



**Capacity Development Workshop for Afghanistan CIOs:  
Utilizing Modern e/m Technology and Existing Best Practices to Advance  
Public Administration**

**Final Report**

**11-14 December 2012  
Almaty, Kazakhstan**

## **Overall Summary**

From 10 to 14 December 2012, the Capacity Development Workshop for Afghanistan CIOs was held at International IT University in Almaty, Kazakhstan, hosted by government of Kazakhstan in partnership with United Nations Project Office on Governance. Titled as “Utilizing Modern e/m Technology and Existing Best Practices to Advance Public Administration”, the four-day workshop including one day study tour provided 9 Afghan CIOs with an unique opportunity to learn e-Government strategies, policies, and best practices from world renowned experts of U.N., academia, government of Korea and Kazakhstan.

It all began with the welcoming remarks in which Mr. Alexei Tikhomirov (Acting Head of UNPOG) and Mr. Damir Shynybekov (Rector of International IT University) emphasized e-Governance as an useful tool to enhance good governance in terms of efficiency and transparency.

In sessions of Day 1, Mr. Alexei Tikhomirov presented e-Governance trends and challenges around the world based on 2012 UN e-Government Survey. Presentations by Mr. Kyoung Yul Bae (Professor of Sangmyung University, Korea) and Mr. Bong Up Cho (Senior Policy Development Expert of UNPOG) were followed on e-Government Strategies and Leadership. Mr. Bae highlighted basic concepts of e-Government such as what data, information and knowledge mean and how those components could contribute to formulation of e-Government policies. Mr. Cho put the emphasis on importance of leadership to promote and develop e-Government, such as strong political will and consistent policy implementation regardless of leadership change. Later on government of Kazakhstan presented its e-Government development trends, status and challenges, focusing on various policies which resulted in significant improvement of its e-Government in recent years.

On the following day (Day 2), Mr. Andrey Tufanov (Professor, Irkutsk State Technical University) delivered the presentation on emerging issues in e-Government, particularly highlighting information security and e-Government policies. Ms. Munira Aminova (Development Officer, International Institute of Administrative Sciences) delivered second presentation on emerging issues in e-Government introducing new trends of e-Voting, e-Registration and SWOT analysis.

On the third day (Day 3), Mr. Sungjin Park (Manager of Administration Information Center, MOPAS, Korea) shared Korean experiences in e-Government, its success factors and best practices. Followed by him, Mr. Chang Rok Yun (Associate Capacity Development Expert in UNPOG) showcased m-Government joint report published in year 2011 by UNDESA, ITU, and OECD, dealing with emergence of mobile government as the further development catalyst of e-Government. Mr. Hyoungjoon Kim (Principal Researcher, National Information Society Agency, Korea) provided roles of change management in ICT based society such as how government officials should work for applying e-Government to their citizen centric services and/or respond to fully fledged e-Government. Lastly Mr. Rafis Abazov (Regional Director of Global Classroom Project, Columbia University) provided education and training on e-Government explaining how his project with Columbia University could help government officials better prepared for this area.

