintaining a harmonious working relationship with vendor
- Managing Turnback

II. Machine Practices

- -

III. Study Trips / Field trips

- -

IV. Group Discussion / Group Workshop / Group Presentation

- -

V. Reference URL

http://www.swpark.or.th/service/ttd/training_detail.asp?training_id=149

Project Management for Information Systems

Course Duration 18 Hours

Course Organizer

Thailand Software Park

Course Description

Managing information systems projects requires more than technical knowledge and experience in computing. It also demands a firm understanding of the practical nature and problems of the projects, the ability to apply effective methods and techniques to facilitate the management task, and good team-building skills.

Course Benefits

CIO will learn how to:

- Evaluate projects from the business point of view Plan, organize and monitor projects effectively in order to deliver quality systems within time and budget
- Motivate information systems and user professionals in order to maximise productivity
- Use Microsoft Project 2000 to develop a project plan

Course Contents

I. Subjects

- 1) Project Management Overview
- 2) Project SDLC's and Methodologies
- 3) Project Risk Management
- 4) Project Planning
 - Project WBS
 - Project Estimation
 - Project Precedence Analysis and Scheduling
- 5) Project Control
 - Project Tracking
 - Project Control

II. Machine Practices

- -

III. Study Trips / Field trips

- -

IV. Group Discussion / Group Workshop / Group Presentation

V. Reference URL

- http://www.swpark.or.th/service/ttd/training_detail.asp?training_id=148

Strategic IT Planning

Course Duration 24 Hours

Course Organizer

Thailand Software Park

Course Description

Participants should be able to appreciate the essence of business planning and strategy development, as well as position IT as a strategic resource. Participants will learn how to progress from business and organization analysis to identification of opportunities for IT enablement.

Course Benefits

This course offers an approach for organizations to plan the fusion of IT with other strategic resources to achieve and sustain leadership. The underlying paradigm is that an organization's technology portfolio should be distinguishable from the business processes and human elements of service and communications that exploit technology

Course Contents

I. **Subjects**

1) Strategic IT Planning Framework Vision, Mission and Goals

1. Understand the key considerations in articulating an organisation's vision and mission
2. Learn how to derive its key objectives from them to serve as a foundation for strategic IT planning

2) Competitive Strategies & the Strategic Role of IT

1. Understanding the different generic strategies
2. Considerations & implications in selection
3. Identifying existing IT opportunities to contribute to an organization's strategy

3) Process Analysis & Value Activities

1. Defining the value chain & value system
2. Process identification and mapping
3. Process evaluation

4) SWOT Analysis

1. Assessing internal strengths & weaknesses
2. Analyzing external opportunities & threats
3. Identifying potential IT applications on the basis of the SWOT analysis

5) Selecting IT Applications

1. Culling & selecting IT applications
2. Using objectives & CSF to validate selection

6) Business-IT Fusion

1. Need for a holistic approach in strategic planning
2. Business system architecture development & use

7) Overview of IT Architecture

1. Overview of strategic IT planning & its link to IT architecture development
2. Definition, concept & components

8) Formalizing the Business-IT Plan

1. Contents of the IT plan
2. IT investment justification
3. Planning for implementation
4. Presentation to senior management

II. Machine Practices

- -

III. Study Trips / Field trips

- -

IV. Group Discussion / Group Workshop / Group Presentation

- -

V. Reference URL

http://www.swpark.or.th/service/ttd/training_detail.asp?training_id=124

Customer Relationship Management (CRM)

Course Duration 18 Hours

Course Organizer

Thailand Computer Clustering Promotion Program

Course Description

GCIOs should be able to understand about the meaning, importance and objectives of Customer Relationship Management and including how to apply CRM to Government Services

Course Contents

I. Subjects

- 1) Meaning, importance and objectives of Customer Relationship Management
- 2) How to apply CRM to Government Services
- 3) CRM Best practices

II. Machine Practices

- -

III. Study Trips / Field trips

- -

IV. Group Discussion / Group Workshop / Group Presentation

- -

V. Reference URL

<http://www.nstda.or.th/ccp/>

Business Process Management (BPM)

Course Duration 18 Hours

Course Organizer

Thailand Computer Clustering Promotion Program

Course Description

GCIOs should be able to understand about the principle of Business Process Management (BPM) and how to apply BPM to organizational process including supporting tools.

Course Contents

I. Subjects

- 1) the principle of Business Process Management (BPM)
- 2) how to apply BPM to organizational process including supporting tools

II. Machine Practices

○ -

III. Study Trips / Field trips

○ -

IV. Group Discussion / Group Workshop / Group Presentation

○ -

V. Reference URL

<http://www.nstda.or.th/ccp/>

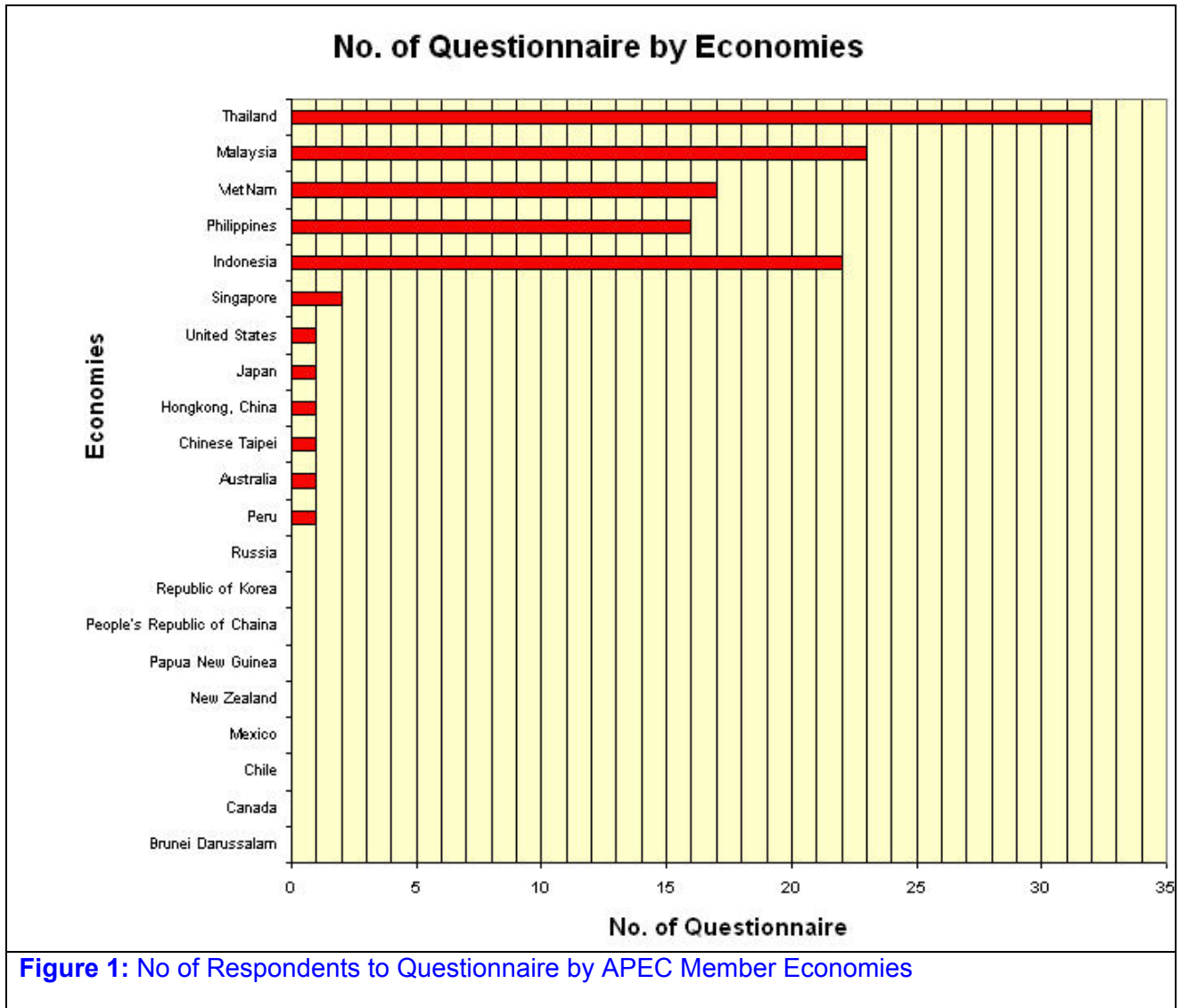
ANNEX B

Highlight of Findings from the GCIO Survey in APEC Member Economies

Highlight of Findings from the GCIO Survey in APEC Member Economies

The present status and requirements of APEC's GCIOs

The course format should be short course, study in Weekday, class and online methodology, trainer from both academic and industry, and also inbound and outbound study trip.



<p style="text-align: center;">Age</p> <table border="1"> <thead> <tr> <th>Age Group</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>< 41</td> <td>63%</td> </tr> <tr> <td>41 - 45</td> <td>12%</td> </tr> <tr> <td>46 - 50</td> <td>9%</td> </tr> <tr> <td>51 - 55</td> <td>13%</td> </tr> <tr> <td>> 55</td> <td>3%</td> </tr> </tbody> </table>	Age Group	Percentage	< 41	63%	41 - 45	12%	46 - 50	9%	51 - 55	13%	> 55	3%	<p style="text-align: center;">Type of Courses</p> <table border="1"> <thead> <tr> <th>Course Type</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Short</td> <td>45%</td> </tr> <tr> <td>Certified</td> <td>44%</td> </tr> <tr> <td>Degree Programs</td> <td>11%</td> </tr> </tbody> </table>	Course Type	Percentage	Short	45%	Certified	44%	Degree Programs	11%
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> 55	3%																				
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Short	45%																				
Certified	44%																				
Degree Programs	11%																				
<p>Figure 2: Age of Respondents Age of Most respondents are below 41 years old (63%).</p>	<p>Figure 3: Type of Courses Type of Courses Respondents prefer to both certified (44%) and short (45%) type of courses</p>																				
<p style="text-align: center;">Time Schedule</p> <table border="1"> <thead> <tr> <th>Time Schedule</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Weekday</td> <td>44.44%</td> </tr> <tr> <td>Weekend</td> <td>14.81%</td> </tr> <tr> <td>Both</td> <td>40.74%</td> </tr> </tbody> </table>	Time Schedule	Percentage	Weekday	44.44%	Weekend	14.81%	Both	40.74%	<p style="text-align: center;">Methodology</p> <table border="1"> <thead> <tr> <th>Methodology</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Class</td> <td>22.81%</td> </tr> <tr> <td>On-line</td> <td>2.63%</td> </tr> <tr> <td>Both</td> <td>74.56%</td> </tr> </tbody> </table>	Methodology	Percentage	Class	22.81%	On-line	2.63%	Both	74.56%				
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Both	74.56%																				
<p>Figure 4: Time Schedule; Time Schedule. Respondents would prefer to take classes both (40.74%) during weekday and weekend.</p>	<p>Figure 5: Methodology; Methodology. Respondents would prefer to take both (74.56%) and class for methodology of study.</p>																				
<p style="text-align: center;">Type of Trainer</p> <table border="1"> <thead> <tr> <th>Trainer Type</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>From Academic</td> <td>14.04%</td> </tr> <tr> <td>From Industry</td> <td>4.39%</td> </tr> <tr> <td>Both</td> <td>81.58%</td> </tr> </tbody> </table>	Trainer Type	Percentage	From Academic	14.04%	From Industry	4.39%	Both	81.58%	<p style="text-align: center;">Interested Study Trip</p> <table border="1"> <thead> <tr> <th>Study Trip Type</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Inbound</td> <td>9.17%</td> </tr> <tr> <td>Outbound</td> <td>0.92%</td> </tr> <tr> <td>Both</td> <td>90.83%</td> </tr> </tbody> </table>	Study Trip Type	Percentage	Inbound	9.17%	Outbound	0.92%	Both	90.83%				
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<p>Figure 6: Type of Trainer; Type of Trainer. Trainers from the academic and industry are both (81.58%) accepted by respondents.</p>	<p>Figure 7: Interested Study Trip; Interested Study Trip. Respondents would prefer to take both (90.83%) of Inbound and Outbound in study trip.</p>																				

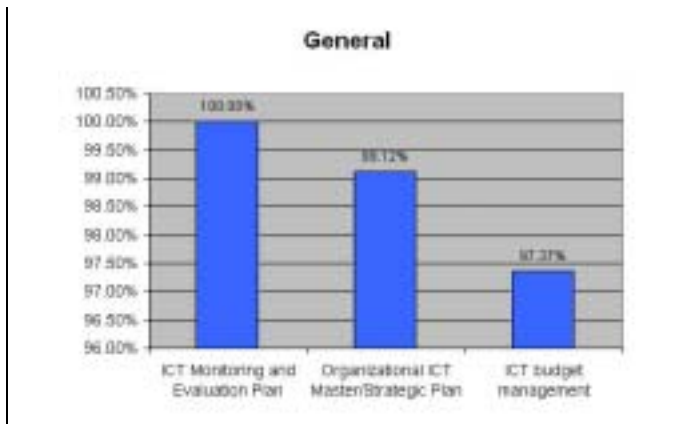


Figure 8: e-Gov Development issues that impact for CIO's mission/role; e-Government Development issues that impact for CIO's mission/role. Respondents would prefer to select ICT Monitoring and Evaluation Plan (100%) for the most significant impact of CIO's mission/role.

