DIGITAL GOVERNMENT PRINCIPLES, PRACTICE AND RESEARCH

MODULE 2: DIGITAL GOVERNMENT EVOLUTION

TOMASZ JANOWSKI
GDAŃSK UNIVERSITY OF TECHNOLOGY, POLAND
DANUBE UNIVERSITY KREMS, AUSTRIA

ELSA ESTEVEZ AND PABLO FILLOTRANI
UNIVERSIDAD NACIONAL DEL SUR, ARGENTINA

AIM

1	To explain the evolution of the technology use by government
2	To present a model able to precisely characterize this evolution
3	To apply the model to explain the reasons and predict the evolution
4	To show how the model captures both positive and negative impact
5	To present some evidence in support of the Digital Government evolution
6	To describe what the transition to the highest Digital Government evolution stage entails

OVERVIEW

1	EVOLUTION	How is the use of digital technology by government evolving?
2	MODEL	How to characterize the Digital Government evolution?
3	INTERPRETATION	How to interpret and explain the Digital Government evolution?
4	THE DARK SIDE	Can the model explain both positive and negative sides of Digital Government?
5	EVIDENCE	What evidence exists in support of the Digital Government evolution?
6	AGENDA	What does the transition to the highest Digital Government evolution stage entail?
7	SUMMARY	What was covered by this module?

HOW IS THE USE OF DIGITAL TECHNOLOGY BY GOVERNMENT EVOLVING?

TECHNOLOGY IN GOVERNMENT

GOALS	Establishing government portals
	Automating administrative processes
	Providing online access to public services
CHALLENGES	Connecting agencies, citizens and businesses to the Internet
	Ensuring interoperability of systems run by different agencies
	Connecting legacy systems to other systems and the Internet
LIMITATIONS	Technology can only deliver if accompanied by organizational change
	Developing more mature services raises organizational issues
	Technological development alone does not produce public value

ELECTRONIC GOVERNMENT

GOALS	Reengineering administrative processes
	Enabling collaboration between government agencies
	Offering services across agencies according to the needs of citizens
CHALLENGES	Hierarchical organization, inward looking culture and lack of collaboration
	Orientation on maintenance, not outcomes
	Resistance to change
LIMITATIONS	Higher service maturity may not lead to higher usage
	Lack of public consultation and capacity building are sources of failure
	Internal government transformation alone does not create public value

ELECTRONIC GOVERNANCE

GOALS	Utilizing social media to engage citizens in government decision-making Making government data available for businesses to build public services Integrating public, private and non-profit services into one service space
CHALLENGES	Digital divide – gender, age, socio-economic, geographic, etc. Lack of trust – citizens not trusting government, government not trusting citizens Engaging non-state actors in public service delivery
LIMITATIONS	Beyond better relationships – how to directly improve conditions for citizens? ○ What local/sectoral policy objectives to pursue? ○ How to pursue such objectives in given local/sectoral conditions? ○ What is the impact of meeting such objectives on localities or sectors?

POLICY-DRIVEN ELECTRONIC GOVERNANCE

GOAL	From improving the relationships between government and its constituencies To improving conditions of these constituencies to develop themselves
CHALLENGE	In order to fulfill its goal, EGOV cannot restrict itself to working on the national level or focus on addressing cross-sectorial issues alone.
APPROACH	Focus on specific application environments: ○ LOCATIONS: national, provincial and local levels ○ SECTORS: health, education, economy, environment, tourism, etc. Tailor response to the needs and circumstances of this environment in terms of: ○ choice of locally-relevant and/or sector-specific goals, ○ locally-acceptable and sectorally-feasible ways of pursuing such goals, ○ managing the impact of meeting such goals on the locations and sectors involved

POLICY-DRIVEN ELECTRONIC GOVERNANCE EXAMPLES

1	Building self-governance capabilities including local authorities, local security forces and local communities to counter specific urban security threats
2	Mainstreaming the use of assistive technologies by government organizations and across the society and economy to build elderly-inclusive information society
3	Partnering between national and local authorities, the tourism industry and the local community to develop local visitor economies

INTERACTION 6

WHICH LEVEL OF THE DIGITAL GOVERNMENT EVOLUTION IS CHARACTERIZING YOUR UNIVERSITY'S CURRENT ICT EFFORTS?

PROVIDE EXAMPLES.

OVERVIEW

1	EVOLUTION	How is the use of digital technology by government evolving?
2	MODEL	How to characterize the Digital Government evolution?
3	INTERPRETATION	How to interpret and explain the Digital Government evolution?
4	THE DARK SIDE	Can the model explain both positive and negative sides of Digital Government?
5	EVIDENCE	What evidence exists in support of the Digital Government evolution?
6	AGENDA	What does the transition to the highest Digital Government evolution stage entail?
7	SUMMARY	What was covered by this module?

HOW TO CHARACTERIZE THE DIGITAL GOVERNMENT EVOLUTION?

DIGITAL GOVERNMENT EVOLUTION – STAGE 1

NO	GOAL	STAGE	RESPONSES	CONTEXT
1	Digitizing government information, and automating operations and public service delivery systems	Digitization	Technology in Government	Technology

DIGITAL GOVERNMENT EVOLUTION – STAGE 2

NO	GOAL	STAGE	RESPONSES	CONTEXT
1	Digitizing government information, and automating operations and public service delivery systems	Digitization	Technology in Government	Technology
2	Improving the internal working and culture of government and facilitate institutional reform	Transformation	Electronic Government	Technology-enabled government organization

DIGITAL GOVERNMENT EVOLUTION – STAGE 3

NO	GOAL	STAGE	RESPONSES	CONTEXT
1	Digitizing government information, and automating operations and public service delivery systems	Digitization	Technology in Government	Technology
2	Improving the internal working and culture of government and facilitate institutional reform	Transformation	Electronic Government	Technology-enabled government organization
3	Engaging citizens and other non-state actors in government decision-making and building trust	Engagement	Electronic Governance	Technology-enabled government in larger society and economy