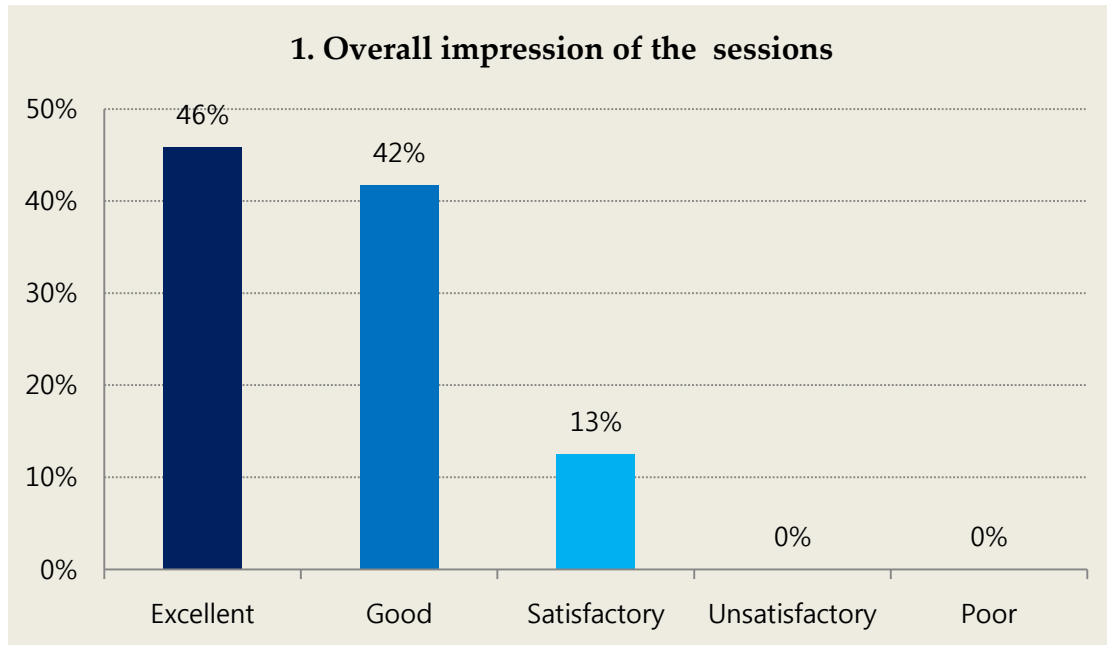
The workshop ended with closing remarks from Mr. Tikhomirov and Mr. Shynybekov, expecting future cooperation of second phase training and study tour. On the fourth day (Day 4), participants had a chance to visit Center for Public Services in Almaty. They had firsthand experience here on how e-Government initiative of Kazakhstan Central Government improved public administration of local government increasing efficiency, effectiveness and transparency significantly. Discussing experiences and viewpoints among various organisations were also resourceful for further cooperation in the future.

## **Main Outcomes**

- Capacity building in the field of training of CIOs from Afghanistan and other government officials in e/m-governance;
- Strengthening governance based on e/m-governance
- Incorporation workshop results into UNPACS
- Providing future cooperation opportunities among governments of Afghanistan, Kazakhstan, and Korea in partnership with United Nations and academia
- Planning second phase of training for Afghan CIOs such as study tour, online lectures, and another round of workshop
- Further development of the New Silk Road (supported by U.S.)