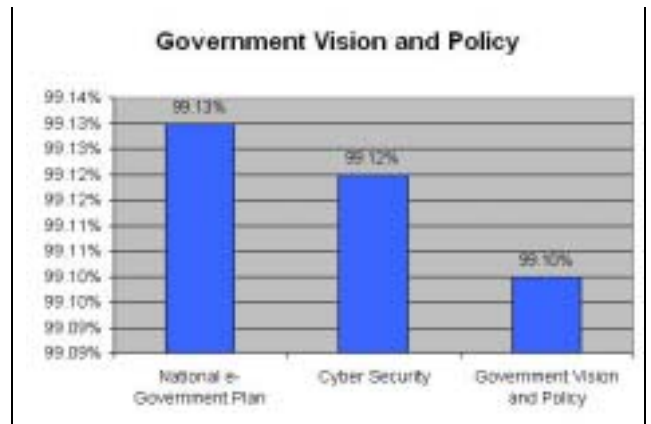


Figure 9: e-Gov Development Program that impact for CIO's mission/role; e-Government Development Program that impact for CIO's mission/role. Respondents would prefer to select National e- Government Plan (99.13%) for the most significant impact of CIO's mission/role.

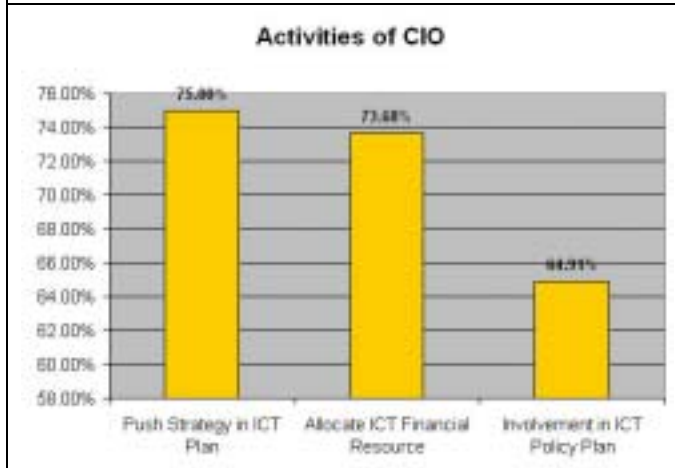


Figure 10: Activities of CIO; Activities of CIO. Respondents would prefer to select Push Strategy in ICT Plan for the most challenging activities for the success of e-Government Development.

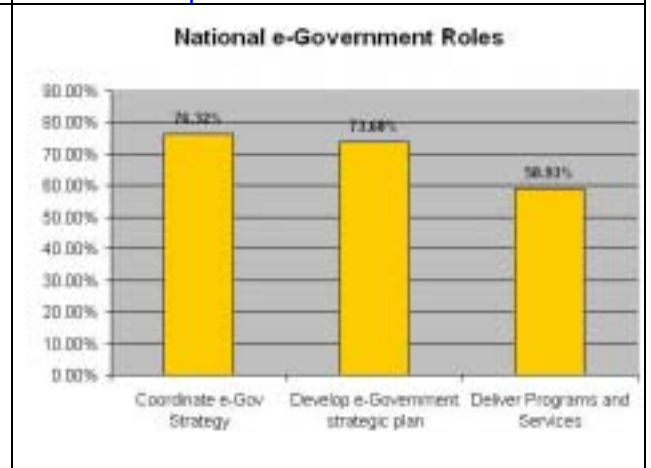


Figure 11: National e-Government Roles; National e-Government Roles. Respondents would prefer to select Coordinate e-Gov Strategy (76.32%) for the most challenging activities for the success of e-Government Development.

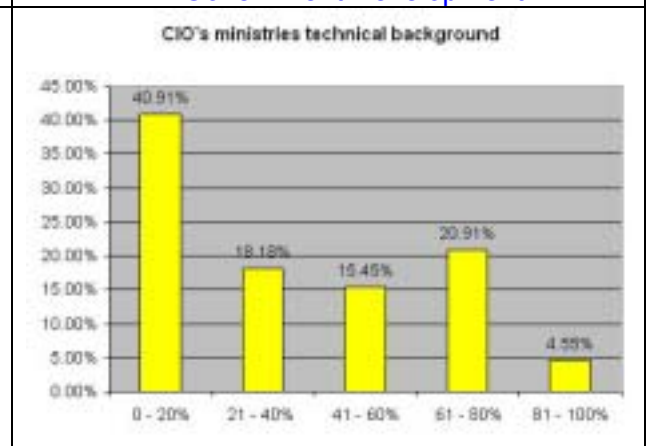
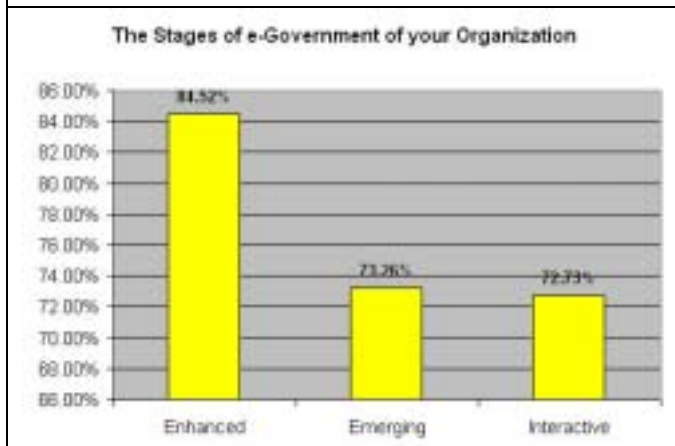


Figure 12: The Stages of e-Government of your Organization; The Stages of e-Government of your Organization. This figure shows 5 Stages of e-Government of an organization in economies. Respondents would prefer to select Enhanced stage (84.52%)

Figure 13: CIO's ministries technical background; CIO's technical background. Respondents would prefer to select 0-20%(40.91%) CIO for the most CIO has a technical background.

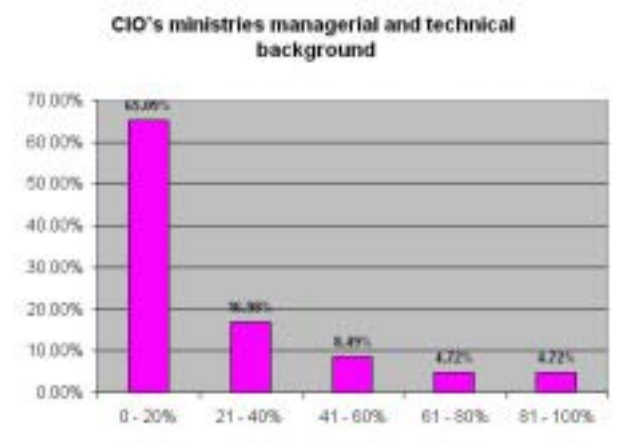
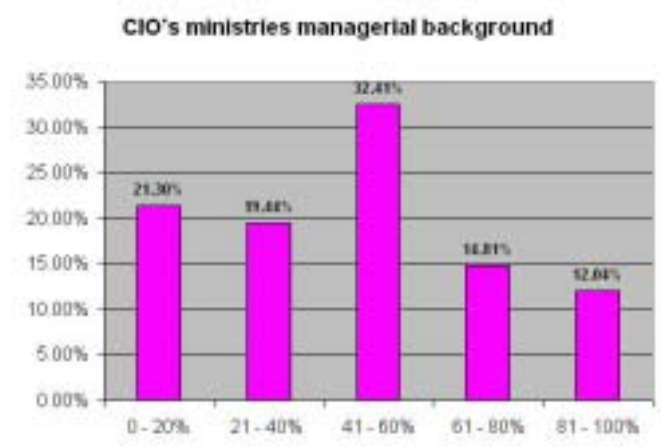


Figure 14: CIO's ministries managerial background; CIO's managerial background. Respondents would prefer to select 41-60%(32.41%) CIO for the most CIO has a managerial background.

Figure 15: CIO's ministries managerial and technical background; CIO's managerial and technical background. Respondents would prefer to select 0-20%(65.09%) for the most CIO has a managerial and technical background.

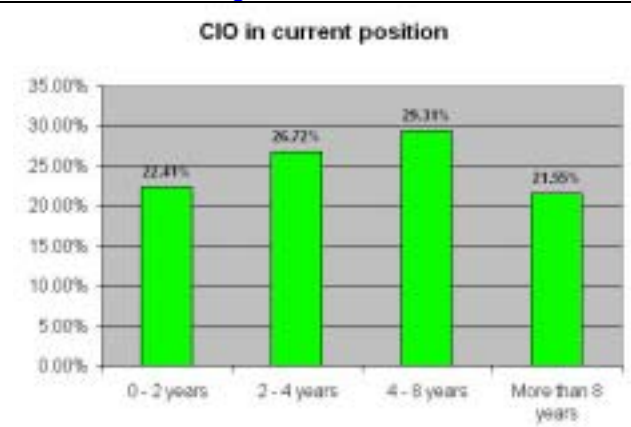
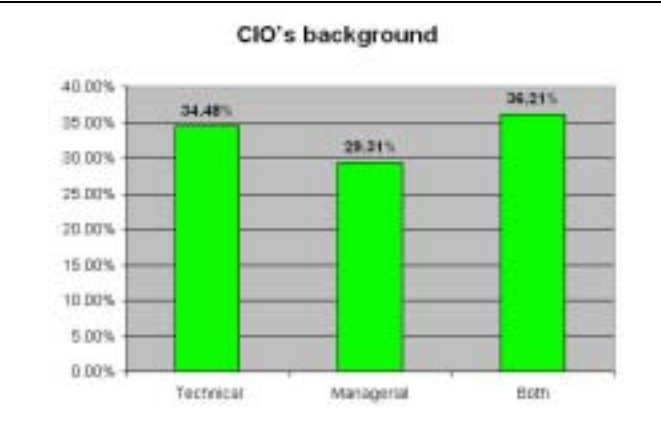


Figure 16: CIO's background; CIO's background. Respondents have both, technical and managerial by 36.21%, 34.48% and 29.31%.

Figure 17: CIO in current position; CIO in current position. Respondents would prefer to select 4-8 years (29.31%) for the most CIO in current position.

ANNEX C

Document Related to Project Implementation

C1 Survey Methodology

Purpose

Survey method will be by using an online questionnaire form distributed to targeted Government CIOs who are still in offices in members economies. Target GCIOs will be at Ministerial level with sample size of one CIO per ministry in each economy.

The purpose of the survey is to provide the GCIO community with a point-in-time assessment of the current status of CIO training in APEC member economies plus training requirement the GCIOs in the region would like to improve and implement in the foreseeable future, 3-5 years.

