

**United Nations Department of Economic and Social Affairs**  
Division for Public Administration and Development Management

## **Innovation and E-Governance for Sustainable Development**

### **Report of the Capacity Development Workshop**

*Capacity Development Workshop*  
**“Innovation and E-Governance for Sustainable Development”**

*24-25 June 2014*  
*Seoul, Republic of Korea*



**United Nations**  
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## DESA

The Department of Economic and Social Affairs of the United Nations Secretariat is a vital interface between global policies in the economic, social and environmental spheres and national action. The Department works in three main interlinked areas: (i) it compiles, generates and analyses a wide range of economic, social and environmental data and information on which States Members of the United Nations draw to review common problems and to take stock of policy options; (ii) it facilitates the negotiations of Member States in many intergovernmental bodies on joint course of action to address ongoing or emerging global challenges; and (iii) it advises interested Governments on the ways and means of translating policy frameworks developed in United Nations conferences and summits into programmes at the country level and, through technical assistance, helps build national capacities.

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The term “country” as used in the text of this publication also refers, as appropriate, to territories or areas.

The term “dollar” normally refers to the United States dollar (\$).

The views expressed are those of the individual authors and do not imply any expression of opinion on the part of the United Nations.

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## **Part I - Overview of the Workshop**

### **1. Introduction**

The 2014 United Nations Public Service Forum, Day and Awards Ceremony took place in Seoul, Republic of Korea from 23 to 26 June 2014. It was organized by the United Nations Department of Economic and Social Affairs (UNDESA) Division for Public Administration and Development Management (DPADM) in collaboration with the Government of the Republic of Korea and in partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN WOMEN). The four-day Forum featured Plenary Sessions, a Ministerial Roundtable, Capacity Development Workshops, an Expert Group Meeting, and the United Nations Public Service Awards Ceremony.

The workshop on Innovation and e-Governance for Sustainable Development was organized from 24 to 25 June by the e-Government Branch (eGB) of DPADM, in collaboration with United Nations Project Office on Governance (UNPOG), which is located in Seoul, the Republic of Korea. eGB supports Member States in developing and least developed countries including Small Island Developing States (SIDS) to build capacity in the areas of innovation, e/m-governance and transformational governance to promote economic, social and environmental development, in line with the overall mandate of UNDESA and DPADM's mission. eGB implements its activities by undertaking policy analysis and research, providing support to intergovernmental processes and promoting capacity building activities. UNPOG was established in June 2006 as an outcome of the 6<sup>th</sup> Global Forum on Reinventing Government, which was held in the Republic of Korea in 2005. The Project is based on a Trust Fund Agreement between UNDESA, through DPADM, and the Government of the Republic of Korea, through the Ministry of Security and Public Administration (MOSPA). The overall objective of UNPOG is to promote innovation and e-governance for sustainable development.

For two days around 120 delegates from more than 40 countries attended the workshop, including ministers, senior government officials, civil society representatives, scholars, and experts from the private sector, as well as representatives from international organizations (See Annex 1 for List of Participants). Speakers gave insightful presentations on four different themes such as global/regional trends and emerging issues of e-government development, whole-of-government approach, innovative online service delivery and e-government for promoting sustainable development in SIDS, followed by in-depth roundtable discussions among participants. During the workshop the results of the 2014 United Nations E-Government Survey were presented for the first time since its official release, drawing much attention and active discussions from participants.

#### **1.1. Background**

The United Nations General Assembly in its Resolution entitled “The Future We Want” has reaffirmed the strong need to achieve sustainable development by

promoting sustained, inclusive and equitable economic growth, creating greater opportunities for all, reducing inequalities, raising basic standards of living, fostering equitable social development and inclusion, and promoting the integrated and sustainable management of natural resources and ecosystems. It stressed that all levels of government and legislative bodies play an important role in promoting sustainable development. Overall, “the goal of sustainable development is to ensure the promotion of an economically, socially and environmentally sustainable future for the planet and for present and future generations. Sustainable development emphasizes a holistic, equitable and far-sighted approach in decision-making at all levels. It rests on integration and a balanced consideration of social, economic and environmental goals and objectives in both public and private decision-making. It emphasizes intragenerational and intergenerational equity” (E/2013/69, para.6).

