



DIGITAL GOVERNMENT REVIEW OF BRAZIL

KEY FINDINGS

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A man in a dark suit and tie is shown from the chest up, pointing his right index finger towards a glowing, circular digital interface. The background is a complex, futuristic digital landscape with various data visualizations, including a world map, a globe, and several charts. The overall color scheme is dominated by blues and greys, with bright highlights from the digital elements. The man's expression is focused. The digital interface he is pointing at has a central glowing point and radiating lines, suggesting a selection or activation of a feature. The background features a large world map on the left, a globe on the right, and various data panels and charts scattered throughout, creating a sense of a high-tech, data-driven environment.

**Governments
operate in a new
policy scenario**



Digital Transformation of the Public Sector

Digital governments for digital economies and societies

Analog government

Closed operations and internal focus, analogue procedures

E-Government

Greater transparency and user-centred approaches, ICT-enabled procedures

Digital Government

Open and user-driven approaches, process and operational transformations



What are the main characteristics of a Digital Government?

Digital by Design

Open by Default

User-Driven Approach

Proactiveness

Government as a Platform

Data-Driven Public Sector





OECD Recommendation on Digital Government Strategies



Openness and Engagement

- 1) Openness, transparency and inclusiveness
- 2) Engagement and participation in a multi-actor context in policy making and service delivery
- 3) Creation of a data-driven culture
- 4) Protecting privacy and ensuring security

Governance and Coordination

- 5) Leadership and political commitment
- 6) Coherent use of digital technology across policy areas
- 7) Effective organizational and governance frameworks to coordinate
- 8) Strengthen international cooperation with other governments

Capacities to Support Implementation

- 9) Development of clear business cases
- 10) Reinforced institutional capacities
- 11) Procurement of digital technologies
- 12) Legal and regulatory framework