The Project Task Group will be formed up. Initial members of this task group consists of member economies that host and share sponsorships in the project which are Thailand, Indonesia, Japan, Viet Nam, Philippines and Malaysia. More member economies are welcome to join in the task group.

Approach

The online survey will be conducted in-person interviews with targeted GCIOs in member economies, at ministerial level as well as Congress/parliament. The survey will take place during the months of March-June 2005. Participation will be determined by the Project Task Group based on a variety of factors, including involvement in previous years and relevance of activities of GCIO training and capacity building to the agency mission.

The Project Task Group will create an online questionnaire and coordinate and facilitate during the filling-up process. The task group questionnaire forms the basis of the survey. The interviewees, however, were free to follow up on specific answers and discuss in the open areas of particular interest in more depth. Each interviewer will be asked to summarize the interviews he or she attended.

In order to succeed the outcome of the survey report, words and comments from the participants will be rendered to the maximum extent possible. To preserve speaker anonymity, no quotes are attributed, and male pronouns are used exclusively.

Analytical Method

The first step in analysis will be conducted by the Project Task Group, which will review and analyze all survey responses to organize the key Issues section of the report, and then to formulate conclusions and implications. The analysis will focus on commonalities and differences of requirement perspective, and on trends and comparisons with past years. The task group will also focus on identifying the significances of regional and degree of institutionalization issues that they believe are emerging.

The implications section provides the task group's perspectives on all related issues that emerged during the survey, and offers some observations and insights.

References:

Olga Grkavac, Executive Vice President, Enterprise Solutions Division, ITAA
Beyond 2000: Reality or Mirage? Ninth Annual ITAA Survey of Federal CIOs,
December 1998 www.ita.org

Questionnaire

Project: Government CIO Training Model and
Network for e-Government

APECTEL (HRDSG & BFSG)

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Introduction:

This survey questionnaire is distributed under the project “Government CIO Training Model and Network for e-Government” (coded ‘TEL 05/2005’) funded by APEC central fund, endorsed by APECTEL WG (Asia-Pacific Economic Cooperation Telecommunications and Information Working Group) and co-sponsored by Thailand, Indonesia, Japan, Malaysia, Viet Nam and Philippines. Purpose of this survey is to gather valuable information on CIO training and activities in the member economies within APEC region in 3 parts :

Part 1 General information and current status

Part 2 Future requirement on CIO training.

Part 3 Applications and Tools for ICT Development that may be useful for Government CIOs’ staff in e-Government development.

Deadline of submission is extended to July 31, 2005.

Target surveyees are 20 Government CIOs and/or persons who involve in CIO training and activities in each APEC member economy.

Please note that the focus in this questionnaire is on Government CIO Training Model and Network for e-Government. However, we will not release your name or otherwise publicize the fact that you submitted materials or other information to us unless we obtain your permission to use your name or other information.

Organization profile

Contact information of CIO as survey

Organization Name	
Street	
Province	
City	
Postal Code	
Economy	
Phone	
Fax	
E-mail	
Web site	

Contact person information

Title, Name	
Gender	
Age	
Position	
Education Level	
Address	<input type="checkbox"/> the same as above <input type="checkbox"/> Others, please specify.....
Phone	
Fax	
E-mail	
Web site	

Questionnaire

Project : Government CIO Training Model and
Network for e-Government

Part 1: General Information

APECTEL (HRDSG & BFSG)

1.1 What are the percentage of CIO's in your economy's ministries that have technical backgrounds?

- 1) 0 - 20%
- 2) 21 - 40%
- 3) 41 - 60%
- 4) 61 - 80%
- 5) 81 - 100%

1.2. What are the percentage of CIO's in your economy's ministries have managerial backgrounds?

- 6) 0 - 20%
- 7) 21 - 40%
- 8) 41 - 60%
- 9) 61 - 80%
- 10)81 - 100%

1.3. What are the percentage of CIO's in your economy's ministries have both managerial and technical backgrounds?

- 11)0 - 20%
- 12)21 - 40%
- 13)41 - 60%
- 14)61 - 80%
- 15)81 - 100%

1.4 What is your background:

- 16)Technical
- 17)Managerial
- 18)Both

1.5. How long have you been in your current position:

- 19)0 - 2 years
- 20)2 - 4 years
- 21)4 - 8 years
- 22)More than 8 years

1.6 Do you have any reason to believe that the following issues/factors/tasks will have any significant impact for CIO's mission and CIO's role for e-Government development?

Issue	Yes	No
General		
CIO formal appointment	<input type="checkbox"/>	<input type="checkbox"/>
ICT related background	<input type="checkbox"/>	<input type="checkbox"/>
ICT work experiences	<input type="checkbox"/>	<input type="checkbox"/>
Self-interest in ICT	<input type="checkbox"/>	<input type="checkbox"/>
ICT career path promotion	<input type="checkbox"/>	<input type="checkbox"/>
CIO/ICT unit	<input type="checkbox"/>	<input type="checkbox"/>
ICT Outsourcing technique	<input type="checkbox"/>	<input type="checkbox"/>
National ICT Master/ Strategic Plan	<input type="checkbox"/>	<input type="checkbox"/>
Organizational ICT Master/Strategic Plan	<input type="checkbox"/>	<input type="checkbox"/>
ICT Monitoring and Evaluation Plan	<input type="checkbox"/>	<input type="checkbox"/>
ICT budget management	<input type="checkbox"/>	<input type="checkbox"/>
ICT training unit and management	<input type="checkbox"/>	<input type="checkbox"/>
ICT Integration management	<input type="checkbox"/>	<input type="checkbox"/>
Government information infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
Departmental intranet	<input type="checkbox"/>	<input type="checkbox"/>
e-Government Development Program		
Political Leadership	<input type="checkbox"/>	<input type="checkbox"/>
Government Vision and Policy	<input type="checkbox"/>	<input type="checkbox"/>
National e-Government Plan	<input type="checkbox"/>	<input type="checkbox"/>
Public Awareness	<input type="checkbox"/>	<input type="checkbox"/>
Enterprise Architecture	<input type="checkbox"/>	<input type="checkbox"/>
On-line Services	<input type="checkbox"/>	<input type="checkbox"/>
e-Government Service Kiosks	<input type="checkbox"/>	<input type="checkbox"/>
Maturity of Website Development	<input type="checkbox"/>	<input type="checkbox"/>
Cyber Laws	<input type="checkbox"/>	<input type="checkbox"/>
Cyber Security	<input type="checkbox"/>	<input type="checkbox"/>
e-Government Capacity Building Program	<input type="checkbox"/>	<input type="checkbox"/>

Issue	Yes	No
The Stages of e-Government of your Organization		
Emerging** ¹	<input type="checkbox"/>	<input type="checkbox"/>
Enhanced** ²	<input type="checkbox"/>	<input type="checkbox"/>
Interactive** ³	<input type="checkbox"/>	<input type="checkbox"/>
Transactional** ⁴	<input type="checkbox"/>	<input type="checkbox"/>
Seamless** ⁵	<input type="checkbox"/>	<input type="checkbox"/>
Others, please specify <hr/> <hr/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>

- **¹ Emerging : A government web presence is established through a few independent official sites. Information is limited, basic and static.
- **² Enhanced : Content and Information is updated with greater regularity.
- **³ Interactive : Users can download forms, contact officials, and make appointments and requests.
- **⁴ Transactional : Users can actually pay for services or conduct financial transactions online.
- **⁵ Seamless : Total integration of e-functions and services across administrative and departmental boundaries.

1.7 Of a scale of scoring from 5 to 1, with 5 being extremely important and 1 of little importance, please score the below challenging activities that may be impacting on the success of e-Government development.

Issue/Level	5	4	3	2	1
Activities of CIO					
Push Strategy in ICT Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Involvement in ICT Master Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Involvement in ICT Policy Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Involve in ICT Problem Solving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contribute to ICT Empowerment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Allocate ICT Financial Resource	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Build up ICT Operational Staff/Team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Share ICT Resource Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop ICT Operation Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use Computer by yourself	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being trained as a Specialist in ICT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhance Internet Access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Build up Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
National e-Government Roles					
Coordinate e-Gov Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop e-Government strategic plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Determine e-Government Policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Determine Regulatory Structures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deliver Programs and Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhance Internal Administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhance Interface with Citizens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop Citizen Responsiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop Services for Citizens Choices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhance e-Services more accessible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilitate Social Inclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foster e-Democracy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promote Transparent Decision-Making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others, please specify					
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Questionnaire

**Project : Government CIO Training Model and
Network for e-Government**

**Part 2: Current Status and Future Requirement
On CIO Training**

APECTEL (HRDSG & BFSG)

2.1 What is the best course format to further CIO education?

Issue			
Type of Courses	<input type="checkbox"/> Short	<input type="checkbox"/> Certified	<input type="checkbox"/> Degree Programs
Time Schedule	<input type="checkbox"/> Weekday	<input type="checkbox"/> Weekend	<input type="checkbox"/> Both
Methodology	<input type="checkbox"/> Class	<input type="checkbox"/> On-line	<input type="checkbox"/> Both
Type of Trainer	<input type="checkbox"/> From Academic	<input type="checkbox"/> From Industry	<input type="checkbox"/> Both
Interested Study Trip	<input type="checkbox"/> Inbound	<input type="checkbox"/> Outbound	<input type="checkbox"/> Both
Comments, please specify			

2.2 Of a scale of scoring from 5 to 1, with 5 being extremely important and 1 of little importance, please score the below training courses that may be valuable for CIO on e-Government development. Please also specify whether each course is **Continuing** or requesting for future training.

Issue/Level	5	4	3	2	1	Continuing	Requesting
ICT Fundamental Level							
Application and System Support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Education and Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
User Support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Office Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ICT Management Level							
Policy and Organizational	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership/Managerial	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Process /Change Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information Resources Strategy and Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT Performance Assessment: Models and Methods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project/Program Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capital Planning and Investment Assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Acquisition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IPR Management ^{*1}	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promotion Planning Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E-Government/Electronic Business/Electronic Commerce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Presentation Tools and Technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enterprise Architecture ^{*2}	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
System Ergonomics ^{*3}	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT security/information assurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Network Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical ^{*4}	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

^{*1} IPR: Intellectual Property Rights (See definition in Appendix I)

^{*2} EA: Enterprise Architecture (See definition in Appendix I)

^{*3} System Ergonomics is developed and designed for fast, easy, and an innovative

system architecture - for maximum convenience, efficiency and control.

^{*4} Technical: Technical in depth courses

2.3 What are the importance levels (scoring from 5 to 1, with 5 being extremely important and 1 of little importance) for the following for CIO in e-Government development?

Issue	Level	Reason
Who the CIO reports to in your organization (CEO, CFO, Minister etc) <small>*5</small>		
CRM*⁶ and/or other customer oriented applications implemented in the process of e-Government development		
ERP*⁷ and/or other enterprise oriented applications implemented in the process of e-Government development		
Enterprise Architecture implemented in the process of e-Government development		

Issue	Level	Reason
Services Oriented Architecture implemented in the process of e-Government development <small>*8</small>		
Others, please specify <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>		

- *5 CIO, CEO, CFO: Chief Information Officer, Chief Executive Officer, Chief Financial Officer (See definition in Appendix I)
- *6 CRM: Customer Relationship Management (See definition in Appendix I)
- *7 ERP: Enterprise Resource Planning (See definition in Appendix I)
- *8 SOA: Services Oriented Architecture (See definition in Appendix I)

Questionnaire

**Project : Government CIO Training Model and
Network for e-Government**

Supplementary

Part 3: Applications and Tools for ICT Development

APECTEL (HRDSG & BFSG)

3.1 Of a scale of scoring from 5 to 1, with 5 being extremely important and 1 of little importance, please score the below applications and tools for ICT development that may be useful for your staff in e-Government development.