As the 2015 timeline for current MDGs approaches and international efforts start to focus on preparing the ground for next steps in global sustainable development, it is clear that all governments are faced with a set of complex, multifaceted and inter-dependent challenges, which require a holistic government approach and transformation agenda through enhanced policy coordination, integrated decision-making processes and streamlined public service delivery. Global as well as national challenges such as poverty, inequality, global warming, peace and security, are interlinked and typically highly complex, which indicates that no single actor, let alone single government or single institution, can effectively deal with those challenges on their own. Effective inter-agency collaboration across all levels of government, as well as collaboration with non-governmental sectors, is essential to ensure good governance and good development outcomes. Collaborative governance and leadership, underpinned by a well-functioning public administration, is the cornerstone of present and future sustainable development and it is crucial to improving people’s lives. The public sector must deliver equitably and efficiently essential services that meet citizen needs, provide opportunities for economic growth, as well as facilitate citizen engagement and participation in public policymaking and service delivery, so as to promote the empowerment and well-being of all people.

Against this background, Member States recognised the importance of information and communications technology (ICT) to achieve sustainable development. Furthermore they appreciated the power of communication technologies, innovative applications, to promote knowledge exchange, technical cooperation and capacity building for sustainable development (A/RES/66/288).

DPADM has actively supported the Member States in their efforts to promote sustainable development by utilising ICT. As a flagship publication of UNDESA, DPADM publishes the United Nations E-Government Survey every two years to share knowledge about global e-government trends, issues, and innovative practices, as well as challenges and opportunities of e-government development. The Survey is the only report in the world that assesses the e-government development status of the 193 United Nations Member States. It serves as a tool for decision-makers to identify their areas of strength and challenges in e-government and to guide e-government policies and strategies. It assesses the e-government development and extent of e-participation of the United Nations Member States according to a quantitative composite index of e-readiness based on online services assessment, ICT



infrastructure, and human resources endowment. The Survey is intended for government officials, academics, intergovernmental institutions, civil society organizations, the private sector and citizens at large.

## 1.2. Context

Given the multitude and complexity of challenges that governments face to achieve sustainable development, effective collaborative governance at all levels is needed to transform how the public sector operates. This, in turn, requires a transformation of the government's role, functions, institutional frameworks and processes. In this regard, e-government and innovation can provide significant opportunities to transform public administration into an instrument of sustainable development at the service of its citizens. E-government is "the use of ICT and its application by the government for the provision of information and public services to the people" (Global E-Government Readiness Report 2004). More broadly, e-government can be referred to as the use and application of information technologies in public administration to streamline and integrate work-flows and processes; to effectively manage data and information, enhance public service delivery, as well as expand communication channels for citizen engagement and empowerment of the people. The opportunities offered by the digital development of recent years, whether through online services, big data, social media, mobile apps, and cloud computing, are expanding the way we look at e-government. While e-government still pertains to electronic interactions of three types - i.e., government-to-government (G2G); government-to-business (G2B); and government-to-consumer/citizen (G2C) - a more holistic and multi-stakeholder approach is taking shape.

Through innovation and e-government, public administrations around the world can be more efficient, provide better services, and respond to citizens' demands for transparency and accountability, and thus build citizens' trust in their governments. E-government can increase efficiency and promote effectiveness by cutting costs and streamlining processes; provide improved access and quality of services by making information available online 24/7, as well as increase transparency, accountability and reduce corruption. It can help governments go green and promote effective natural resource management; as well as stimulate economic growth and promote social inclusion, particularly of vulnerable groups. ICTs have also been proven as effective platforms to facilitate knowledge sharing, skills development, transfer of innovative e-government solutions and capacity-building for sustainable development among countries. E-government can generate important benefits in the form of new employment, better health and education.