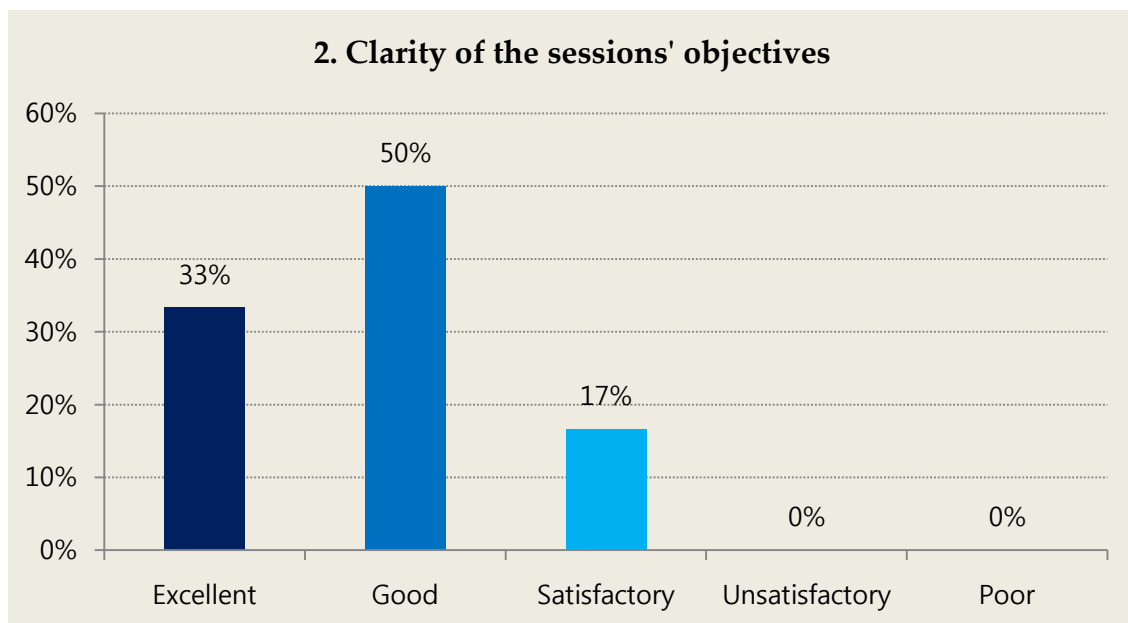
## Evaluation

### I. Overall impression of the sessions<sup>1</sup>



46% of the participants found the sessions **“Excellent”**, 42% found them to be **“Good”**, and 13% rated them as **“Satisfactory”**. There were no unsatisfied participants.

### II. Clarity of the sessions’ objectives

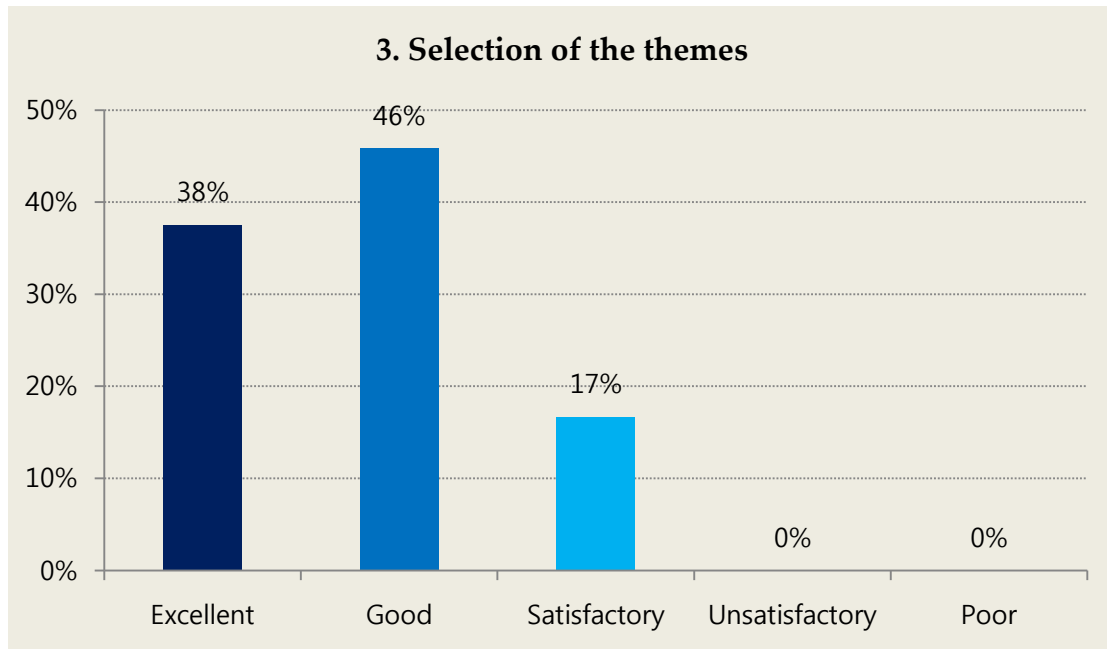


33% of the participants found the **clarity of the sessions’ objectives** to be **“Excellent”** and half the participants rated it as **“Good”**. 17% marked it as **“Satisfactory”**.