Level	5	4	3	2	1
Ability on ICT Related Work					
Using Computer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using an External Devices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using Other Peripheral Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hardware Configuration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Network Configuration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using Appropriate Software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information Life-Cycle Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ICT Trouble-shooting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ICT Maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understanding about Security Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability on Internet/Intranet/WWW					
Navigating WWW	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understanding Security Issue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bookmarking the Favorites	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conducting Video Conference	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using Search Engine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uploading & Downloading via Internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability on e-Mail Application					
Carbon Copy & Blind Carbon Copy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attachment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Address Book	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Edit, Delete & Reply e-Mail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability on Software Application					
Document software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Style Sheet software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Presentation software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Programming Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Web Editor software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Web Programming Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Level	5	4	3	2	1
Ability on Development of e-Services					
Information Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interaction Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transaction Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integration Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intelligence Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability on Best Practices					
Web Content	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
System Architecture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enterprise Solution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability on Database Software					
Oracle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PostgreSQL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MySQL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACCESS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SQL Windows	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Informix	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FoxPro	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dbase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sybase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability on Network Administration					
Client Configuration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DHCP Server Configuration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Windows Domain Server Config.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Windows File Share Server Config.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Web Server Configuration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mail Server Configuration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DNS Configuration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proxy Server Configuration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Router Configuration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Switching/Hub Configuration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Firewall Configuration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SNMP Manager Administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Level	5	4	3	2	1
Ability on Operation System Experience					
Unix	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Linux	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Windows Server 2003	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Windows NT Server	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Windows XP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Windows 2000	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Windows ME/98/95	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others, please specify					
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Credits

1. Research Team, National Electronics and Computer Technology, National Science and Technology Development Agency, Ministry of Science and Technology. (2002). **Chief Information Officer: Final Report**. Bangkok: Faculty of Political Science, Chulalongkorn University.
2. Research Team, National Electronics and Computer Technology, National Science and Technology Development Agency, Ministry of Science and Technology. (2004). **Knowledge Management and ICT Skill Development Methodology for Government Officer: (Draft) Final Report**. Bangkok: Research and Consultancy Center, Sasin Business School, Chulalongkorn University.
3. Japan International Cooperation Agency(JICA). (2005). **Information on Group Training Course on Computer Specialist for e-Government Promotion**. Okinawa: Okinawa International Centre (OIC).
4. Southern Association of Information System(SAIS) Web Page, <http://sais.aisnet.org>, **How To Improve The Usability of Government Web Sites**, accessed April, 2005.
5. UNDPEPA (United Nations Division for Public Economics and Public Administration) & ASPA (American Society for Public Administration) Web page, <http://www.ejeg.com>, **Benchmarking e-Government a Global Perspective**, accessed April, 2005.
6. Electronic Journal of e-Government Web page, <http://www.ejeg.com>, **Implementing e-Government: widening the lens**, accessed April, 2005.
7. Chief Information Officers Council Web page, <http://www.cio.gov/>, **Clinger-Cohen Core Competencies of CIO**, accessed May, 2005. (revised June 2003)

Appendix I

*¹ **IPR: Intellectual Property Rights**

Intellectual property covers two main areas: industrial property, covering inventions, trade marks, industrial designs, and protected designations of origin; copyright, represented by literary, musical, artistic, photographic, and audio-visual works.

*² **EA: Enterprise Architecture**

is a comprehensive framework used to manage and align an organization's business processes, Information Technology (IT) software and hardware, local and wide area networks, people, operations and projects with the organization's overall strategy.

*⁵ **CIO, CEO, CFO:**

Chief Information Officer

is the executive officer in charge of information processing in an organization. CIOs are involved in creating business and e-business opportunities through information technology. Collaborating with other executives, CIOs are often working at the core of business development within the organization.

Chief Executive Officer

is the highest-ranking executive in a company or organization.

Chief Financial Officer

is the senior manager who is responsible for overseeing the financial activities of an entire company.

*⁶ **CRM: Customer Relationship Management**

is an integrated information system that is used to plan, schedule and control the presales and postsales activities in an organization. CRM embraces all aspects of dealing with prospects and customers, including the call center, sales force, marketing, technical support and field service.

*⁷ **ERP: Enterprise Resource Planning**

is an integrated information system that serves all departments within an enterprise. An ERP system can include software for manufacturing, order entry, accounts receivable and payable, general ledger, purchasing, warehousing, transportation and human resources.

*⁸ **SOA: Services Oriented Architecture**

is formerly called a "distributed objects" architecture, the SOA term was coined at the turn of the century as Web services were evolving.

C3 Workshop in Thailand, Japan and Indonesia

Joint Researcher Team Workshop

There are 3 Joint Researcher Team (JRT) Workshops under this TEL05/2005 Project in Thailand Japan and Indonesia

C3.1 1st Workshop, Thailand

The first JRT was held in Bangkok, Thailand during 11-13 July 2005 at National Synchrotron Research Center Meeting Room, 2nd Floor, National Science and Technology Development Agency's Building RAMA VI Road, Bangkok, Thailand

1) Objective

- To report the present status of Government CIO Development
- To discuss on CIOs needs and requirements on CIO Training course model in relation to e-Government Development
- To discuss on Draft Concept Paper among Joint Research Team
- To define format and content points of status report and conceptual paper

2) Expected Outcome

- Draft of status report and conceptual paper framework of Government CIO Training Model and Network for e-Government's Questionnaire
- Draft of future action plan

3) Agenda

Day 1 : 11 July 2005

9.00 - 9.15	Registration
9.15 - 9.25	Welcome Remarks by Thailand Ms. Sudaporn Vimolseth APECTELWG , HRDSG :-Deputy Convener Vice President, TOT Academy, TOT Corporation Public Company Limited
9.25 – 11.20	Presentation by Japan Prof. Toshio Obi Director, APEC e-Government Research Center, Waseda University Mexico Mr. Roberto Martinez Senior Consultant, e-Government and IT Policy Unit, Ministry of the Public Function Thailand Mr. Chaicharearn Atibaedya CIO, PTT Public Company Limited, Ministry of Energy
11.20 – 12.00	Keynote Speech “ Tools for Government ICT Personnel Skills and Career Path Development ” Thailand Dr. Thaweesak Koanantakool

Director, National Electronics and Computer Technology Center

- 13.00 – 13.30 Presentation “**Survey Methodology, Form and Preliminary Result and Framework for future action plan**”
Thailand **Mr. Jirapon Tubtimhin**
Director,
Government Information Technology Infrastructure Project
National Electronics and Computer Technology Center
- 13.30 – 14.20 Comments, suggestions and exchange views by representative from Malaysia, Viet Nam, Philippines, Indonesia and Japan
- 14.40 – 15.10 Presentation “**Draft future action plan**”
Thailand **Mr. Jirapon Tubtimhin**
Director,
Government Information Technology Infrastructure Project
National Electronics and Computer Technology Center
- 15.10 – 16.00 Comments, suggestions and exchange views by representative from Malaysia, Viet Nam, Philippines, Indonesia and Japan
- 16.00 – 16.30 Open Discussion
- 18.30-19.30 Visit to Thailand Knowledge Park (TK Park)
Venue: Thailand Knowledge Park
- 20.00 Welcome Dinner
Venue: Bangkok Sky Restaurant, The Baiyoke Sky Hotel

Day 2 : 12 July 2005

- 10.00 – 11.30 Visit to CSTI to Civil Service Training Institute (CSTI) ,
Office of Civil Service Commission
Venue: Civil Service Training Institute (CSTI)
- 13.30 – 15.00 Visit to NECTEC, Thailand Science Park
Venue: Thailand Science Park
- 15.30 – 17.00 Visit to MICT
Venue: Ministry of Information and Communication Technology (MICT)
- 18.30 Informal dinner meeting, Heads of Delegation
Hosted by NECTEC
Venue: [Kamon Japanese Restaurant](#), [Siam City Hotel](#)

Day 3 : 13 July 2005

- 9.00 - 11.00 Closing and Wrap up Session

4) List of Participants

No.	Economy	Name	Title	Organization
1.	Indonesia	Mr. Boni Wahyu Pudjianto (Researcher)	Head Sub Division for e-Government Application Development	Ministry of Communication and Information
2.	Japan	Prof. Toshio Obi (Speaker)	Director, APEC e- Government Research Center	Graduate School of Global Information and Telecommunication Studies, Waseda University
3.	Japan	Ms. Jingle ConCon (Researcher)	Visiting fellow of APEC e-Government Research Center	Graduate School of Global Information and Telecommunication Studies, Waseda University
4.	Japan	Ms. Naoko Iwasaki (Researcher)	Assistant Director of APEC e-Government Research Center	Graduate School of Global Information and Telecommunication Studies, Waseda University
5.	Japan	Ms. Sonoe Sugiura (Researcher)	Manager, GCIO program, APEC e- Government Research Center	Graduate School of Global Information and Telecommunication Studies, Waseda University
6.	Malaysia	Dr. AB. RASHID BIN AB. RAHIM (Researcher)	Head of Training	INTAN Management Technology Centre
7.	Malaysia	MR MOHD. ADZMAN MUSA (Researcher)	Deputy Director General & Chief Information Officer	Malaysian Administration Modernisation and Management Planning Unit (MAMPU)
8.	Mexico	Mr. Roberto Martinez (Speaker)	Senior Consultant	e-Government and IT Policy Unit, Ministry of the Public Function
9.	Philippines	Mr. Philip Varilla (Researcher)	Telecom Planning and Policy	OIC. Telecom Planning and Policy Division, CICT
10.	Philippines	Prof Sherwin Ona (Researcher)	Professor , Advisor to the Commissioner for Human Capital Development	De La Salle University
11.	Thailand	Dr. Thaweesak Koanantakool (Speaker)	Director, National Electronics and Computer Technology Center (NECTEC)	National Science and Technology Development Agency (NSTDA)
12.	Thailand	Mr. Pracha Chitsutthiphon (Speaker)	Chief Information Officer & Deputy Governor	Nakhonratchasi-ma Province
13.	Thailand	Mr. Chaicharearn Atibaedya	Chief Information	PTT Public Company

No.	Economy	Name	Title	Organization
		(Speaker)	Officer	Limited
14.	Thailand	Ms. Sudaporn Vimolseth (Speaker)	Vice President	TOT Academy, TOT Public Company Limited
15.	Thailand	Ms. Wantanee Phantachat (Speaker)	Director, Assistive Technology Center	NECTEC, NSTDA
16.	Thailand	Mr. Jirapon Tubtimhin (Project Overseer)	Director, Government Information Technology Infrastructure (GITI) Project	NECTEC, NSTDA
17.	Thailand	Mr. Chayakorn Piyabunditkul (Researcher)	Computer System Analyst, GITI	NECTEC, NSTDA
18.	Thailand	Mr. Pornprom Ateetanan (Researcher)	Head of Technology Transfer Team, GITI	NECTEC, NSTDA
19.	Thailand	Ms. Sukritta Udom (Researcher)	Computer System Analyst, GITI	NECTEC, NSTDA
20.	Thailand	Ms. Suwannee Chailuekit	Director, NECTEC Training Center	NETCEC, NSTDA
21.	Thailand	Ms. Saisamorn Naklada	Head of International Affairs	NETCEC, NSTDA
22.	Thailand	Ms. Methinee Muthatakul	Head of Information System Application	GITI, NETCEC, NSTDA
23.	Thailand	Dr. Chumphol Krootkaew	Head of Information Infrastructure Development	GITI, NETCEC, NSTDA
24.	Thailand	Mr. Tanate Jattavapornvanit	Head of Infrastructure Study and Promotion Team	GITI, NETCEC, NSTDA
25.	Thailand	Mr. Boonchai Charoendouysil	Computer System Officer	GITI, NETCEC, NSTDA
26.	Thailand	Ms. Kanmanee Kaewmekhala	Project Coordinator	GITI, NETCEC, NSTDA
27.	Thailand	Ms. Suree Sukku	Project Coordinator	GITI, NETCEC, NSTDA
28.	Viet Nam	Mr. Nguyen Manh Trung (Researcher)	Department of Personnel & Organisation	Ministry of Posts & Telematics
29.	Viet Nam	Mr. Nguyen Minh Thang (Researcher)	Office for National Steering Committee on ICT	Office for National Steering Committee on ICT
30.	Viet Nam	Mr. Pham Quoc Hoan (Researcher)	Department of Science & Technology	Ministry of Posts & Telematics

5) Bangkok-Dialogue

APECTEL
Bangkok Dialogue
Joint Research Team Workshop
TEL 05/2005 Project
Establishment of Government CIO Training Model
and Network for e-Government Development

July 13, 2005

Bangkok, Thailand

The 3-day Joint Research Team Workshop in Bangkok, Thailand on TEL05/2005 Project, namely "Establishment of Government CIO Training Model and Network for e-Government Development" during July 11-13, 2005 has fulfilled its objectives written, to discuss among "Joint Researcher Team" on present status, needs and requirements of GCIO Development, further actions to accomplish the Government CIO (GCIO) survey, framework to draft Conceptual Design Paper and future plan of the project.