In terms of sustainable development, particular attention should be given to the 38 Small Island Developing States (SIDS) which face several unique economic, social and environmental challenges due to their small size and economy, isolation and high transaction costs of providing goods and services and underdeveloped infrastructure including telecommunications. SIDS are in general characterized by small populations and geographic dispersion. E-government holds the potential to address several challenges faced by SIDS, in particular the disaster risk reduction, natural resources management and improved service delivery. Through e-participation, citizens in even



the most remote and scattered islands can be connected to their governments and consulted in decision- making processes.

## Part II – Structure and Methodology of the Workshop: Participatory Facilitation

### 1. Overall Structure of the Workshop

- ***Opening Session***  
Opening remarks were delivered, followed by a presentation to introduce the four different themes to be discussed over the course of the two-day workshop.
- ***Session 1: E-Government Global/Regional Trends and Emerging Issues***  
This session provided an overview of the global and regional trends, as well as emerging issues in the area of e-government for development. The outcomes and findings of the 2014 UN E-Government Survey were shared with participants for the first time since its official release. Several country cases of e-government development were presented as well.
- ***Session 2: Collaborative Leadership for Whole-of-Government***  
The session focused on the critical role of collaborative leadership for whole-of-government, i.e., how to promote a shared organisational culture, re-invent institutional frameworks for effective coordination and cooperation, and formulate a unified ICT strategy across government agencies. During the session, the winners of 2014 UNPSA in Category 3 “Promoting Whole-of-Government Approaches in the Information Age” presented their experiences and shared lessons learned.
- ***Session 3: Policies and Strategies for Innovative Service Delivery***  
This session focused on policies and strategies aimed at developing online service delivery. It also featured innovative practices of online service delivery through presentations of 2014 UNPSA winners in Category 1 “Improving the Delivery of Public Services”.
- ***Session 4: E-government for Sustainable Development in Small Island Developing States***  
UNPOG’s research on the role of e-government for sustainable development in SIDS in the Asia-Pacific Region was presented and discussed in order to facilitate knowledge sharing and transfer. A number of presentations on specific e-government development experiences from SIDS followed, seeking further cooperation among the countries.

- **Wrap-up Session**

Based on the list of 10 recommendations prepared by the General Rapporteur, participants had in-depth discussions in order to develop two key recommendations for the plenary, which were then presented on the final day of the Forum.

The workshop was conducted using the participatory method. The decision to employ this method was made in light of the positive evaluations from past meetings conducted. Using this method aided in maximizing the interaction among participants throughout the duration of the workshop. In particular for this workshop, the aim of the organizers was to place great emphasis on participatory approaches to enhance motivation of participants and effective results.

With a view to ensuring a productive meeting the workshop agenda combines high-level expert presentations with small roundtable groups. These interactive roundtable groups offered the opportunity for participants to discuss in greater detail the theme of each of the sessions. The participatory method deployed during the workshop is detailed in the “Guidelines for the Workshop” (see Annex IV).

### **Workshop Structure**



#### **1.1. Effective Results of Participatory Dialogue**

Traditional workshops often consist of lectures or panels of a few experts with participants by and large in a listening mode. This tends to create passivity in the participants and does not necessarily challenge their minds to interact with the ideas being presented. By increasing the degree and quality of participation in a discussion or workshop, both in large and small groups, participants can move into the role of co-creators of the event and engage their imagination, creativity and energy. Results of

more extensive and deeper participation are increased insight for all those involved, more effective plans being produced and more innovations being put forward. When people participate in a discussion or planning process they are more likely to be committed to the plans and its implementation as it reflects their own ideas. Involvement of different perspectives in a meeting generates new insights and encourages a fresh look at opportunities. The cross-fertilization from a group made up of diverse backgrounds to a discussion can sometimes result in breakthrough strategies. The team-building effects of participation extend well beyond the “high” of a successful discussion. People who have been involved in participatory processes are more likely to feel a sense of ownership and are more likely to take action when they see a problem or an opportunity. Thus, the plenary sessions as well as the working groups can be made more creative and effective if participation is enhanced.