DIGITAL GOVERNMENT EVOLUTION – STAGE 4

NO	GOAL	STAGE	RESPONSES	CONTEXT
1	Digitizing government information, and automating operations and public service delivery systems	Digitization	Technology in Government	Technology
2	Improving the internal working and culture of government and facilitate institutional reform	Transformation	Electronic Government	Technology-enabled government organization
3	Engaging citizens and other non-state actors in government decision-making and building trust	Engagement	Electronic Governance	Technology-enabled government in larger society and economy
4	Enabling territories, communities, citizens, etc. to pursue development action by themselves	Contextualization	Policy-Driven Electronic Governance	Technology-enabled government enabling local/sectoral development

DIGITAL GOVERNMENT EVOLUTION – CHARACTERIZATION

NO	STAGE	CHARACTERIZATIONS		
		Internal government transformation?		
1	Digitization	no		
2	Transformation	yes		
3	Engagement	yes		
4	Contextualization	yes		
		Government		

DIGITAL GOVERNMENT EVOLUTION – CHARACTERIZATION

NO	STAGE	CHARACTERIZATIONS		
		Internal government transformation?	Transformation affects relationships with others?	
1	Digitization	no	no	
2	Transformation	yes	no	
3	Engagement	yes	yes	
4	Contextualization	yes	yes	
		Government	Governance	

DIGITAL GOVERNMENT EVOLUTION – CHARACTERIZATION

NO	STAGE	CHARACTERIZATIONS		
		Internal government transformation?	Transformation affects relationships with others?	Transformation is context (territory/sector) specific?
1	Digitization	no	no	no
2	Transformation	yes	no	no
3	Engagement	yes	yes	no
4	Contextualization	yes	yes	yes
		IMPACT		
		Government	Governance	Development

INTERACTION 7

JUSTIFY THE CURRENT LEVEL OF THE DIGITAL GOVERNMENT EVOLUTION FOR YOUR UNIVERSITY.

OVERVIEW

1	EVOLUTION	How is the use of digital technology by government evolving?
2	MODEL	How to characterize the Digital Government evolution?
3	INTERPRETATION	How to interpret and explain the Digital Government evolution?
4	THE DARK SIDE	Can the model explain both positive and negative sides of Digital Government?
5	EVIDENCE	What evidence exists in support of the Digital Government evolution?
6	AGENDA	What does the transition to the highest Digital Government evolution stage entail?
7	SUMMARY	What was covered by this module?

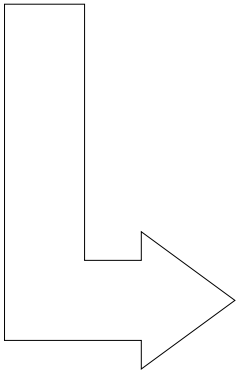
HOW TO INTERPRET AND EXPLAIN THE DIGITAL GOVERNMENT EVOLUTION?

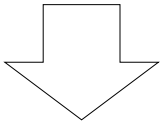
DG EVOLUTION – INTERPRETATION

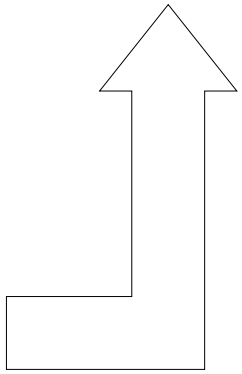
TECHNOLOGY

PRESSURES

INSTITUTIONALIZATION







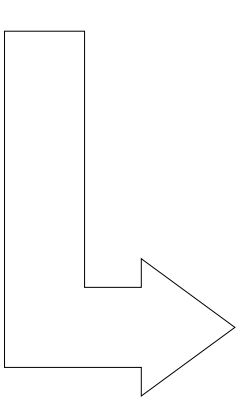
INNOVATIONS

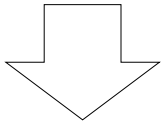
DG EVOLUTION – INTERPRETATION, DIGITIZATION

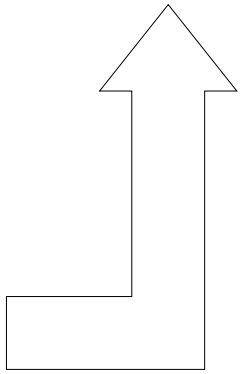
TECHNOLOGY
Office software
World Wide Web

PRESSURES
Improve internal efficiency
Increase information access

INSTITUTIONALIZATION
Paperwork reduction
Freedom of information







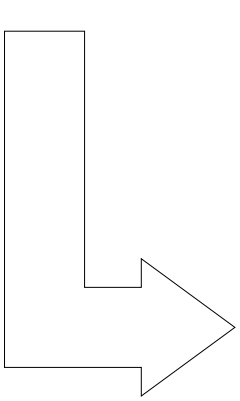
INNOVATIONS	
Computer-supported work	
Electronic public records	
Government information portals	

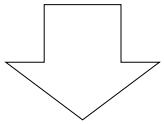
DG EVOLUTION – INTERPRETATION, TRANSFORMATION

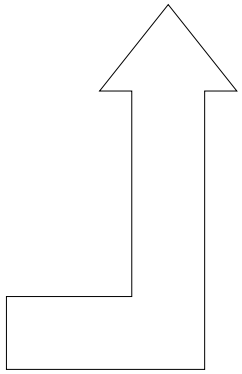
TECHNOLOGY
Office software
World Wide Web
Cloud computing
Big data and analytics

PRESSURES
Improve internal efficiency
Increase information access
Connect/integrate agencies
Smarter decision making

INSTITUTIONALIZATION
Paperwork reduction
Freedom of information
Whole of Government
Data-Smart Government







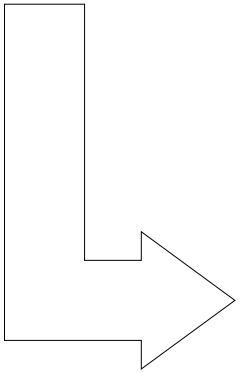
INNOVATIONS	
Computer-supported work	
Electronic public records	
Government information portals	
Organizational interoperability	
Shared government services	
Government technology leadership	