Member economies' 30 officials comprising of 1 researcher from Indonesia, 3 researchers from Japan, 2 researchers from Malaysia, 2 researchers from Philippines, 3 researchers from Viet Nam and 4 researchers from Thailand as well as 3 local active GCIOs and 12 local participants who joined the workshop and activities related to the workshop, have agreed that this project would contribute to related e-Government development agencies as well as institutions and business entities in regard to Government CIOs capacity building since the GCIOs will be more and more becoming key strategic players on the ICT projects implementation on behalf of senior executive teams in their agencies/departments.

Obviously current situation of GCIO development and training activities were presented in this workshop by four distinguished speakers comprising of 1 from Japan, 1 from Mexico and 2 from Thailand, with the topics ranging from "Practices and lessons Learned from CIO Course, Waseda University", "e-Government and CIO :Leadership and Public Policy Challenges in Mexico", "What's Driving the Change in IT Leadership" and "Tools for Government ICT Personnel Skills and Career Path Development". In addition, two more presentations from Indonesia and Philippines were given under the topics "Development of GCIO in Indonesia" and "e-Government Training Program" respectively.

In various discussion sessions, valuable inputs and recommendations for further actions have been resolved which include (1) to have a clear definition of GCIOs in terms of both their roles, functions and jurisdictions (central and local governments) in order to categorize and/or customize the training model accordingly to their needs and responsibilities. (2) to support and encourage GCIOs in each member economy to use an online questionnaire which is already available via <http://see.nectec.or.th/cio-apectel/questionnaire>. (3) to edit and restructure, where appropriate, wordings in the questionnaire to a more straight forward meanings but retaining the content of all parts. (4) to further develop the survey questionnaire into 3 more language versions which are Japanese, Spanish and Vietnamese, apart from the existing ones, English and Thai versions. (5) to further develop the online survey application system to incorporate some essential features such as progress reports, automatic reply mail, incomplete form flagging/signaling and graphic presentation of the survey result, super user authorization and etc. The electronically online channel of GCIO system equipped with applications

and related features would, for some extent, be an encouraging mechanism in responding to the e-APEC strategy implementation among member economies.

Finally, member economies who joined the workshop have concluded a framework for drafting Conceptual Design Paper which will be valuable inputs for further work of this project, that is to design in detail for the establishment of an adaptable model for GCIOs training courses and curricula to be deployed in APEC member economies as well as appropriate approach for GCIO networking for e-Government development. Tentative agenda of the 2nd Joint Research Team Workshop in Tokyo, Japan during September 12-14, 2005 has been endorsed as well as the 3rd Workshop in Indonesia has been located in Jakarta or Bali during the first week of December 2005.

In order to sustain the development of GCIO, member economies in this workshop unanimously support the 3Ps development approach to further strengthen and institutionalize the cooperation and partnership between the private and public sectors' CIOs.

Last but not least, in realization of the ultimate objective of this project which is to establish an adaptive model for APEC's GCIO executive training and development, member economies in this workshop strongly express their support to a certain extent of collaboration with other development communities which include OECD and World Bank Institute to further and jointly develop a common GCIO training model in order to harmonize the GCIO development among international cooperation communities.

Drafted by Joint Researcher Team

Edited by Jirapon Tubtimhin, Project Overseer

Photo: <http://see.nectec.or.th/cio-apectel/pictures/12072005/index.html>



C3.2 2nd Workshop in Japan

The second JRT was held in Tokyo, Japan during 12-14 September 2005 at Floor Tokyo Kenshu Center (TKC), AOTS 1-30-1 Senjuhigashi, Adachi-ku, Tokyo

1) Objective

- To discuss on Draft Concept Paper among Joint Researcher Team
- To draft and discuss on action plan for Preparation and gathering of information for drafting detailed design

2) Expected Outcome

- Final Conceptual Design Paper of regional CIO Training Model
- Framework Draft of Detailed Design Paper of regional CIO Training Model

3) Agenda

Day 0 : 11 September 2005

- 17:00-18:00 Heads of Delegation Meeting
18:00-21:00 Welcome Dinner

Day 1 : 12 September 2005

- 9:00-12:00 **Plenary Session**
1: Outcome of the 1st Workshop in BKK
2: Presentation by Delegates
- | | |
|---------------------------------|---|
| Thailand | Topic: "Progress & Status Report" |
| United States of America | Topic: "Federal CIO Background and Recent U.S. CIO Initiatives" |
| Japan | Topic: "World e-Government Rankings" |
| Malaysia | Topic: "Malaysian Public Sector Chief Information Officer (CIO)" |
| Indonesia | Topic: "3rd JRT Workshop Tentative Agenda" |
| Mexico | Topic: "Developing CIOs as agents for e-Development and e-Leadership" |
| Viet Nam | Topic: "G-CIO Viet Nam" |
- 13:30-16:00 **Meeting with Ministry of Internal Affairs and Communications (MIC) of Japan**
Topic: "GCIO", "e-Government"
Venue: MIC at Kasumigaseki, Tokyo
- 16:30-18:00 **Visit to NTT Data**
 - Showroom
 - Lecture on e-GovernmentVenue: NTT Data at Kasumigaseki, Tokyo
- 18:00-19:30 **Dinner reception**
Venue: Kasumigaseki

Day 2 : 13 September 2005

- 11:00-12:00 **Meeting with Yokosuka City Government**
Topic: "e-Municipality of Yokosuka City"
Venue: Yokosuka City Hall, Kanagawa
- 13:15-15:15 **Visit to Yokosuka Research Park (YRP)**
- Lecture by Waseda Univ.
 - Lecture by YRP
 - YRP Tour & NTT Docomo Lab.
- Venue: Yokosuka Research Park
- 17:00-18:00 **Meeting with Prime Minister Office (PMO)**
Topic: "Activities in IT Policies by Japanese Government"
Venue: Lecture Hall, Headquarter Office of PMO, Tokyo
- 18.30 - 20.30 Dinner Meeting among Heads of Delegation

Day 3 : 14 September 2005

- 9:00-11:00 **Closing Session**
1. Supporting remarks by
 - **Prof. Dr. Pairash Thajchayapong**,
Permanent Secretary of Ministry of Science and Technology ,
Thailand
 - **Dr. Thaweesak Koanatakool**,
Director of NECTEC, Thailand
 2. Next JRT Workshop in Jakarta / Future Action Plan and Minutes /
Wrap up

4) List of Participants

No.	Economy	Name	Title	Organization
1.	Indonesia	Mr. Boni Wahyu Pudjianto (Researcher)	Head Sub Division for e-Government Application Development	Ministry of Communication and Information
2.	Indonesia	Dr. Hary Budiarto, MKom (Researcher)	Head Division of Program and Planning For ICT Application Research Center of ICT and Media	Ministry of Communication and Information
3.	Indonesia	Mr. Heru Supriyatno (Researcher)		Ministry of Communication and Information
4.	Indonesia	Mr. Lukman (Researcher)	Head Section for e- Government	Ministry of Communication and Information
5.	Japan	Prof. Toshio Obi (Speaker)	Director, APEC e- Government Research Center	Graduate School of Global Information and Telecommunication Studies, Waseda University
6.	Japan	Mr. Katsuyuki Iwamura	President	Washington Group
7.	Japan	Mr. Kuninori Suzuki	Researcher	Graduate School of Global Information and

No.	Economy	Name	Title	Organization
				Telecommunication Studies, Waseda University
8.	Japan	Ms. Naoko Iwasaki (Researcher)	Assistant Director of APEC e-Government Research Center	Graduate School of Global Information and Telecommunication Studies, Waseda University
9.		Ms. Jingle ConCon-Allam (Researcher)	Visiting fellow of APEC e-Government Research Center	Graduate School of Global Information and Telecommunication Studies, Waseda University
10.	Japan	Ms. Tran Nhat Le	Researcher	Graduate School of Global Information and Telecommunication Studies, Waseda University
11.	Japan	Ms. Mik Noraini Nik Ya	Researcher	Graduate School of Global Information and Telecommunication Studies, Waseda University
12.	Japan	Ms. Diana Ishmatova,	Researcher	Graduate School of Global Information and Telecommunication Studies, Waseda University
13.	Japan	Ms. Tian Tian	Researcher	Graduate School of Global Information and Telecommunication Studies, Waseda University
14.	Japan	Ms. An Soon-Hwa	Researcher	Graduate School of Global Information and Telecommunication Studies, Waseda University
15.	Japan	Mr. Luis Orihuela	Researcher	Graduate School of Global Information and Telecommunication Studies, Waseda University
16.	Japan	Mr. Pingky Dezar Zulkarnain	Researcher	Graduate School of Global Information and Telecommunication Studies, Waseda University
17.	Japan	Mr. Samuel B. Allam	Researcher	Graduate School of Global Information and Telecommunication Studies, Waseda University
18.	Malaysia	Dr. AB. RASHID BIN AB. RAHIM (Researcher)	Head of Training	INTAN Management Technology Centre
19.	Malaysia	MR MOHD. ADZMAN MUSA (Researcher)	Deputy Director General & Chief Information Officer	Malaysian Administration Modernisation and

No.	Economy	Name	Title	Organization
				Management Planning Unit (MAMPU)
20.	Mexico	Mr. Roberto Martinez (Speaker)	Senior Consultant	e-Government and IT Policy Unit, Ministry of the Public Function
21.	Philippines	Mr. Philip Varilla (Researcher)	Telecom Planning and Policy	OIC. Telecom Planning and Policy Division, CICT
22.	Philippines	Prof Sherwin Ona (Researcher)	Professor , Advisor to the Commissioner for Human Capital Development	De La Salle University
23.	Thailand	Prof. Dr. Pairash Thajchayapong	Permanent Secretary	Ministry of Science and Technology
24.	Thailand	Dr. Thaweesak Koanantakool	Director	National Electronics and Computer Technology Center (NECTEC) , National Science and Technology Development Agency (NSTDA)
25.	Thailand	Ms. Sudaporn Vimolseth (Researcher)	Vice President	TOT Academy, TOT Public Company Limited
26.	Thailand	Mr. Jirapon Tubtimhin (Project Overseer)	Director, Government Information Technology Infrastructure (GITI) Project	NECTEC, NSTDA
27.	Thailand	Mr. Chayakorn Piyabunditkul (Researcher)	Computer System Analyst, GITI	NECTEC, NSTDA
28.	Thailand	Mr. Pornprom Ateetanan (Researcher)	Head of Technology Transfer Team, GITI	NECTEC, NSTDA
29.	Thailand	Ms. Sukritta Udom (Researcher)	Computer System Analyst, GITI	NECTEC, NSTDA
30.	United State of America	Prof. Jean-Pierre Auffret (Speaker)	Director, Technology Management Program	George Mason University
31.	Viet Nam	Mr. Pham Quoc Hoan (Researcher)	Department of Science & Technology	Ministry of Posts & Telematics
32.	Viet Nam	Ms. Tran Thi Cam Huong (Researcher)	Training officer	Department General of Organisation and Personnel, Ministry of Posts and Telematics

5) Meeting Minute

APEC GCIO 2nd Joint Researcher Team Workshop 12 September 2005 Tokyo, Japan

MINUTES OF THE MEETING.