*Roundtable Discussion*

## **1.2. Enhancing Participation: Room Design**

The room was arranged to enhance dialogue and interaction. The meeting room had 10 roundtables for the participants with each table accommodating eight people. Such arrangement would provide everyone with good opportunities to share their views and reflections on the way forward. Each table was also equipped with paper, pens and flip boards to facilitate team work, and each participant was encouraged to sit in a different table each day, to ensure cross-fertilization of ideas and to avoid the ‘clustering’ of participants in the same group.

## **2. Overall Organisation of the Workshop**

The first day started with opening remarks by Mr. Jae-hong Lim, Head of UNPOG of DPADM/UNDESA. This was followed by an introductory presentation on the overall theme of the Workshop by Ms. Adriana Alberti, Senior Governance and Public Administration Officer of EGB/DPADM/UNDESA.

In the first thematic session, Ms. Adriana Alberti and Mr. Jonas Rabinovitch, Senior Inter-regional Advisor at EGB/DPADM/UNDESA, gave a joint presentation on Innovation and E-Government for Sustainable Development based on findings and results of the 2014 UN E-Government Survey. This was followed by a presentation on Emerging Trends in E-Government in the Asia Pacific Region delivered by Mr. Matthew Perkins, Economic Affairs Officer, United Nations Economic and Social Commission for Asia and the Pacific (ESCAP). Then, Mr. Wisit Atipayakoon, Specialist in Telecommunication Infrastructure Development, International Telecommunication Union (ITU) spoke about ITU's global initiatives to promote e-government development for the Member States.

The session continued with country cases of e-government development, which were delivered by Ms. Johanna Pimiento (Director, E-Government Directorate, Ministry of Information Technology and Communications, Colombia), Mr. Anir Chowdhury (Policy Advisor at Prime Minister's Office, Bangladesh), Mr. Je-guk Park (Director General of E-Government Bureau, Ministry of Security and Public Administration, Republic of Korea), and Ms. Elizabeth Baptista (National Advisor to the Minister, Ministry of State and President of the Council of Ministers, Timor-Leste), followed by the e-government practices in the Western Balkans by Mr. Goran Pastrovic (Training Manager, Regional School of Public Administration, Montenegro).

The second thematic session began with the presentation on Collaborative Leadership in a Time of Whole System Transformation, made by Mr. Robertson Work, Professor, New York University. This was followed by presentations from the 2014 UNPSA winners for Category 3, Promoting Whole-of-Government Approaches in the Information Age, which were delivered by Mr. Ahmed Buhazza (Director of eService Delivery and Channel Enhancement, eGovernment Authority, Kingdom of Bahrain), Mr. Young Jin Ham (Research Fellow, Korea Health and Welfare Information Service, Republic of Korea), and Mr. Luis Cibils (ICT Consultant, National Civil Service Bureau, Uruguay).

The third thematic session started with a presentation on ICT-enabled Public Sector Innovation made by Mr. Jeremy Millard, Chief Policy Advisor, Danish Technological Institute, Denmark. Mr. Wasantha Deshapriya (Programme Director, Reengineering Government, Information and Communication Technology Agency, Sri Lanka) gave a presentation on Sri Lankan government's experience in innovative online service

delivery. This was followed by three presentations from 2014 UNPSA Winners in Category 1, Improving the Delivery of Public Services, which were delivered by Ms. Hala Ebrahim Al Mehza (Assistant Undersecretary for Training and Planning, Ministry of Health, Kingdom of Bahrain), Mr. Boy Ngobeni (Superintendent General, Gauteng Department of Education, South Africa), and Mr. Ramazan Kabasakal (Head of Foreign Relations Department, Ankara Metropolitan Municipality, Turkey).

On the second day of the workshop, the fourth thematic session began with the presentation on E-Government for Promoting Sustainable Development in SIDS, made by Mr. Young-bum Lee, Professor, Konkuk University, the Republic of Korea. Following his presentation, Ms. Juliet Chiew (Coordinator, Centre for Quality Assurance, University of Aruba), Mr. Andre Griffith (E-Government Advisor, Barbados, Caribbean Center for Development Administration), Ms. Lanka Dorby (Director General, Information Technology, Technology Department, Seychelles), Mr. Nisar Ali (Manager of Information Technology and Computing Services, Ministry of Finance, Fiji), and Mr. Mohamed Shareef (Chief Information Officer, National Center for Information Technology, Maldives), spoke about their country's experiences in e-government development.