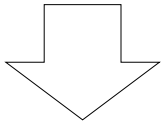
DG EVOLUTION – INTERPRETATION, ENGAGEMENT

TECHNOLOGY
Office software
World Wide Web
Cloud computing
Big data and analytics
Social networks
Mashups

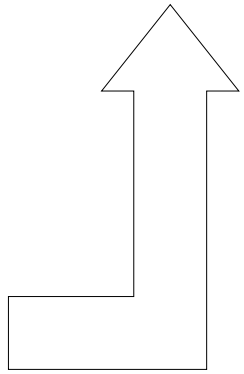
PRESSURES
Improve internal efficiency
Increase information access
Connect/integrate agencies
Smarter decision making
Reach out to citizens
Facilitate citizen oversight

INSTITUTIONALIZATION
Paperwork reduction
Freedom of information
Whole of Government
Data-Smart Government
Citizen Sourcing
Open Government





INNOVATIONS	
Computer-supported work	Crowdsourcing and co-delivery
Electronic public records	Participatory budgeting
Government information portals	Proactive government data release
Organizational interoperability	
Shared government services	
Government technology leadership	



DG EVOLUTION – INTERPRETATION, CONTEXTUALIZATION

TECHNOLOGY
Office software
World Wide Web
Cloud computing
Big data and analytics
Social networks
Mashups
Mobile platforms
Local big data, data mining

PRESSURES
Improve internal efficiency
Increase information access
Connect/integrate agencies
Smarter decision making
Reach out to citizens
Facilitate citizen oversight
Support self-governance
Develop industrial sectors

INSTITUTIONALIZATION
Paperwork reduction
Freedom of information
Whole of Government
Data-Smart Government
Citizen Sourcing
Open Government
Governance as a platform
Sectoral Digital Government

INNOVATIONS	
Computer-supported work	Crowdsourcing and co-delivery
Electronic public records	Participatory budgeting
Government information portals	Proactive government data release
Organizational interoperability	Mobile collaborative transport
Shared government services	Digital preventive healthcare
Government technology leadership	Digital social innovation

INTERACTION 8

PROVIDE THE INTERPRETATION OF YOUR UNIVERSITY’S CURRENT LEVEL OF THE DIGITAL GOVERNMENT EVOLUTION.

OVERVIEW

1	EVOLUTION	How is the use of digital technology by government evolving?
2	MODEL	How to characterize the Digital Government evolution?
3	INTERPRETATION	How to interpret and explain the Digital Government evolution?
4	THE DARK SIDE	Can the model explain both positive and negative sides of Digital Government?
5	EVIDENCE	What evidence exists in support of the Digital Government evolution?
6	AGENDA	What does the transition to the highest Digital Government evolution stage entail?
7	SUMMARY	What was covered by this module?

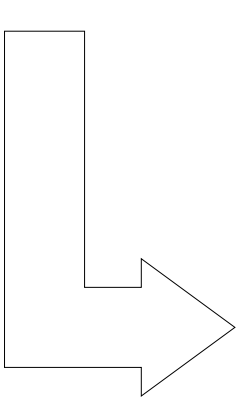
CAN THE MODEL EXPLAIN BOTH POSITIVE AND NEGATIVE SIDES OF DIGITAL GOVERNMENT?

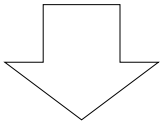
DG EVOLUTION – INTERPRETATION – POSITIVE SIDE