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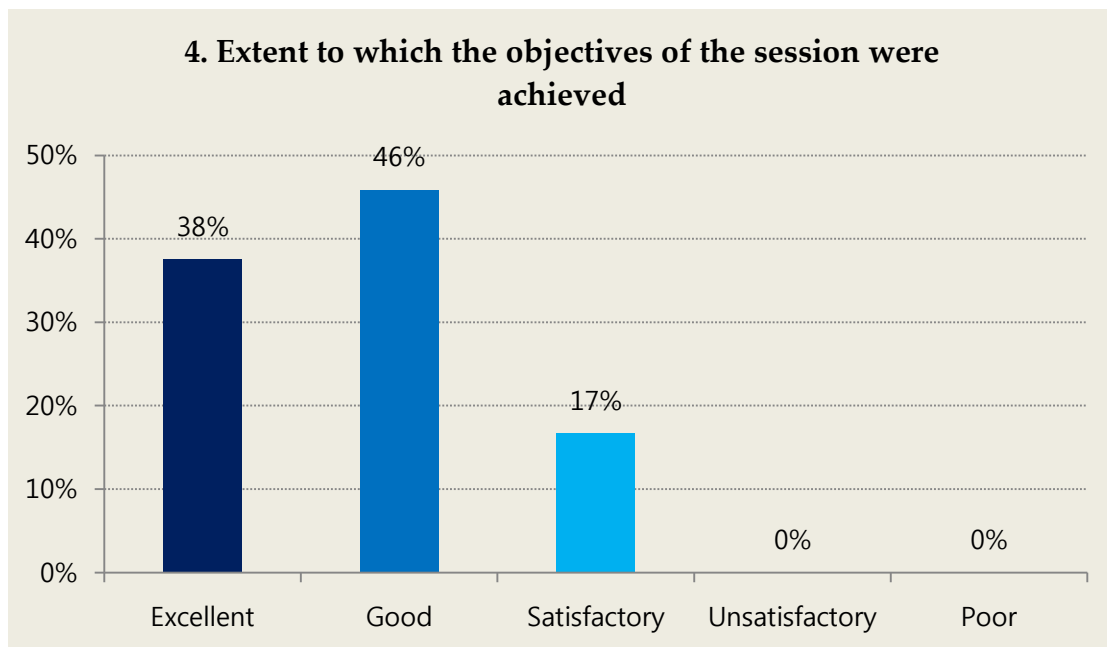
<sup>1</sup> Total evaluation respondents: 24

### III. Selection of the session themes



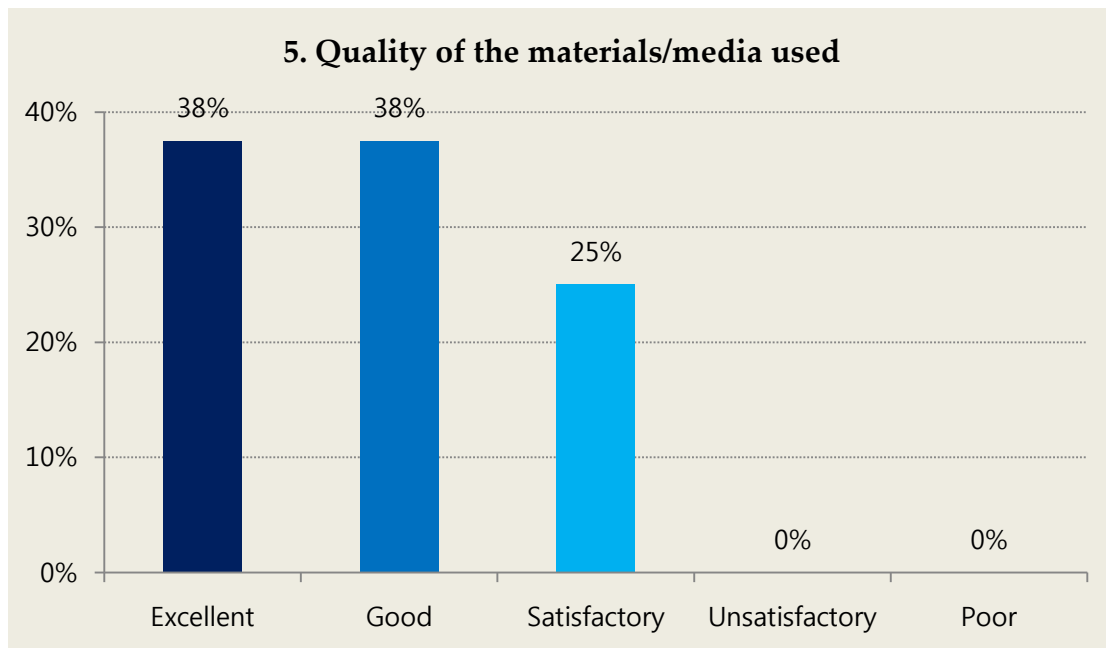
38% of the participants said that the **selection of themes** was “**Excellent**”. 46% evaluated it as “**Good**”, and 17 % as “**Satisfactory**”.