1. The Moderator and CEO of Washington Strategy Group, Mr. Katsuyuki Imamura called the meeting to order at 9:00 in the B1 Floor, **Tokyo Kenshu Center (TKC), AOTS 1-30-1 Senjuhigashi, Adachi-ku, Tokyo.**
2. The members present were Prof. Toshio Obi (Director), Mr. Katsuyuki Iwamura (acting moderator), Mr. Kuninori Suzuki, Mrs. Sudaporn Vimolseth, Mr. Jirapon Tubtimhin, Mr. Pornprom Ateetanan, Mr. Chayakorn Piyabunditkul, Ms. Sukritta Udom, Prof. J. P. Auffret, Mr. Mohd Adzman Haji Musa, Dr. Rashid Bin Abraham, Mr. Boni Wahyu Pudjianto, Mr. Lukman, Mr. Hary Budiarto, Mr. Heru Supriyatno, Mr. Roberto Martinez, Mr. Pham Quoc Hoan, Ms. Tran Thi cam Huong, Mr. Philip Varilla, Prof. Sherwin Ona, Ms. Naoko Iwasaki, Ms. Tran Nhat Le, Ms. Mik Noraini Nik Ya, Ms. Diana Ishmatova, Ms. Tian Tian, Ms. An Soon-Hwa, Ms. Jingle Concon-Allam, Mr. Luis Orihuela, Mr. Pingky Dezar Zulkarnain and Mr. Samuel B. Allam (acting clerk).
3. Welcome Remarks. Prof. Toshio Obi, Director of APEC e-Government Research Center, Waseda University, Japan, officially opened the workshop by acknowledging the participants and members of the Joint Researcher Team (JRT).

Mrs. Sudaporn Vimolseth, APECTELWG, HRDSG:-Deputy Convener, and Vice President of TOT Academy, TOT Corporation Plc. Thailand, gave the background and importance of the workshop.
4. Presentation from Thailand Mr. Jirapon Tubtimhin, Director of Government Information Technology Infrastructure (GITI), National Electronics and Computer Technology Center (NECTEC), Thailand, showed the latest draft of Conceptual Design paper on GCIO Training model after a brief review of the 1st APEC GCIO Joint Researcher Team Workshop in Bangkok. The draft is not yet final so he encouraged the members to give inputs and share ideas for the final draft. He also showed in his presentation with some quiet and doubt economies that might have not yet organized GCIO implied from their quietness in responding to the launched questionnaires like the case of New Zealand that already confirmed through the inquiries conducted by his staff during the TEL32 meeting in Seoul Korea. Q&A followed.
5. Presentation from United States of America Prof. J. P. Auffret, Director of Technology Management Program, George Mason University, US, gave a short background of the Federal CIO and the recent US CIO initiatives. He also cited some challenges like the aging of its work force and the strong competition from the private sector. He also talked about CIO University-its origins and present composition. A long Q&A followed on CIO University.
6. Presentation from Japan Mr. Kuninori Suzuki, Researcher from Waseda University, Japan, presented the methodology and indicators in ranking the e-Gov of at least 32 economies engaged in the national level being conducted by researchers and graduate students under the guidance of Professor Toshio Obi, Director of the Institute of e-Government, Waseda University. He emphasized that the previous ranking of other bodies like the UN did not make a point on the role of CIOs. Lastly,

he suggested that there should be much more on security and advance network systems in order to improve e-Government. Q&A followed mainly on how are the indicators different from other ranking bodies.

Short break. (11:08 – 11:17)

7. Presentation from Malaysia Mr. Mohd Adzman Haji Musa, Deputy Director General (ICT) of Malaysian Administration, Modernisation And Planning Unit (MAMPU), Malaysia, discussed the present development of ICT in Malaysia highlighted by four CIO Conference s during the past five years and pointed out issues facing CIOs.
8. Mr. Boni Wahyu Pudjianto, Head of Sub-Division for e-Government Application, Ministry of Communication and Information, Indonesia did not have a formal presentation but acknowledged that his economy is still in the initial state of GCIO implementation. He also talked on the proposed schedule of the 3rd workshop in Indonesia before the end of the year. He proposed two tentative dates for the Jakarta workshop-Nov 28 to 30 or Dec 5 to 7. Delegates from the Philippines added a third option, to hold the workshop from Wednesday to Friday. The moderator encouraged the members to give suggestions.

At the HOD meeting in September 13, HOD decides the date for the 3rd APEC GCIO Joint Researcher Team Workshop in November 28-30, 2005

9. Presentation from Mexico. Mr. Roberto Martinez, Senior Consultant, e-Government and IT Policy Unit, Ministry of the Public Function, pointed out that Mexico does have institutionalized CIO at the Federal level. He discussed e-development, e-leadership, the emerging roles of CIO and the strategic role of government CIO. One of which is to go beyond technology and ensure complementary investment.
10. Presentation from Viet Nam. Mr. Pham Quoc Hoan, Department of Science & Technology from Ministry of Posts & Telematics, Viet Nam, presented the update on the status of ICT in his economy, particularly on the roles of government institutions involved on ICT and e-government, and the great interest of its government on the establishment of GCIO.
11. Mr. Philip Varilla, OIC, Telecom Planning and Policy Division from the Commission on ICT, Philippines, reiterated some parts of the presentation he gave during the 1st workshop in Thailand, particularly on the seriousness of the government on the e-government and development of human capital. He added that in the Philippines, there is a group composed of GCIOs and IT executives from the public and private sectors called CIO Forum Inc, wherein the present president is from the Supreme Court of the Philippines. Workshops and informal meetings, like the Breakfast Forum are also held by GCIOs themselves.
12. Adjournment. The meeting was closed at 12:00 on 12 September 2005.

Samuel B. Allam, acting Clerk

Addendum:

Summary of Progress and Status Report: CIO Training Model and Network for e-Government

- Background of the Project
 - Joint effort by Thailand and Indonesia and co-sponsored by Japan, Philippines, Viet Nam and Malaysia.
 - approved by APECTEL30 in Singapore and BMC as an urgent project for implementation in 2005
- Timetable of Project
 - The Project is almost at the end of the analysis stage and a conceptual paper is expected as an outcome.
- Summary of First Workshop
 - Outcomes for the 1st Workshop held in Thailand included the preliminary survey, status of GCIO in participating economies, draft of concept paper, tasks prior to and tentative agenda for Tokyo workshop,
- Draft of Conceptual Design

A comprehensive draft of the conceptual design was presented to members of the JRT. The draft includes the methodology, approach, terms and definition, and the initial result of the survey.

A significant part of the paper discusses the Conceptual Paper. Parameters were given on the definition of government chief information officers (GCIO), core competencies as quoted from the Clinger-Cohen Act of US, and the vision to institutionalize GCIO as demonstrated by Japan and US governments.

A reference to the level of maturity of e-government of each participating economies was also discussed. As such, a grouping scheme was proposed: basic, standard and advanced. Conceptual courses for GCIO will be categorized accordingly.

- Future Plan
 - To follow up for more return questionnaire
 - To notify POCs to confirm of GCIO status of the quiet economies
 - To post the conceptual design paper for receiving recommendations (<http://see.nectec.or.th/cio-apectel/index-training.html>)
 - JRT to design the final GCIO Training Model
 - 3rd APEC GCIO Joint Researcher Team Workshop in Indonesia, November 28-30,2005
- Expected agenda of the new project, 'Development of Model Government CIO Councils' that already approved by BMC on August 23, 2005.
 - USA Workshop in April, 2006, George Mason University
 - Japan Workshop with OECD in June 27-30,2006, Waseda University

APEC GCIO 2nd Joint Researcher Team Workshop
14 September 2005
Tokyo, Japan

MINUTES OF THE CLOSING SESSION

1. Call to order. The Chair, Prof. Toshio Obi called the meeting to order at 9:15 in the B1 Floor, **Tokyo Kenshu Center (TKC), AOTS 1-30-1 Senjuhigashi, Adachi-ku, Tokyo.**

2. Record of attendance. The members present were Prof. Toshio Obi, Prof. Dr. Pairash Thajchayapong, Dr. Thaweesak Koanatakool, Mr. Katsuyuki Iwamura, Mr. Kuninori Suzuki, Mrs. Sudaporn Vimolseth, Mr. Jirapon Tubtimhin, Mr. Pornprom Ateetanan, Mr. Chayakorn Piyabunditkul, Ms. Sukritta Udom, Prof. J. P. Auffret, Mr. Mohd Adzman Haji Musa, Dr. Rashid Bin Abraham, Mr. Roberto Martinez, Mr. Philip Varilla, Prof. Sherwin Ona, Ms. Naoko Iwasaki, Ms. Tran Nhat Le, Ms. Mik Noraini Nik Ya, Ms. Diana Ishmatova, Ms. Tian Tian, Ms. An Soon-Hwa, Ms. Jingle Concon-Allam, Ms. Sonoe Sugiura, Mr. Luis Orihuela, Mr. Pingky Dezar Zulkarnain and Mr. Samuel B. Allam (acting clerk).

3. Agenda. The proposed agenda was approved (Future Plans). Prof. Toshio Obi welcomed the two guests from Thailand, Prof. Dr. Pairash Thajchayapong, Permanent Secretary of Ministry of Science and Technology and Dr. Thaweesak Koanatakool, Director of NECTEC before proceeding to the next agenda.

4. Minutes of the previous meeting. The minutes of the first (12 September 2005) meeting held in the same venue was approved after a few amendments. It was presented by Mr. Jirapon Tubtimhin, Director of Government Information Technology Infrastructure (GITI), National Electronics and Computer Technology Center (NECTEC), Thailand.

5. Supporting remarks by Prof. Dr. Pairash Thajchayapong and Dr. Thaweesak Koanatakool followed thanking everyone for their cooperation. Recommended some idea and expressed confidence on the success of the joint research project.

6. Future plans were discussed. On top of it is the training establishment of the Institute of CIO. Prof. Obi asked Prof. Auffret from US about the concept of the future first workshop for the eDevelopment of Model Government CIO Councils in the US in 2006. He also gave some idea about the second workshop for a new project which will be held in Tokyo in June next year. He mentioned that it may possibly be co-sponsored with OECD.

He also reminded about the third workshop in Indonesia for the current Project which will be held on November 28-30, 2005 as decided by the Heads of Delegates (HOD) during the its meeting on September 13.

Mr. Roberto Martinez, Senior Consultant, e-Government and IT Policy Unit, Ministry of the Public Function, Mexico suggested that a written outline of the coming workshop should be given to each member economy earlier.

Mr. Jirapon Tubtimhin discussed the design model and reiterated that it still needs to be improved. He also pointed out that the final draft will be available before the end of this month.

7. Final comments. Each member economy gave a short opinion/remarks of the workshop.

8. Closing Remarks. Mrs. Sudaporn Vimolseth, APECTELWG, HRDSG:-Deputy Convener, and Vice President of TOT Academy, TOT Corporation Plc., Thailand thanked everyone for their contribution and bid everyone farewell.