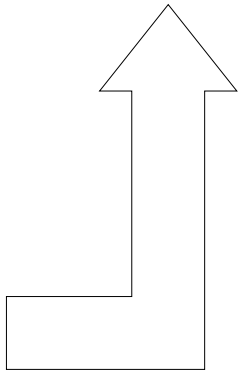
TECHNOLOGY

PRESSURES

INSTITUTIONALIZATION

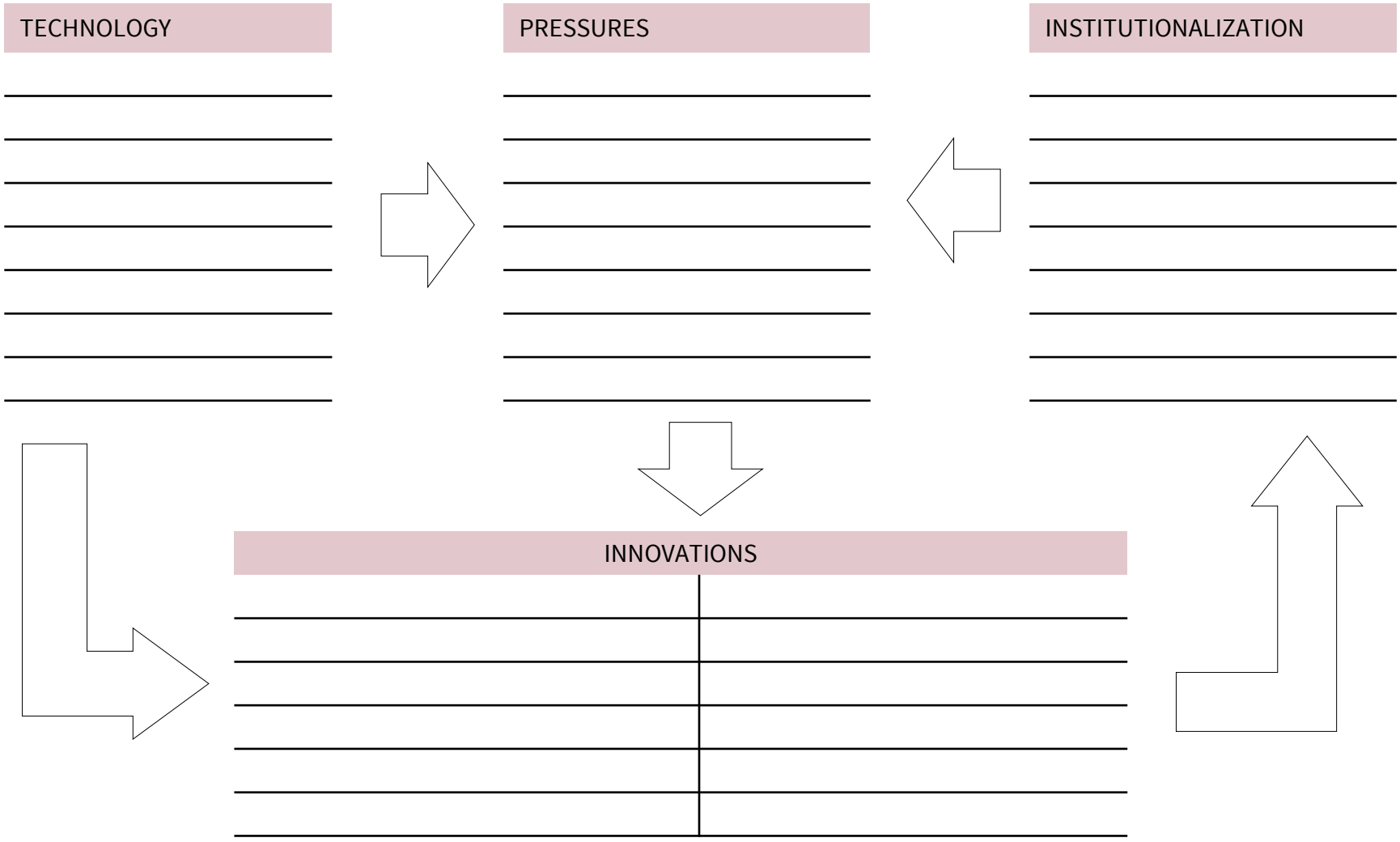




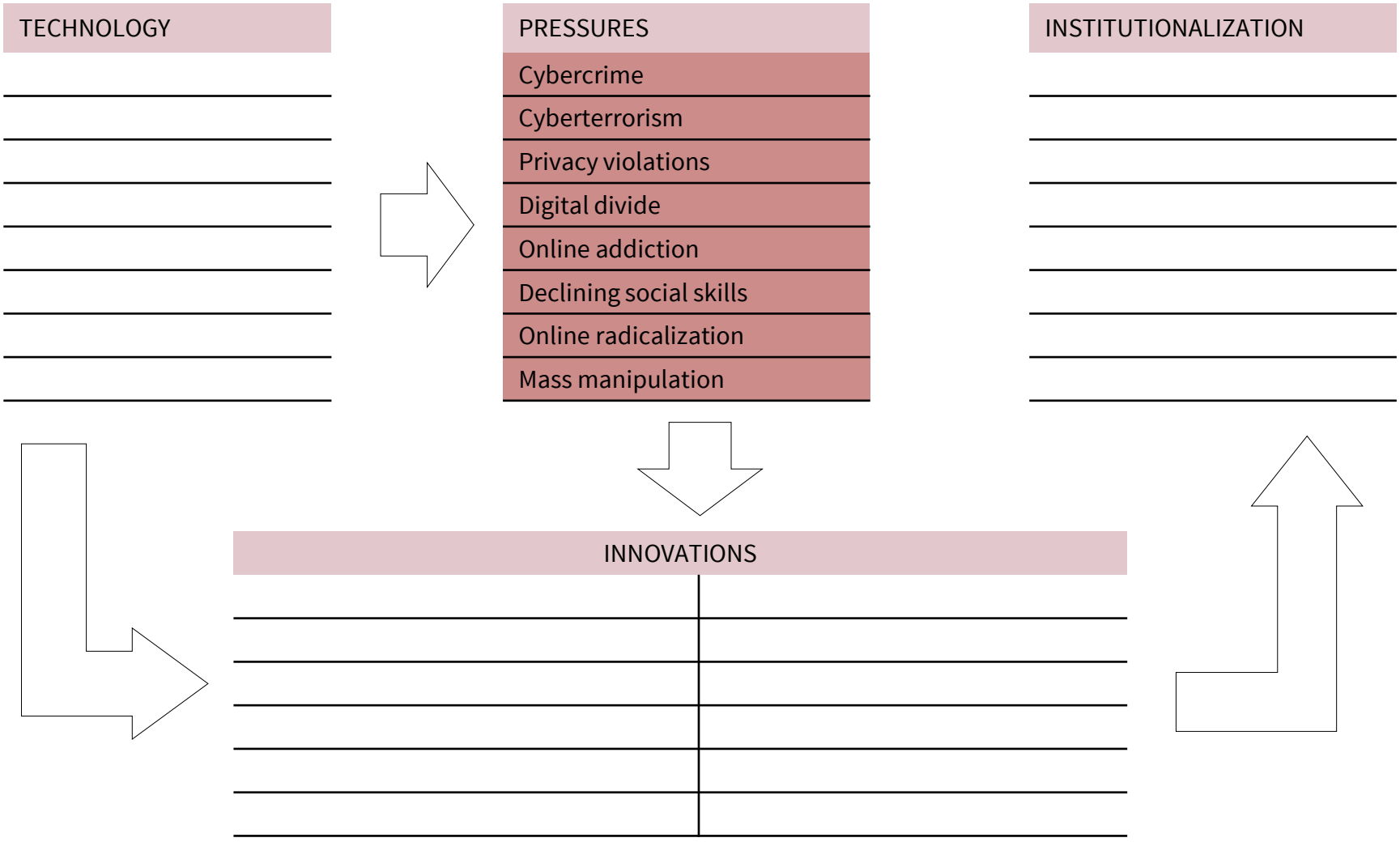


INNOVATIONS

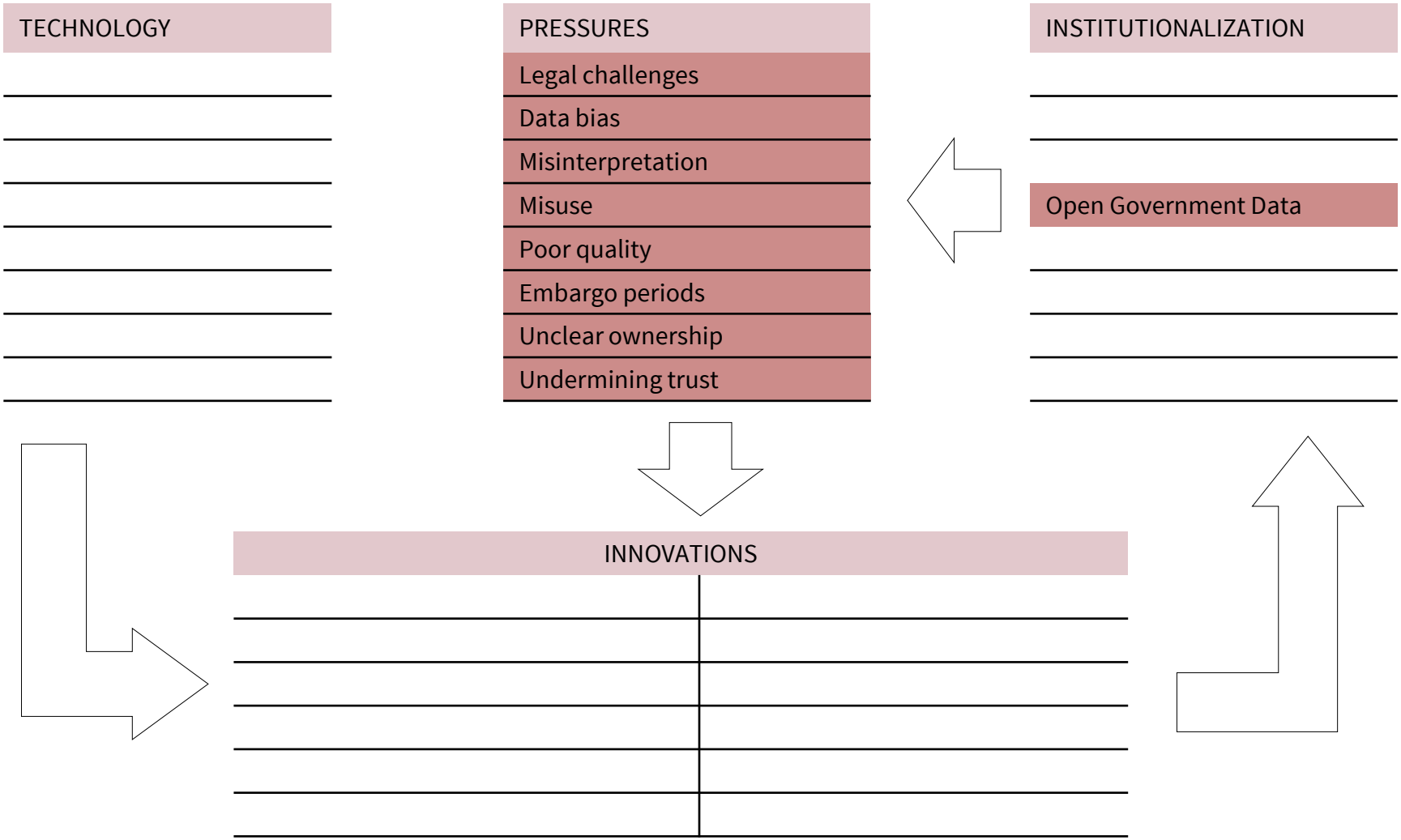
DG EVOLUTION – INTERPRETATION – NEGATIVE SIDE



DG EVOLUTION – THE DARK SIDE



DG EVOLUTION – THE DARK SIDE



INTERACTION 9

EXPLAIN THE DARK SIDE OF THE DIGITAL GOVERNMENT EVOLUTION FOR YOUR UNIVERSITY.

PROVIDE EXAMPLES.

OVERVIEW

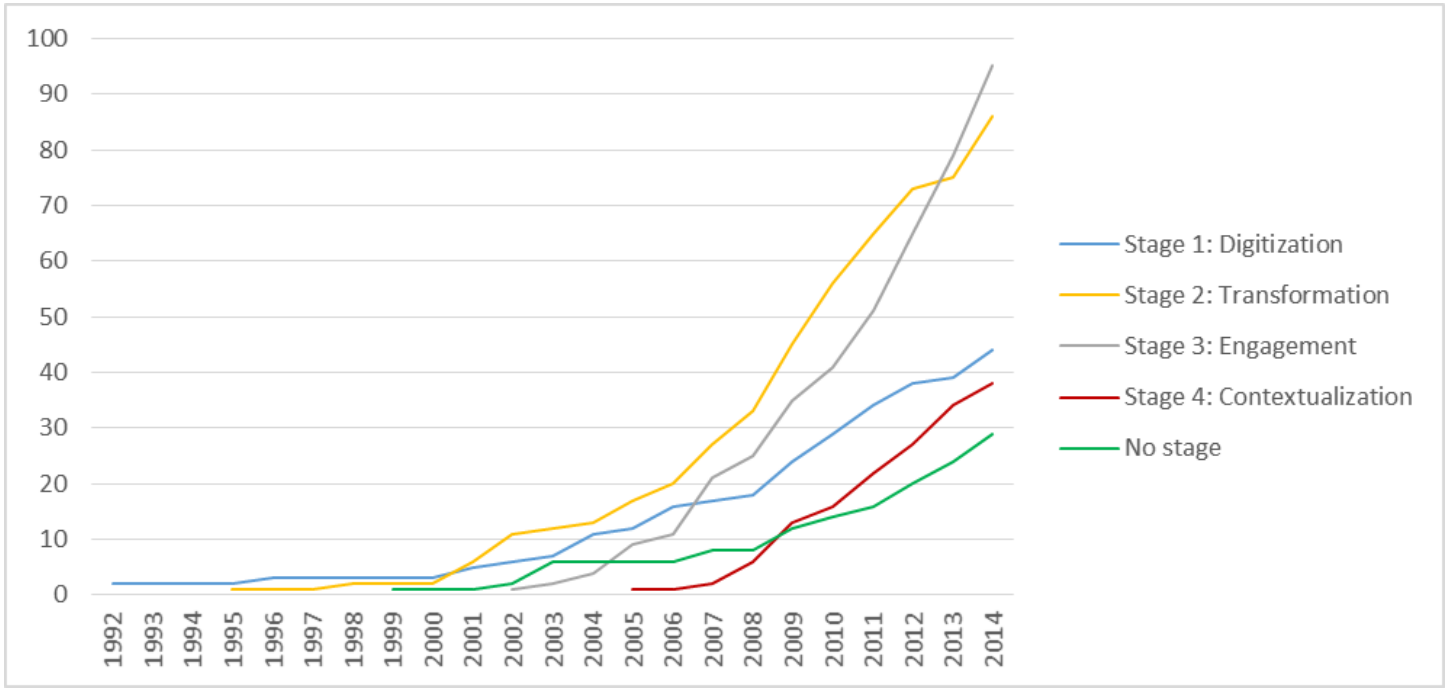
1	EVOLUTION	How is the use of digital technology by government evolving?
2	MODEL	How to characterize the Digital Government evolution?
3	INTERPRETATION	How to interpret and explain the Digital Government evolution?
4	THE DARK SIDE	Can the model explain both positive and negative sides of Digital Government?
5	EVIDENCE	What evidence exists in support of the Digital Government evolution?
6	AGENDA	What does the transition to the highest Digital Government evolution stage entail?
7	SUMMARY	What was covered by this module?

