Aide-Memoire

Workshop on "E-Government: From Policy to Practice"

Organized by the E-GOVERNMENT BRANCH
DIVISION FOR PUBLIC ADMINISTRATION AND DEVELOPMENT MANAGEMENT
UNITED NATIONS DEPARTMENT OF ECONOMIC AND SOCIAL AFFAIRS
in partnership with the
UNITED NATIONS PROJECT OFFICE ON GOVERNANCE (UNPOG)

A.   PURPOSE

The purpose of the workshop is to improve the capacity of governments in e-government policy-making and implementation, as well as to improve public service delivery and citizen engagement through the collection and sharing of knowledge about innovative practices that are taking place in countries around the world. Through networking and knowledge-sharing among those interested in advancing e-government development and improving public administration, governments can greatly increase their capacity to implement change and innovation for development by adapting the strategies, ideas, and approaches of countries that have been able to successfully tackle complex governance challenges to the benefit of all citizens.

B.   BACKGROUND

Under the overall theme of the UNPSA Forum, **"**Innovation and Citizen Engagement for Effective Governance", the workshop will focus on the elaboration and implementation of e-government policies and strategies, and the path linking governments to the public, with emphasis on strategic approaches to implement the potential of ICTs to support service delivery and national development goals. Within this context, Chief Information Officers (CIOs) became key governmental actors and came to be viewed as one of the main contributors in formulating and implementing strategic goals for many public administration frameworks.

There is a direct connection between e-government and development. Without exception, developed countries show high levels of e-government preparedness. At the same time, developing countries have embarked on enhancing their online presence, quite often leapfrogging stages in an attempt to offer better services and content to their citizens, as shown by the United Nations e-Government Survey.

However, the path from policy to practice is not always self-evident. There are various common challenges faced by both developed and developing countries when designing and implementing e-Government policies and strategies. By way of example, existing budgets may not be enough to respond to basic necessary improvements; infrastructure could be outdated and the necessary investments may be well above concrete budgetary limitations; the timeframe of terms of office - usually 2 to 5 years - can be shorter than the timeframe required to implement improvements; the existing human, material and financial capacities may not correspond to the administrative demands; the public service framework may operate in silos and without the necessary degree of coordination, just to mention a few common challenges. In summary, these challenges undermine the potential of e-

government to support development, causing citizens to lose confidence in a government's ability to deliver needed services and progress in the achievement of national development goals.

The workshop will address these issues by attempting to link the following elements:

a) **Assessment** - Starting from the United Nations e-Government Survey results, attention will be given to concrete indicators and e-government development stages as a means to assess and monitor progress in e-government development;

b) **Planning and Design** - Focusing on the concrete elements that should be considered when designing policies and strategies for effectiveness, transparency and enhanced service delivery;

c) **Implementation** - Focusing on institutional arrangements (including national coordinating authorities), promoting whole-of-government approaches, citizen-centric design, standards setting and systems integration, privacy and security, infrastructure development, among other aspects;

d) **Service Delivery** - With emphasis on connected government, partnerships and collaboration for open, integrated, effective and transparent approaches.

During the workshop, we will hear from CIOs, experts and practitioners from various regions who have successfully identified and addressed these challenges, leading to strategic planning and implementation for e-government development and their connection to incremental practice. Eventually, results can be achieved not by addressing each one of the elements above in isolation but by connecting them to governmental structures.

Therefore, the Workshop will provide a platform so that existing frameworks can be discussed in a non-prescriptive manner to benefit countries that can learn from the experience of others. Country experiences and lessons learned will be used to enrich the United Nations Public Administration Country Studies (UNPACS) knowledge base, which will be available to all UN Member States. In addition, the conclusions of the workshop will become an integral part of the UNPACS contents, which has strategies and policies as one of its main themes under e-government development.

C. OBJECTIVES

The Workshop aims at developing the capacity of governments to utilize ICTs and the potential of e-government to enhance the delivery of services. In addition, the Workshop will address the promotion of interchanges and implementation of strategies designed to enhance G2G (government-to-government), G2P (government-to-people) and G2B (government-to-business) in achieving development goals. The workshop will provide an opportunity to:

- Establish a platform for CIOs and senior government officials to present their recent experiences in the design and implementation of E-government policies and strategies;

- Present and discuss the global and regional trends in e-government development based on the findings of the UN e-Government Survey 2012;

- Present and discuss innovative approaches to implementing e-strategies and e-policies with the aim of promoting whole-of-government approaches;

- Review best practices and innovative approaches for a range e-government policy making and implementation activities in various regions;[1]

---

[1] The United Nations Public Administration Country Studies (UNPACS) is a knowledge base designed to assist the Members States of the United Nations to enhance government capacity in promoting efficiency,

- Examine factors that have enabled the successful implementation or adoption of enhanced e-government practices and policies; and,
- Strengthen technical cooperation to enhance public sector capacity development through the transfer and adaptation of good practices and tools on e-government strategic design and implementation.