### IV. Extent to which the objectives of the sessions were achieved



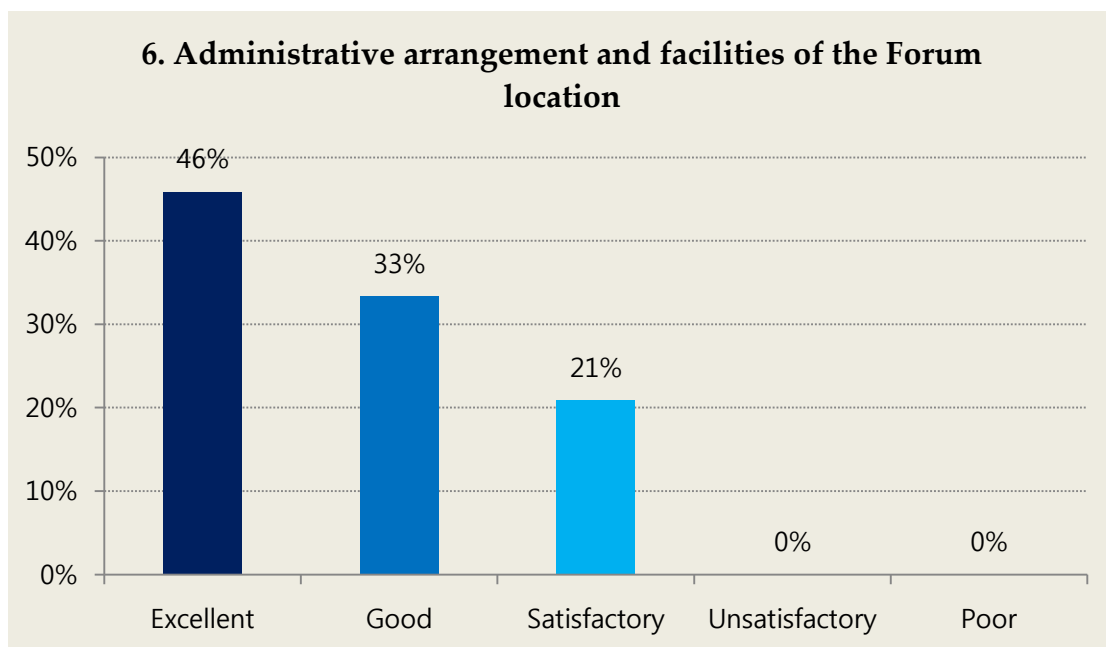
38% of the participants said that the **extent to which the objectives were achieved** was “**Excellent**”. 46% evaluated the extent as “**Good**” and the remaining 17% as “**Satisfactory**”.