WHAT EVIDENCE EXISTS IN SUPPORT OF THE DIGITAL GOVERNMENT EVOLUTION?

DIGITAL GOVERNMENT EVOLUTION – RESEARCH EVIDENCE

CASE STUDY 1: GOVERNMENT INFORMATION QUARTERLY

Growth in Digital Government submissions published in Government Information Quarterly between 1992 and 2014 considering different stages of Digital Government evolution:



DIGITAL GOVERNMENT EVOLUTION – POLICY EVIDENCE

CASE STUDY 2: EGOV IN SINGAPORE

Digital Government evolution, perspective from Singapore:

NO	YEAR	MASTERPLAN	HIGHLIGHTS	STAGES			
				1	2	3	4
1	1980 – 1999	CSCP	○ Automation of public service ○ Basic IT infrastructure and data hubs	X			
2	2000 – 2003	eGAP I	○ Electronic service delivery ○ Operational efficiency improvement	X	X		
3	2003 – 2006	eGAP II	○ Connected citizens ○ Networked government		X	X	
4	2006 – 2010	iGov2010	○ Increasing citizen e-engagement ○ Enhancing national competitive advantage		X	X	X
5	2011 – 2015	eGov2015	○ Collaboration within and outside government ○ Co-creation for greater value creation for Singapore		X	X	X

Source: http://www.egov.gov.sg/egov-masterplans-introduction

CONTEXTUALIZATION EVIDENCE – DG FOR SOCIETY

SINGAPORE	KOREA	ESTONIA
Next generation infocomm infrastructure	Public-private collaborative governance	One service space - public, private and third sectors
Innovation centers and entrepreneurship	Seamless and converged informatization	Paperless document management
Infocomm competency framework	Active response to adverse effects of informatization	Traceability of the use of one's own data
Electronic health records	Utilization-focused services	Internet in rural areas
EUROPEAN UNION	**UNITED NATIONS**	**WASEDA**
Improve (seamless) services to cater for different needs	Government data sharing based on open standards	Increase of social media applications for participation
Invite third parties in EGOV development	From readiness to development	Cloud computing and data center virtualization
Involve stakeholders in public policy processes	Agility to respond to more demands as revenues drop	Disaster management and business continuity
Reduce carbon footprint	Citizen-centric practice	Smart grid and green technology

CONTEXTUALIZATION EVIDENCE – DG FOR ECONOMY

SINGAPORE	KOREA	ESTONIA
Next generation infocomm infrastructure	Public-private collaborative governance	One service space - public, private and third sectors
Innovation centers and entrepreneurship	Seamless and converged informatization	Paperless document management
Infocomm competency framework	Active response to adverse effects of informatization	Traceability of the use of one's own data
Electronic health records	Utilization-focused services	Internet in rural areas
EUROPEAN UNION	**UNITED NATIONS**	**WASEDA**
Improve (seamless) services to cater for different needs	Government data sharing based on open standards	Increase of social media applications for participation
Invite third parties in EGOV development	From readiness to development	Cloud computing and data center virtualization
Involve stakeholders in public policy processes	Agility to respond to more demands as revenues drop	Disaster management and business continuity
Reduce carbon footprint	Citizen-centric practice	Smart grid and green technology

CONTEXTUALIZATION EVIDENCE – DG FOR ENVIRONMENT

SINGAPORE	KOREA	ESTONIA
Next generation infocomm infrastructure	Public-private collaborative governance	One service space - public, private and third sectors
Innovation centers and entrepreneurship	Seamless and converged informatization	Paperless document management
Infocomm competency framework	Active response to adverse effects of informatization	Traceability of the use of one's own data
Electronic health records	Utilization-focused services	Internet in rural areas
EUROPEAN UNION	**UNITED NATIONS**	**WASEDA**
Improve (seamless) services to cater for different needs	Government data sharing based on open standards	Increase of social media applications for participation
Invite third parties in EGOV development	From readiness to development	Cloud computing and data center virtualization
Involve stakeholders in public policy processes	Agility to respond to more demands as revenues drop	Disaster management and business continuity
Reduce carbon footprint	Citizen-centric practice	Smart grid and green technology

INTERACTION 10

RECALL THE EVIDENCE TO JUSTIFY YOUR UNIVERSITY'S CURRENT LEVEL OF THE DIGITAL GOVERNMENT EVOLUTION.