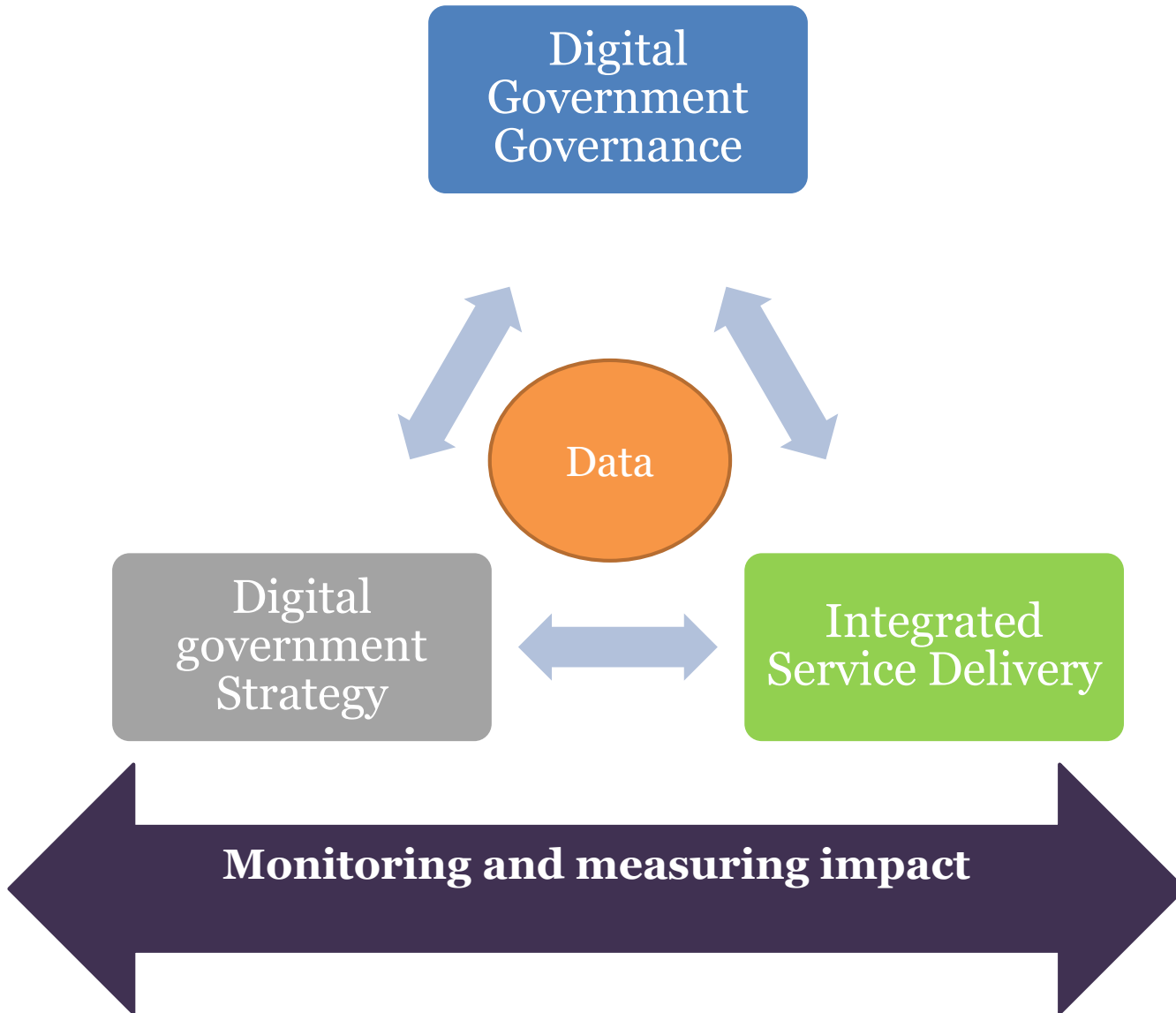
Creating Value Through the Use of ICT

9 non-OECD countries adopted

Non-OECD members: Colombia, Costa Rica, Egypt, Kazakhstan, Lithuania, Morocco, Panama, Peru, Russia