## V. Quality of the materials/media used during the sessions



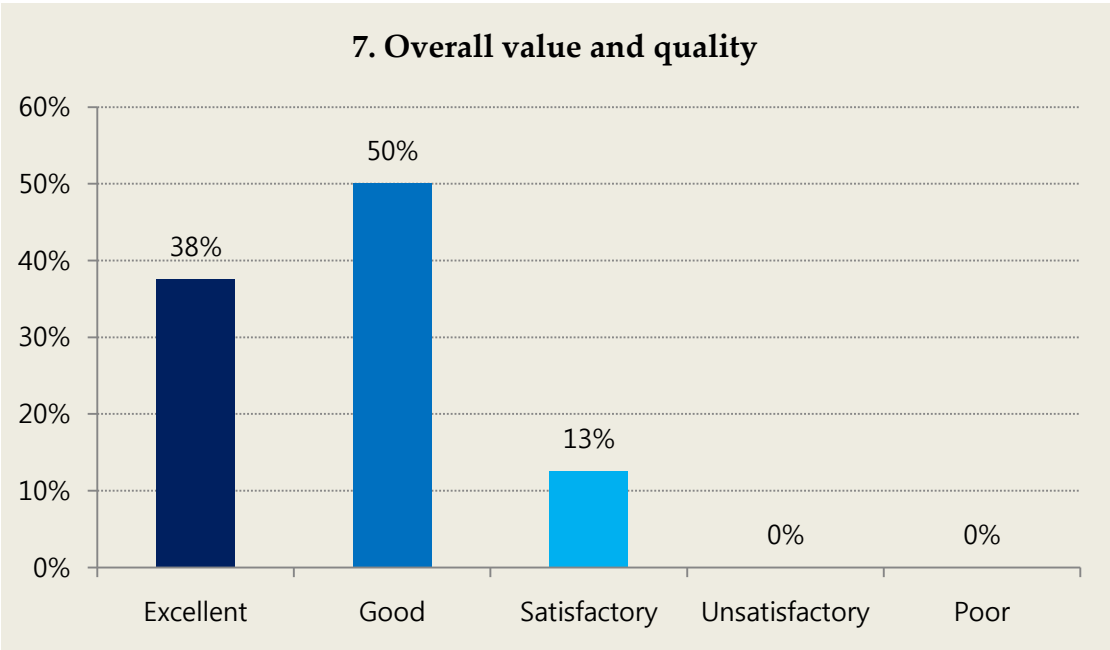
38% of the participants rated the **quality of the materials/media used** as “**Excellent**”. Another 38% evaluated it as “**Good**” and 25% as “Satisfactory”.

## VI. Administrative arrangement and facilities of the Forum location



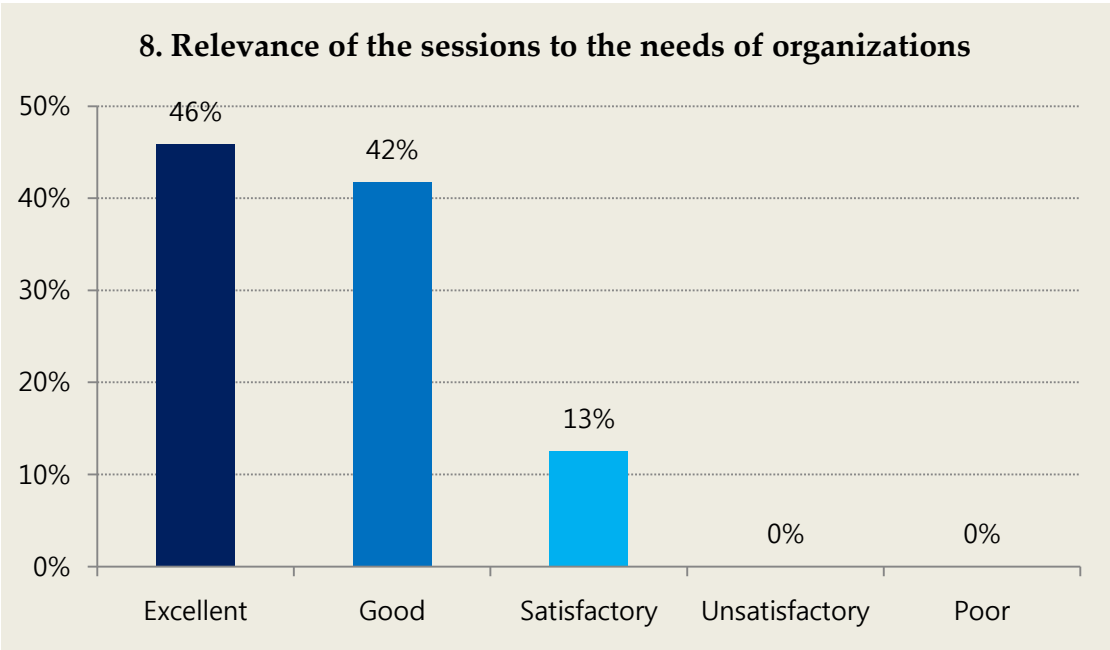
46% of participants found the **administrative arrangement and facilities** of the Forum location “**Excellent**”. 33% evaluated them as “**Good**” and 21% as “Satisfactory”.