9. Adjournment. The meeting was closed at 10:30 on 14 September 2005.

C3.3 3rd Workshop in Japan

The third JRT was held in Jakarta, Indonesia during 28-30 November 2005 at Depkominfo Building Jl. Merdeka Barat No.9 Jakarta, Indonesia

1) Objective

- To make Comments and Recommendations on Survey Result and draft detailed design paper

2) Expected Outcome

- draft detailed design paper

3) Agenda

Day 0 : 27 November 2005

19:00-22:00 Welcome Dinner

Day 1 : 28 November 2005

9:00-15:00

Welcome Remarks

By **Mr. Djoko Agung Harijadi**
Director for e-Government

on behalf of **Mr. Cahyana Ahmadjayadi**
Director General for ICT Application
Ministry for Communication and Information Technology
The Republic of Indonesia

Presentation by delegates and Discussion

15:00-15:30

Courtesy Call to Minister of ICT

- -GCIO
- -E-government

16:00-19:00

Visiting PT INDOSAT

Venue: Indosat Building Jl. Merdeka Barat No.1 Jakarta

19:00-20:00

Dinner

Venue: Indosat Building Jl. Merdeka Barat No.1 Jakarta

Day 2 : 29 November 2005

10:00-12:00

Visit RISTI Telkom

Venue: Bandung City West Java

13:00-16:00

Visit ITB ICT Research Center

Venue: Bandung City West Java

19.00-21.00

Dinner

Day 3 : 30 November 2005

9:00-11:00

Wrap Up

- Draft of Minutes of Meeting
- Draft of Jakarta Dialogue
- Draft of Internatinal of CIO Academy

4) List of Participants

No.	Economy	Name	Title	Organization
1.	Indonesia	Mr. Djoko Agung Harijadi (Project Overseer)	Special Advisor E-Government	Ministry of Communication and Information
2.	Indonesia	Mr. Boni Wahyu Pudjianto (Researcher)	Head Sub Division for e-Government Application Development	Ministry of Communication and Information
3.	Indonesia	Dr. Hary Budiarto, MKom (Researcher)	Head Division of Program and Planning For ICT Application Research Center of ICT and Media	Ministry of Communication and Information
4.	Indonesia	Mr. Heru Supriyatno (Researcher)		Ministry of Communication and Information
5.	Indonesia	Mr. Lukman (Researcher)	Head Section for e- Government	Ministry of Communication and Information
6.	Japan	Mr. Katsuyuki Imamura (Speaker)	President	Washington Strategy Group
7.	Japan	Mr. Shunsuke Iwasaki (Researcher)	Researcher	Graduate School of Global Information and Telecommunication Studies, Waseda University
8.	Japan	Mr. Luis Orihuela (Researcher)	Researcher	Graduate School of Global Information and Telecommunication Studies, Waseda University
9.	Japan	Ms. Jayne Abrenica- Monteza (Researcher)	Researcher	Graduate School of Global Information and Telecommunication Studies, Waseda University
10.	Malaysia	Dr. AB. RASHID BIN AB. RAHIM (Researcher)	Head of Training	INTAN Management Technology Centre
11.	Malaysia	MR MOHD. ADZMAN MUSA (Researcher)	Deputy Director General & Chief Information Officer	Malaysian Administration Modernisation and Management Planning Unit (MAMPU)
12.	Mexico	Mr. Roberto Martinez (Speaker)	Senior Consultant	e-Government and IT Policy Unit, Ministry of the Public

No.	Economy	Name	Title	Organization
				Function
13.	Philippines	Mr. Philip Varilla (Researcher)	Telecom Planning and Policy	OIC. Telecom Planning and Policy Division, CICT
14.	Philippines	Prof Sherwin Ona (Researcher)	Professor , Advisor to the Commissioner for Human Capital Development	De La Salle University
15.	Thailand	Ms. Sudaporn Vimolseth (Researcher)	Vice President	TOT Academy, TOT Public Company Limited
16.	Thailand	Mr. Jirapon Tubtimhin (Project Overseer)	Director, Government Information Technology Infrastructure (GITI) Project	NECTEC, NSTDA
17.	Thailand	Mr. Pornprom Ateetanan (Researcher)	Head of Technology Transfer Team, GITI	NECTEC, NSTDA
18.	Thailand	Ms. Sukritta Udom (Researcher)	Computer System Analyst, GITI	NECTEC, NSTDA
19.	Thailand	Mr. Boonchai Charoendouysil (Researcher)	Computer System Analyst, GITI	NECTEC, NSTDA
20.	Viet Nam	Dr. Nguyen Thanh Phuc (Researcher)		
21.	Viet Nam	Ms. Tran Thi Cam Huong (Researcher)	Training officer	Department General of Organisation and Personnel, Ministry of Posts and Telematics

5) Meeting Minute

MINUTES OF THE MEETING

APEC GCIO 3rd Joint Researcher Team Workshop

November 28-30, 2005

Ministry of Communication and Information Technology

Jakarta, Indonesia

Minute 1:- Call to order

The Chairman, Mr. Djoko Agung Harijadi, called the meeting to order at 9:30, November 28, 2005 in the B2 Floor, Ministry of Communication and Information Technology (Kominfo), Jl. Medan Merdeka Barat No.9 Jakarta 10110.

Minute 2:- Record of attendance from 6 member economies:

The members from 6 APEC economies presence in the 3-day workshop were

- <u>Japan</u> :	Mr. Mr. Mr. Ms.	Katsuyuki Imamura Shunsuke Iwasaki Luis Orihuela Jayne Abrenica-Monteza
- <u>Malaysia</u> :	Mr. Dr.	Mohd Adzman Haji Musa Rashid Bin Abraham

- <u>Philippines</u> :	Prof. Mr.	Sherwin Ona Philip Varilla
- <u>Thailand</u> :	Mr. Mrs. Mr. Ms. Mr.	Jirapon Tubtimhin Sudaporn Vimolseth Pornprom Ateetanan Sukritta Udom Boonchai Charoendouysil
- <u>Viet Nam</u> :	Dr. Ms.	Nguyen Thanh Phuc Tran Thi Cam Huong
- <u>Indonesia</u> :	Mr. Mr. Mr. Mr. Mr.	Djoko Agung Harijadi Boni Wahyu Pudjianto Hary Budiarto Heru Supriyatno Lukman

Minute 3:- Welcome Remarks

Mr. Djoko Agung Harijadi, Director for e-Government, Ministry of Communication and Information Technology (Kominfo) Indonesia and Co-Project Overseer, officially on behalf of Director General for ICT Applications, Mr. Cahyana Ahmadjayadi opened the workshop and conveyed his welcome remarks by acknowledging the participants and members of the Joint Researchers Team (JRT) the Indonesia's full support to this GCIO project. He also addressed his belief that GCIO Training Model which is an outstanding outcome of this project will help further drive GCIO development among APEC members by this unique guideline.

Minute 4:- 1st Presentation

Mr. Jirapon Tubtimhin, Director of Government Information Technology Infrastructure (GITI), National Electronics and Computer Technology Center (NECTEC), Thailand and Co-Project Overseer, gave the background and importance of the workshop and elaborated the latest draft version of an adaptive APEC GCIO Training Model which has been based on the conceptual designed model resulted from the 2nd APEC GCIO Joint Researcher Team Workshop in Tokyo. The draft model has also been reviewed by taking into account the comments from members of the JRT, valuable inputs from the returned questionnaires launched by this project and sources of knowledge and norms.

The core idea of this adaptable APEC GCIO Training Model is to incorporate parameters and-or factors comprised of GCIO Responsibilities, GCIO Education Background, GCIO Core Competencies, GCIO Institutionalization, Maturity Level of ICT and e-Government Development, Findings from the survey and Existing training courses of each single economy which are pertaining to the GCIO development. The parameters/factors are then derived into areas of subjects or content from which two categories of training courses/curricula: "standard/recommended set" and "tailor-made set" are formulated. Some recommended training curriculums are provided for member economies as ready made packages under both categories. This simple and flexible model can help each single APEC economy to design and formulate its own training courses for GCIOs as per its requirement which is based on the related parameter(s).

The draft GCIO training model is not yet the final version since some brush-ups are still needed to accommodate those meaningful recommendations and comments given by member of economies during the workshop. At the same time more comments are also encouraged until the deadline of December 15, 2005 when final report has to be wrapped-up and proceeded to submit to the APEC secretariat as committed.

The meeting went on until member economies in the meeting resolved that:

- 1) In principle the draft GCIO training model presented by Mr. Jirapon Tubtimhin is unanimously endorsed.
- 2) The final version of the GCIO training model needs an endorsement from APECTEL 33 to be held in Calgary, Canada during the month of April 2006.
- 3) Training institutes within APEC region needed to be organized voluntarily for deploying the GCIO training model. The set-up institutions should be endorsed by APEC as well as be networked within the APEC region.

Refreshment (11:05 – 11:20 a.m.)

Minute 5:- 2nd Presentations

Mr. Jirapon Tubtimhin from NECTEC, Thailand as Co-Project Overseer, proposed to the meeting that in order to reinstate the proof of concept, this GCIO training model needs to be deployed within APEC member economies. Members who joined in the 3-day workshop uniquely agreed on the idea and resolved that a new proposal to APECTEL 33 should be shaped up to accomplish the mentioned proof of concept.

A conceptual idea on this new project namely, but not limited to, “Deployment of GCIO Training Model and Networking for e-Government Development” was presented to the meeting of JRT members who finally endorsed the idea and resolved that a new project proposal based on the presented concept be drafted up to submit to HRDSG for seeking APEC funding during APECTEL33 meeting to be held in Calgary.

Framework of the new project proposal is as follows:

The new project will be co-proposed by Thailand and Indonesia and co-sponsored by Japan, Malaysia, Philippines, United States of America and Viet Nam.

Three pilot training courses are expected to incorporate mainly face to face learning options and one distant/online learning if possible as supplementary. Venues for pilot training are to be decided however Thailand and the United States of America are at this stage offering to host while the rest sponsoring economies show their interests and will need further details and consultation with their related authorities.

JRT needs to conclude the draft of new project proposal within February 2006 and submit to APEC Secretariat accordingly as new project for implementation in 2007.

Lunch Break (12:00 – 13:00 p.m.)

Minute 6:- Acknowledgement

Member economies who gathered in this 3-day workshop were acknowledged on Information about Japanese initiative to organize at a global level of CIO Academy. This international academy will aim at cross-regional cooperation among CIOs both from public and private sectors on academic and research and development activities. Official announcement of this newly set-up international academy for CIOs is planned to be by June 2006. For APEC member economies, the academy will be an inter-regional arena for CIOs cooperation in the area of ICT development as well as to actively promote 3ps cooperation within the context of the academy.

Japanese delegation led by Prof. Imamura also addressed to the meeting that around June 2006, Waseda University, Japan will host an international CIO Forum for sharing experiences among CIOs both from public and private sectors from all over the world. The Japanese organizer would like the forum be acknowledged about the APEC GCIO Training Model and current status of deployment of this model in order for extending cooperation on deployment of this model internationally in due courses.

Minute 7:- Further work plan

1. To refine the adaptive APEC GCIO Training Model and submit it to APEC for seeking the endorsement
2. To form up and propose a new project namely "Deployment of GCIO Training Model and Networking for e-Government Development" to APECTEL 33 to be held in Calgary.
3. To preliminary study and prepare "The development of GCIO Councils" which will start from January 2006 until December 2006

The 3-day workshop was wrapped-up by issuing "Jakarta Dialogue" which addressed the main outcome of the workshop comprised of

- 1) Endorsement of the GCIO training model as outcome of this TEL 05/2005 Project which has been co-sponsored by Indonesia, Thailand, Japan, Malaysia, Philippines, Viet Nam and United States of America.
- 2) An endorsement of the GCIO training model is needed officially from APECTEL 33 in Calgary, Canada which will be held during the month of April 2006.
- 3) Training institutes within APEC region needed to be organized voluntarily for deploying the GCIO training model. The set-up institutions should be endorsed by APEC as well as be networked within the APEC region.
- 4) This GCIO training model needs to be deployed within APEC member economies. Therefore member economies in the workshop uniquely agreed to co-sponsor a new project proposal to be submitted to HRDSG during APECTEL33 meeting in Calgary, Canada for seeking APEC funding.
- 5) APEC member economies which gathered in this workshop have agreed to continue their cyber networking through <http://cio-networking.giti.nectec.or.th> in order to further strengthen the GCIOs development and institutionalization.

The 3-day workshop adjourned after the wrapped-up session on November 30, 2005.