D.   STRUCTURE of the WORKSHOP

The Workshop has been designed as a roundtable meeting to promote exchanges among participants and pragmatic conclusions about the transformation of e-government policies and strategies into practice in all Regions.   The Workshop will revolve around an agenda planned to promote intense roundtable discussions based on the presentation of successful experiences and lessons learned by CIOs and senior officials addressing specific answers to specific questions. A Chairperson will focus the overall flow of presentations and discussions in a holistic manner with the contribution of all the participants. A Facilitator will direct discussions towards concrete integrated objectives and conclusions to maximize knowledge sharing. The Workshop will have the following Sessions:

- *Opening Session: UN E-Government Survey 2012: Findings and Trends*

  The United Nations e-Government Survey was initiated in 2001 by the Division for Public Administration and Development Management to support Member States' efforts in e-government development. The Survey taps into the collective wisdom of global strategists and practitioners in how they leverage e-government to better serve the public. It suggests a way forward for governments to move towards greater innovation, consolidate e-government strategies and develop evidence-based policies that will facilitate the adoption of emerging technologies and effectively respond to the emerging needs of citizens.

- *Session 1: E-Government Policies and Strategies: Designing for Results*

  The emphasis of this session is on policy and strategy design. One clear global trend is that e-government strategies policies, as well as a country's regulatory environment, become increasingly linked to national development frameworks and practices. This section will discuss how to tackle the design e-government policies and strategies so that they reinforce a more integrated approach towards results, with emphasis on effectiveness, transparency and service delivery.

- *Session 2: Whole-Of-Government: Institutional Coordination for Effective Implementation*

  The emphasis of this session is on institutional arrangements for integrated results, including national coordinating authorities, promoting citizen-centric design and other elements. Recent analysis of e-government heterogeneous performance in various regions suggests that the critical strategic question about e-government policy design is not "What?" but "How?" allowing a more holistic and integrated approach towards innovation in e-government implementation. Elements such as institutional arrangements and coordination mechanisms should ideally begin to be reflected in the policy or strategy when the objectives for e-government development are outlined. This session will examine how these principles could be reinforced in practice and discuss lessons from the experience, in search of leapfrogging approaches in connecting institutional frameworks for more effective results.

---

effectiveness, transparency, accountability and anti-corruption, in order to deliver public services to their citizens. UNPACS provides data and studies in public administration, which includes policies and strategies, research findings, good practices and lessons learned, practitioners and experts.

- *Session 3: Connected Government: Partnerships and Collaboration for Enhanced Service Delivery*

  The emphasis of this session is on mechanisms to facilitate service delivery. This session will examine and discuss existing e-government practices and the procedures that made them open, integrated, effective and transparent. The respective roles of government, the private sector and civil society will also be examined in a complementary way, having concrete cases as references and lessons learned.

The conclusions will be shared with the Ministerial Roundtable which will be held in the afternoon of June 27th, immediately after the Workshop; the feedback from the Ministerial Roundtable will also be added to follow-up recommendations and disseminated worldwide through the United Nations Public Administration Network (www.unpan.org).

E.   EXPECTED OUTPUTS

The e-government capacity development workshop is expected to achieve the following capacity development goals:

- Inclusion within UNPAN and UNPACS of presentations and discussions about state-of-the-art innovative principles in implementing e-strategies and e-policies with the aim of promoting whole-of-government approaches, such as "connected government" and "collaborative" government.

- Increase knowledge about connections between e-government and public administration, including strategies and trends, best practices and tools in the areas of strategic e-Governance policy design, e-information, e-participation and e-decision making for the benefit of UN Member States, by uploading related analytical papers and good practices on UNPACS, by producing an online training in the area of integrity, transparency and accountability and by producing the annual compendium of best e-government practices based on the achievements of the 2012 winners.

- Facilitate peer-to-peer transfer of knowledge by connecting governments who have innovated with those who are looking for innovative solutions to their governance challenges. If, in the future, additional resources are mobilized, DPADM could support further this very valuable activity.

- Enhance cooperation among countries that are undertaking e-government efforts to innovate their public administration institutions, structures, mechanisms and processes by strengthening the UNPAN virtual network of government officials and experts working in the area.

- Lead to concrete proposals for the development of manuals, guidelines and other tools on how to strengthen leadership capacity in the areas of e-government development, as well innovation in public service delivery through the preparation of guidelines.

E.   ORGANIZATION

The Workshop is being organized by the e-Government Branch of the Division for Public Administration and Development Management (DPADM) in partnership with the United Nations Project Office on Governance (UNPOG), a project under DPADM, which are part of the United Nations Department of Economic and Social Affairs (UNDESA) of the UN Secretariat. UNPOG will

support the organization of the workshop by facilitating logistical and substantive preparations as well as by disseminating the contents of the workshop through various media.

F.   PARTICIPANTS

Representatives of organisations that have designed and implemented innovations in e-government; CIOs and other high-level government officials; academia and international experts working in the field of e-government from around the world; staff of Permanent Missions to the United Nations, other practitioners and invited guests.

F.   CONTACTS

For more information please contact:

Mr. Vincenzo Aquaro
Chief, e-Government Branch, DPADM
UNDESA
aquaro@un.org

Mr. Alexei Tikhomirov
Acting Head UNPOG
United Nations Project Office on Governance
UNDESA
tikhomirov@un.org

Mr. Jonas Rabinovitch
Senior Adviser
e-Government Branch, DPADM
UNDESA
rabinovitch@un.org

Ms. Rosanne Greco
Programme Assistant
e-Government Branch, DPADM
UNDESA
grecor@un.org

Ms. Madeleine Losch
Team Assistant
e-Government Branch, DPADM
UNDESA
loschm@un.org