OVERVIEW

1	EVOLUTION	How is the use of digital technology by government evolving?
2	MODEL	How to characterize the Digital Government evolution?
3	INTERPRETATION	How to interpret and explain the Digital Government evolution?
4	THE DARK SIDE	Can the model explain both positive and negative sides of Digital Government?
5	EVIDENCE	What evidence exists in support of the Digital Government evolution?
6	AGENDA	What does the transition to the highest Digital Government evolution stage entail?
7	SUMMARY	What was covered by this module?

WHAT DOES THE TRANSITION TO THE HIGHEST DIGITAL GOVERNMENT EVOLUTION STAGE ENTAIL?

TRANSITION CHALLENGES

1	Research
2	Tools
3	Capacity
4	Networks
5	Transition

CHALLENGE 1: RESEARCH

Growing experience and body of research on how to plan, develop and sustain EGOV initiatives in general.

Scarce studies and cases of how EGOV initiatives are being deployed in different locations and sectors.

Scarce research into theories, methods and tools for location- and sector-focused EGOV development.

Some of the probing questions are:

- In what aspects is the choice of a particular location/sector affecting EGOV development?
- Which stages – planning, design, implementation, operation, sustainability – are affected and how?
- How to adapt location- and sector-independent instruments to particular locations and sectors?
- How to transfer adaptation experience between locations and sectors?

A focused research effort is required to develop a better understanding of location- and sector-aware EGOV and to explore and answer these and other relevant questions.

CHALLENGE 2: POLICY INSTRUMENTS

Each location and sector comes with own set of conditions, goals and acceptable ways of pursuing such goals given the conditions, EGOV must rely on location- and sector-specific policies and instruments.

For example:

- applying generic one-size-fits-all EGOV maturity stages like e.g. information, interaction, transactions and data-sharing to track progress in EGOV development (the higher maturity, the better) may be appropriate for some countries but not for others

- measuring the performance of EGOV should rely on the indicators that reflect locally-defined policy goals, not on the one-size-fits-all generic benchmark instruments

- context-aware benchmarking would allow locations or sectors to learn from their peers – locations and sectors in similar development conditions, or leaders – locations and sectors most successful in pursuing the relevant public policy goals

A focused research, development and policy efforts are required to build, apply and institutionalize the use of such instruments.

CHALLENGE 3: HUMAN/INSTITUTIONAL CAPACITY

Critical to successful planning and implementation of Policy-Driven EGOV:

- knowledge of the local or sectorial conditions,
- ownership of the local or sectorial development goals and
- awareness of locally- or sectorially-acceptable ways of pursing such goals

However, the capacity to engage in such planning and implementation is increasingly scarce for lower levels of government and within different sectors.

A focused effort is required to build human and institutional capacity:

- at the local level, choosing the right level to balance effectiveness and efficiency of the response, and promoting collaboration between levels.
- to refocus EGOV initiatives from cross-sectorial issues to sectorial issues to address the needs of health, education, security, economy, environment and other sectors.

Location- and sector-specific EGOV education programs are also required to enable a new generation of government leaders, managers and experts to emerge.

CHALLENGE 4: STAKEHOLDER NETWORKS

The outcomes of EGOV depends on government being able to engage citizens, businesses, academia, non-profits and other non-state actors in various network forms aimed at formulating and pursuing location- and sector-specific development goals through EGOV initiatives.

Within multi-stakeholder EGOV networks:

- academia could contribute to planning and design of EGOV initiatives
- the private sector could contribute to development and implementation
- the non-profit sector would ensure the delivery of benefits from EGOV initiatives to the target group of stakeholders, thus contributing to their sustainability

As part of such networks, local and sector-specific universities have a key role to play in:

- formulating location- and sector-specific policies
- constructing development instruments to support such policies
- building local capacity to apply such instruments

In addition, such networks could also facilitate the transfer of local-level and sector-specific EGOV innovations within and between countries, thus contributing to accelerating local development.

CHALLENGE 5: TRANSITION

Different nature of the transitions:

- From Phase 1 to Phase 2 – expand the application context
- From Phase 2 to Phase 3 – expand the application context
- From Phase 3 to Phase 4 – narrow (localize or specialize) the application context

Given this difference, it is difficult to carry out the transition from EGOV to Policy-Driven EGOV by building incrementally upon earlier phases. The transition requires investment into:

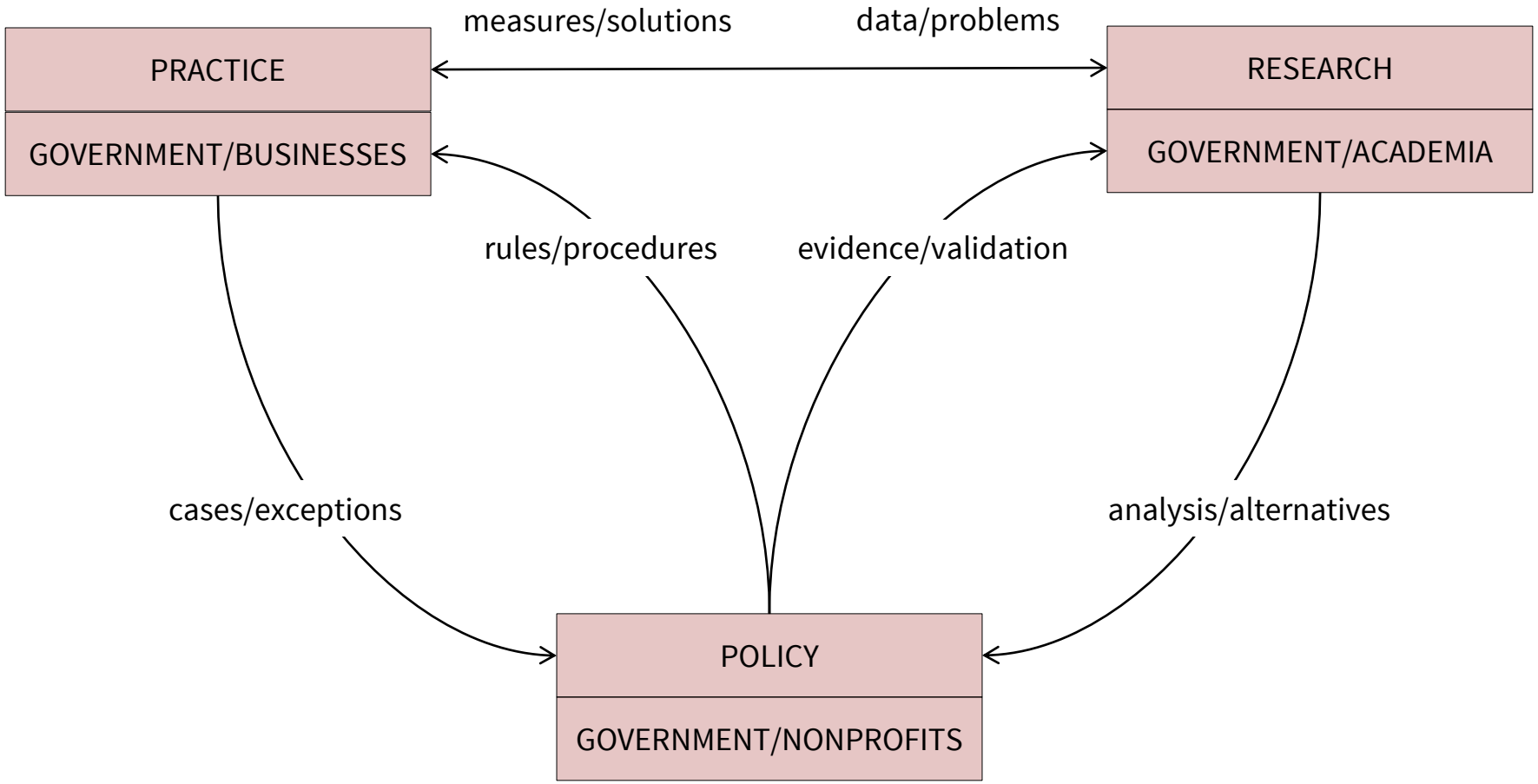
- research and innovation including location- and sector-specific EGOV research
- policy support including development of location- and sector-specific EGOV policies and instruments
- location- and sector-specific EGOV capacity at both individual and institutional levels
- network development including multi-stakeholder location- and sector-specific EGOV networks

It also requires running controlled experiments in applying EGOV to various location- and sector-specific policy goals, and to develop and validate theories while learning from such experiments.

MEASURES FOR ADVANCING TO THE CONTEXTUALIZATION STAGE

1	Research	In what aspects is the choice of a particular location/sector affecting DG development? Which stages – design, implementation, operation, sustainability – are affected and how?
2	Tools	Replace one-size-fits-all measurement instruments with context-sensitive measurement Apply context-sensitive benchmarking to learn from peers and leaders in priority areas
3	Capacity	Harvesting local and sectoral knowledge for context-specific DG development Introducing such knowledge into curricula for training future DG leaders, managers and experts
4	Networks	Engage local academia in context-aware DG research, policy analysis and education Find roles for academia, businesses and non-profits in multi-stakeholder DG ecosystem
5	Transfer	Facilitate the transfer of context-specific research, tools and capacity between contexts Policy experimentation and learning, living labs, and empirical theory validation

DIGITAL GOVERNMENT ECOSYSTEM



INTERACTION 11

HOW COULD YOUR UNIVERSITY ADVANCE TO THE NEXT LEVEL OF THE DIGITAL GOVERNMENT EVOLUTION?

OVERVIEW

1	EVOLUTION	How is the use of digital technology by government evolving?
2	MODEL	How to characterize the Digital Government evolution?
3	INTERPRETATION	How to interpret and explain the Digital Government evolution?
4	THE DARK SIDE	Can the model explain both positive and negative sides of Digital Government?
5	EVIDENCE	What evidence exists in support of the Digital Government evolution?
6	AGENDA	What does the transition to the highest Digital Government evolution stage entail?
7	SUMMARY	What was covered by this module?

WHAT WAS COVERED BY THIS MODULE?

SUMMARY

1	EVOLUTION	The use of technology in government and public governance is evolving around the world, from Technology in Government, through Electronic Government, to Electronic Governance and Policy-Driven Electronic Governance
2	MODEL	The evolution can be defined through four stages – Digitization, Transformation, Engagement and Contextualization, and three characteristic variables – the presence of transformation, the extent of the transformation, and context-sensitivity
3	INTERPRETATION	The evolution can be explained by social, economic, political and other pressures on governments, how governments respond to such pressures by innovating with new technologies, and how such innovations are institutionalized over time
4	THE DARK SIDE	The model covers both positive and negative impact of Digital Government, whereby the digital technology is not only the innovation enabler to respond to the pressures on governments, but the source of pressures by itself
5	EVIDENCE	Evidence exists both from research and policy in support of the Digital Government evolution and the Digital Government evolution model presented here
6	AGENDA	The transition to the Contextualization stage faces numerous research, policy, capacity, network and conceptual challenges that require a concerted and multi-stakeholder effort through the Digital Government ecosystem.

QUESTIONS

1	What pressures exist in your country to stimulate Digital Government at different stages?
2	What Digital Government innovations were applied to respond to such pressures?
3	What types of digital technologies were used to enable such innovations?
4	What were the additional pressures created by the use of such technologies?
5	How were the Digital Government innovations institutionalized?

SOURCES

1	T. Janowski, Digital Government Evolution: From Transformation to Contextualization, Vol 32, Issue 3, Government Information Quarterly, Elsevier, 2015
2	Tomasz Janowski. From Electronic Governance to Policy-Driven Electronic Governance – Evolution of Technology Use in Government. Communication and Technology, Handbooks of Communication Science, Volume 5, L. Cantoni and J.A. Danowski (Editors). 2014, De Gruyter Mouton Publishers. 2014.

THANK YOU FOR YOUR ATTENTION.

QUESTIONS?

Tomasz Janowski

Elsa Estevez

Pablo Fillottrani