**VII. Overall value and quality of the sessions**



38% of participants answered **the overall value and quality** of the sessions was “**Excellent**”. Half of the participants evaluated it as “**Good**” and 13% found it “**Satisfactory**”.

**VIII. Relevance of the sessions to the needs of participant’s organizations**



46% of participants rated the **relevance of the sessions** to the needs of their organization as “**Excellent**”. 42% evaluated it as “**Good**” and 13% as “**Satisfactory**”.

## **IX. What was the most useful element of the sessions?**

Participants expressed highly positive views on the quality of the presentations and found the selected topics very relevant and insightful. The presentations on change management, on potential applications of m-governance in Afghanistan, and on the SWOT analysis of e-governance in Afghanistan were mentioned several times as truly valuable for the audience. Overall, participants highlighted that the sessions were effective as they helped better understand challenges and benefits of e-governance in least advanced countries (technologically), more precisely in Afghanistan. Feedbacks show that the sessions provided vast knowledge on e-government and motivated Afghanistan's e-government officials to continue their efforts in the field. Finally, individual presenters and speakers received positive comments from the respondents, for providing useful information based on their diverse experiences.

*See Annex 1 for compilation of individual responses.*

## **X. What was the least useful element of the sessions?**

As far as the limitations of the workshop are concerned, some participants raised the issue of how knowledge is better shared: while presentations are useful, it was pointed out that more extensive on-site study tours would have been of greater help. Besides, some speakers were criticized for their poor level of English (language of the workshop).

*See Annex 2 for compilation of individual responses.*

## **XI. How often should this workshop be organized?**

- **29%** of participants answered it should be held **once every six months**;
- **43%** answered it should be held **annually**;
- **10%** answered it should be held **biannually**;
- **19%** answered it should be held **once every three to four years**.

## **XII. Additional comments and suggestions**

Additional comments and suggestions provided by respondents are as below:

- Poor English skills of some presenters
- Seminars and workshops are not enough for helping developing countries adopt good practices
- Lack of concrete training: visiting the actual infrastructure of Kazakhstan's e-government would have helped better understand further implementation of e-government in Afghanistan

## **Annex 1**

### **What were the most useful elements of the sessions?**

- Leadership practices in Korea's and Kazakhstan's e-government



- Steps for implementing e-government
- Challenges of open systems when implementing e-government
- E-government strategy and leadership
- Korean experience
- Usage and benefits of open system
- E-government of the Republic of Kazakhstan
- Good practices of the presented countries in terms of e-government applications
- Integration of applications
- Implementation paths and challenges encountered by Korea and Kazakhstan when developing e-government strategy
- Relevance and timeliness of selected topics
- Strategic plan, process and resources to implement e-government
- Materials and statistical information provided by the United Nations
- Change management in e-government
- SWOT of e-government in Afghanistan
- Better understanding of mobile technologies' potential
- Model of information system security
- Insightful examples and relevant information
- Benefits of electronic payments
- Enthusiastic attitude of presenters
- Helpful education and training from the speakers
- Security of information and networks
- Definition of e-government challenges
- Well-thought topics
- Presentation on 'mobile technologies for responsive governments and connected societies' as it made the case for mobile technologies' tremendous potential in Afghanistan
- Presentation from Columbia University Professor
- Emerging issues in e-government

## **Annex 2**

### **What were the least useful elements of the sessions?**

- Presentation on 'e-government, education and training'
- The sessions were too short
- Experience of best practices