Creating a virtuous cycle





DIGITAL GOVERNMENT REVIEW OF BRAZIL

Towards the Digital Transformation of the Public Sector



1. Strengthening governance and institutional frameworks



2. Institutional capabilities for sound policy implementation

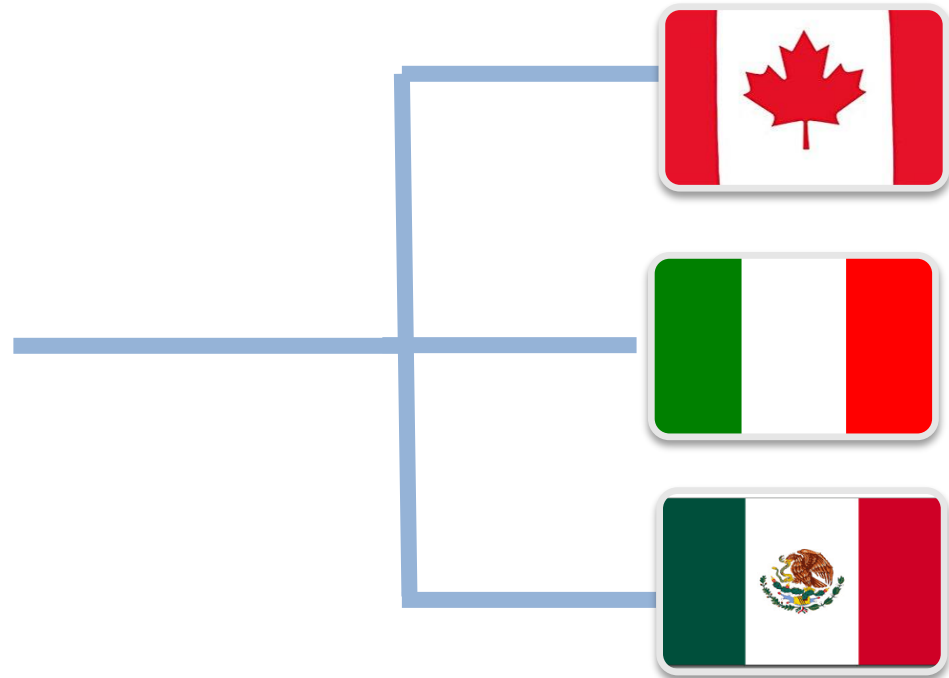


3. Fostering openness for improved service delivery





Peer Learning





Treading the Path

Missions in April
and July 2017

Oct-Dec 2017 -
Survey

July 2018 Final
Report and
Publication in the
Summer



September 2017
Key Findings in
E-Leaders 2017

May 2018
Launching
of the Key
Findings

E-
Leaders
2018
Korea





KEY FINDINGS



1. Strengthening governance and institutional frameworks





COMPREHENSIVE POLICY FRAMEWORK FOR DIGITAL GOVERNMENT: CONNECTING VS FRAGMENTATION

- Revised Digital Governance Strategy and new Strategy for the Digital Transformation
- But multiple policies can negatively affect a clear whole-of-government vision and horizontality
- Clear and connected policy framework should be assumed as a priority





INSTITUTIONAL SET UPS : CLEAR LEADERSHIP AND POLITICAL SUPPORT ARE NEEDED

- Recognized leadership role of Secretariat of Information and Communication Technologies (SETIC)
- Key role of *Casa Civil*
- Policy levers are necessary (e.g. funding mechanisms, evaluation of ICT expenses, monitoring responsibilities)

Chief Digital Transformation Officer (CDTO) should be considered: strategic profile vs technical





COORDINATION AND CULTURE OF COOPERATION

- Some mechanisms of institutional organisation are in place (e.g. National Debureaucratization Council, SISP)
- Coordinating process of digital champions for inter-ministerial cooperation should be considered
- Enhanced interministerial and cross level cooperation at all levels (technical and political) to support horizontal actions





2. Institutional capabilities for sound policy implementation





DIGITAL CAPACITIES AND SKILLS

- Digital skills are understood as a priority
- Specific initiatives to attract, train and retrain are necessary
- Leadership development is needed
- Digital culture needed (occasion and incentives)





STREAMLINING DIGITAL TECHNOLOGIES INVESTMENTS

- Coordination is necessary for optimised investments
- Some instruments to consider:
 1. Budget thresholds,
 2. Business case approaches
 3. Project management standardized models
 4. Agile project management





FROM ICT PROCUREMENT TO DIGITAL COMMISSIONING APPROACH

- Strategic decisions to improve expenses and assure:
 - A. Alignment of digital technologies investments w/ priorities
 - B. Demand aggregation – savings and efficiencies
 - C. Widespread use of standards in acquisitions - interoperability
 - D. Open contracting standards - transparency
 - E. ICT Commissioning innovative approaches - collaborations





3. Fostering openness for improved service delivery





BOOSTING AN OPEN, COLLABORATIVE AND ENGAGING CULTURE

- Several emblematic projects (e.g. Brazilian Internet Bill of Right, Marco Civil da Internet, Public Software, Electronic Voting, Participa.br)
- Consensus around the need for improvement
- Release of datasets as open data to reduce risks of conflict of interest



Enhanced communication , collaboration and engagement is needed – for value co-creation and civic empowerment



KEY ENABLERS FOR THE INTEGRATED DEVELOPMENT OF DIGITAL GOVERNMENT

- Efforts are underway and key enablers are considered a priority
- Challenges and opportunities to consider
 - Improving interoperability (data, IT, registries) supported by policy levers
 - Open data strategy
 - Digital identity framework





TRANSFORMING DIGITAL SERVICE DELIVERY

- Transactional services are being developed
- Services Portal (Portal de Serviços) as the main federal one stop shop to improve the fragmented dig services panorama
- Platform of Digital Citizenship as an opportunity
- Integration for proactive services – simple and tailored





MUITO OBRIGADA!

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#digitalgov

#opendata

#digitaltransformation