Addendum:

To review all the relevant papers, please proceed to <http://see.nectec.or.th/cio-apectel/3rd-JRT.htm>

Relevant papers

- 1) Draft of Detailed design paper
- 2) Draft of Minutes of Meeting
- 3) Draft of International of CIO Academy

6) Jakarta-Dialogue

APECTEL
Jakarta Dialogue
Joint Researcher Team Workshop
TEL 05/2005 Project
Establishment of Government CIO Training Model
and Network for e-Government Development
November 30, 2005
Jakarta, Indonesia

The 3-day Joint Researcher Team Workshop in Jakarta, Indonesia on TEL05/2005 Project, namely “Establishment of Government CIO Training Model and Network for e-Government Development” during November 28-30, 2005 has fulfilled its objectives written, to discuss among “Joint Researcher Team” on survey results, needs and requirements of GCIO Training Course Development, further actions to accomplish the Government CIO (GCIO) Detailed Design Paper and future plan of the project.

Member economies’ 20 officials comprising of 1 speaker and 3 researchers from Japan, 2 researchers from Malaysia, 2 researchers from Philippines, 1 speaker and 4 researchers from Thailand, 2 researchers from Viet Nam and 5 researchers from Indonesia who joined the workshop and activities related to the workshop, have previously agreed and would like to reinstate here that this project would contribute to related e-Government development agencies as well as institutions and business entities in regard to GCIOs capacity building since the GCIOs will be more and more becoming key strategic players on the ICT projects implementation on behalf of senior executive teams in their agencies/departments.

Therefore the APEC member economies which gathered in this workshop unanimously endorsed resolutions which comprise of:

- 1) Endorsement of the GCIO training model as outcome of this TEL 05/2005 Project which has been co-sponsored by Indonesia, Thailand, Japan, Malaysia, Philippines, Viet Nam and United States of America.
- 2) An endorsement of the GCIO training model is needed officially from APECTEL 33 in Calgary, Canada which will be held during the month of April 2006.
- 3) Training institutes within APEC region needed to be organized voluntarily for deploying the GCIO training model. The set-up institutions should be endorsed by APEC as well as be networked within the APEC region.
- 4) This GCIO training model needs to be deployed within APEC member economies. Therefore member economies in the workshop uniquely agreed to co-sponsor a new project proposal to be submitted to HRDSG during APECTEL33 meeting in Calgary, Canada for seeking APEC funding.
- 5) APEC member economies which gathered in this workshop have agreed to continue their cyber networking through <http://cio-networking.giti.nectec.or.th> in order to further strengthen the GCIOs development and institutionalization.

In order to sustain the development of GCIO, member economies in this workshop unanimously reinstate again to support the 3Ps development approach to further strengthen and institutionalize the cooperation and partnership between the private and public sectors’ CIOs.

Last but not least, in realization of the ultimate objective of this project that is to deploy this adaptive model within APEC region, member economies in this workshop strongly express their support to a certain extent of collaboration with other development communities which include OECD and World Bank Institute to further and jointly develop and deploy a common GCIO training model in order to harmonize the GCIO development among international cooperation communities.

To this end, member economies included in this workshop have recognized the Japanese initiative of GCIO in organizing at a global level, namely International Academy of CIO where CIOs from both public and private sectors could join their efforts on enhancement of cooperation through academic and research and development activities for further development. The Academy will be formed up and announced in due course expectedly by June 2006.

Drafted by Joint Researcher Team

Edited by Jirapon Tubtimhin, Project Overseer

November 30, 2005



C4 GCIO Policy Body Concept

1. Concept of Model

The proper establishment of either a CIO council or in other similar of CIO policy bodies will be able to fill the gap government administration and those who are implementers and practitioners in the projects, as far as the e-Government Development is concerned. Moreover the unique form of CIO institution among the APEC member economies will help enhance cooperative networking on implementation of ICT infrastructure and e-Services integration under e-Government strategy which is an essential development component of the e-APEC strategy. APEC members participated in APECTEL 29 in Hong Kong China has confirmed this need by putting in a minute quoted from the Chairperson's report for the systematic regional CIO training model and CIO Council.

The report monitored and assessed the progress made by APEC economies to date and recommends actions needed to implement the Strategy. The study in relevant to the topic of "Stepping up Integrated e-Government Services" indicated some key issues that:

- e-Government is a core element of government structural/ financial reform and there is a need to accelerate its implementation.
- IT capacity building is important for digital opportunities in e-Government and the training of Chief Information Officers should be a foundation for further human capacity building efforts.
- Leadership is needed to establish global standards for an e-Government framework

Due to its central role in e-Government and in information technology industry development, the CIO community plays an important role in fostering the Information Society. Therefore, Thailand and Indonesia are jointly proposing this project with the Japan, Philippines, Malaysia, United States of America and Viet Nam as co-sponsors aiming at a Development of Model Government CIO Councils.

2. Profile of Concept

The project will utilize the concept of a joint research work teamed up among participating member economies. The joint researcher team will also include some active government CIOs, as well as related government authority's officials and is closely associated by the APEC e-Government Research Center.

The research activities will consist of conducting survey, literature review of an appropriately adaptable model of government CIO policy body for e-Government development and implementation and focus on following agenda.

- Formation of a work group under APECTEL HRDSG
- Close consultations with APEC e-Government Research Center
- Close consultations with academic institutions which have knowledge and experiences on CIO Council implementation

All APEC member economies will be encouraged to participate in the joint research activities and in discussion sessions on Framework of establishment GCIO policy body in the planned workshops.

Thailand will coordinate for literature review and workshop on CIO Council related activities in APEC member economies and the output will be a present status report, a requirement analysis report and a conceptual design on government CIO policy body model.

Japan via APEC e-Government Research Center, Waseda University and United States of America via George Mason University will be the host for the joint research activities. Philippines, Malaysia, Viet Nam, Indonesia and Thailand will participate in the Joint researcher team.

C5 GCIO Model of Deployment

1. Local CIO Model

Tailor-made Courses /Curricula are those courses that organized for specific requirement of specific group of GCIOs. Each single economy can design accordingly, suitably for its own localization of capacity building of GCIOs and to facilitate member economies in its tailor-makings. Guidelines of Courses are selected as Regional CIO Model or APEC CIO Model.

2. Regional CIO Model

Considering all defined parameters results in a simple standard set of Training Courses / Curriculum which are divide into a norm of 3 stages as per prior analysis in the conceptual design phase.

Within the division of 3 scheme of the advancement of GCIO development as mentioned above, GCIO training model needs to be conceptually defined accordingly so that member economies can fit themselves into and benefit from the proper designed model. The 3 stage conceptual model is so to define as follows:

Stage 1: As indicated above the economies in Scheme 1 which fall in this stage 1 category will find themselves to start from scratch in terms of GCIOs development. Therefore, framework for GCIOs training will start from the very foundation level. Training courses for building up awareness on the importance of organizing GCIOs are needed. Then series of courses ranging from organizing GCIO, roles and responsibilities, the whole cycle of ICT project management and some basic principles regarding IM and IT implementation are required.

Stage 2: The economies which fall in Scheme 2 category will find their GCIOs capacity building surrounded within the contexts to brush up their e-Services development. The training model framework will be focused on the standard modules of IM and IT implementation in the applied environment. Courses to manage integration and networking are required in order for GCIOs to get acquainted with the conditions of cross agency development. Fora and seminars for building awareness of the importance of human networking and GCIO institutionalization are needed as well.

Stage 3: This model will accommodate GCIOs in APEC member economies categorized in scheme 3. Conceptual framework of training model will focus mainly on enterprise architecture, solution and standard. E-Government services are quiet in the mature state so that CRM and Supply Chain Management are needed to enhance the citizen-centric applications. Some tailor-made courses to suit each departmental customization are also encouraged in order to enhance GCIOs ability to cope with such dynamic requirement environment.

Stage 1	Stage 2	Stage 3
- Awareness of GCIO	- e-Services Development	- Leadership/Managerial
- GCIO Roles and Responsibilities	- Information Management	- Capital Planning and Investment Assessment
- Process /Change Management	- Information Technology Management	- IPR Management
- Office Automation Management	- Government Information and Network Integration	- e-Government/ e-Business/ e-Commerce
- Policy and Organization	- GCIO Networking and Institutionalization	- System Ergonomics
- Information Resources Strategy and Planning	- ICT Project Management	- IT security/information assurance
- IT Performance Assessment: Models and Methods	- Process /Change Management	- Quality Assurance
- Project/Program Management	- Policy and Planning Management	- Web Service Technology
- Acquisition Management	- Network Management	- Services Oriented Architecture
- Presentation Tools and Technology	- Information Resources Strategy and Planning	
- Fundamental of Customer Relationship Management	- Customer Relationship Management Best practices	- Advanced Customer Relationship Management
- Fundamental of Enterprise Architecture	- Enterprise Architecture (Intermediate)	- Advanced Enterprise Architecture
- Application and System Support		

3. APEC CIO Model

There is Maturity Level of ICT and e-Government Development for applying of APEC CIO Model, shown as below:

<p>Concerns of developing and least developed economies</p>	<ul style="list-style-type: none"> - Basic Telecommunications - Basic Access to the Internet - Human Capacity Building - Affordable Access Devices (PCs, PDA) - National ICT Policy and Plan - Threat of Liberalization - Appropriate Software (Legal, compact, low cost) - Local Language enabled on Computers - Creation of Local Contents - Portal Sites - e-Government - Government Facilitation - Standards in manufacturing, safety, health 	<ul style="list-style-type: none"> - Principle of Organizational Telecommunications Management - Collaborative working with Internet - Information Resources Strategy and Planning - Software Utilization in organization - Software Assurance - Content Management Tools - Intranet / Internet Development - e-Government / e-Business/ e-Commerce
<p>Concerns of developed economies And industrial leaders</p>	<ul style="list-style-type: none"> - IT-Laws (e-Transaction, e-Signature, Computer Crime, Data Protection) - Security -- Information/ System/Network - Authentication and Certification, PKI - Broadband Access (Corporate, home) - IT-Manpower development - Regional Networking Collaboration - Opportunities from Liberalization and Regionalization - e-Marketplaces - e-Payment infrastructure - Consumer Protection - Cross Border Certification - Intellectual Property rights Protection - Privacy 	<ul style="list-style-type: none"> - e-Government development awareness creation - ICT Relevant Law - IT Security / Information Assurance - Principle of Public Key Infrastructure - GCIO Training Course - Government ICT Personnel Training Course - Establishment of GCIO Networking / GCIO Council - Intellectual Property rights Management

ANNEX D

Presentations from 1st Joint Researcher Team Workshop

ANNEX D1

**Practices and Lessons Learned from CIO Course,
Waseda University
by Prof. Toshio Obi**

ANNEX D2

**e-Leadership and Public Policy Challenges in Mexico
by Mr. Roberto Martinez**

ANNEX D3

IT Drive

by Mr. Chaicharearn Atibaedya

ANNEX D4

**Tools for Government ICT Personnel Skills and Career Path
Development
by Dr. Thaweesak Koanantakool**

ANNEX D5

**Development of GCIO in Indonesia
by Mr. Boni Pudjianto**

ANNEX D6

**E-Government Training Program
by Prof. Sherwin E. Ona and Mr. Philip Varilla**

ANNEX D7

**Agenda Briefing and Discussion Point Establishment of GCIO
Training Model and Network for e-Government Development
by Mr. Jirapon Tubtimhin**

ANNEX E

Presentations from 2nd Joint Researcher Team Workshop

ANNEX E1

**Progress & Status Report
by Mr. Jirapon Tubtimhin**

ANNEX E2

**Federal CIO Background and Recent U.S. CIO Initiatives
by Prof. J. P. Auffret**

ANNEX E3

E3: World e-Government Rankings by Mr. Kuninori Suzuki

ANNEX E4

**Malaysian Public Sector Chief Information Officer (CIO)
by Mr. Mohd Adzman Haji Musa**

ANNEX E5

**Developing CIOs as agents for e-Development and e-Leadership
by Mr. Roberto Martinez**

ANNEX E6

**G-CIO Viet Nam
by Mr. Pham Quoc Hoan**

ANNEX F

Presentations from 3rd Joint Researcher Team Workshop

ANNEX F1

**Establishment of GCIO Training Model and Network for e-
Government Development
by Mr. Djoko Agung Harijadi**

ANNEX F2

**Development of GCIO in Indonesia
by Mr. Djoko Agung Harijadi**