After each of the sessions, the participants were divided into 10 roundtable groups to discuss the themes in more detail. Each group then reported their key recommendations and findings to the plenary of the workshop. The discussion was facilitated by the Workshop Facilitator, Mr. Robertson Work.

During the wrap-up session, each group selected two recommendations out of 10 which were prepared by the General-Rapporteur, Mr. Limon B. Rodriguez, Senior Economist, Accenture Research, Singapore, who then reported back to the workshop plenary to identify two actionable recommendations to be presented on the final day of the Forum. The workshop concluded with closing remarks by Mr. Jae-hong Lim and Ms. Adriana Alberti.

### **3. Table Discussion Organisation and Facilitation Process**

For consistency, each group adhered to the same format detailed in the Guidelines for the Workshop. Each group selected a Facilitator/Rapporteur (the group was encouraged to select a different Facilitator/Rapporteur for each of the different thematic sessions throughout the two days). The Facilitator/Rapporteur's roles are to guide the discussion according to the set of questions to brainstorm, produce ideas on topics related to the four thematic sessions detailed in the Guidelines, and manage time. The set of questions was included in the Guidelines for the Workshop and two sets of hard copies were provided in each table and which were also shown through a visual presentation. The method used for the roundtable discussion included discussion in pairs, discussion as a group and noting down main ideas individually,

and selecting and discussing best ideas as a group. After each session, the Facilitator/Rapporteur shared the outcomes of the group discussion with the other groups. The recommendations are reflected in this report.



*Reporting back to the plenary from each roundtable*



## Part III – Overview of the Thematic Areas of the Workshop

### 1. E-Government Global/Regional Trends and Emerging Issues

***Ms. Adriana Alberti and Mr. Jonas Rabinovitch:  
Innovation and E-Government for Sustainable Development***

DESA's work on e-government centers around three main pillars in an integrated approach, which include normative work, research and policy analysis, and capacity building and advisory services. The thematic areas of eGB/DPADM on e-government cover institutional frameworks and leadership for e-government development, e-government as enabler of collaborative and open governance for sustainable development, and innovation in service delivery and e-government.

As the 2014 UN E-Government Survey was just recently released, the thematic issues and key findings of the Survey were introduced to give a snapshot of global and regional trends of e-government development. It was indicated that e-government is becoming a holistic process to transform government towards supporting sustainable development and could contribute to the post-2015 development agenda. Effective regional cooperation is specially highlighted for advancing e-government development, e.g. EU, Gulf Council Countries, and African Union's Programme for Infrastructure Development.

It was concluded that building national and local capacity in a holistic and integrated manner for advancing e-government development is central to addressing the multi-faceted, highly complex and interdependent challenges our societies are facing today.

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:  
<http://www.unpan.org/DPADM/UNPSDayAwards/UNPublicServiceAwards/tabid/1522/language/en-US/Default.aspx>

***Mr. Matthew Perkins:  
Emerging Trends in e-Government in the Asia Pacific Region***

There has been increasing opportunities for e-government to reach more people through increasing connectivity, but with variances in connection quality. It was emphasized that the extension of access to marginalized groups should be addressed with more financing devoted to the deployment of the advanced infrastructure in rural areas to bridge the digital divide. Open government data initiatives should take account of privacy concerns and data should be recognized as an asset.

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

<http://www.unpan.org/DPADM/UNPSDayAwards/UNPublicServiceAwards/tabid/1522/language/en-US/Default.aspx>

**Mr. Wisit Atipayakoon:**

***Innovation and E-Governance for Sustainable Development***

The overview and activities of ITU were presented with some elaboration on ITU strategic plan, ITU global development objectives, and 2014 ITU Asia-Pacific key events. The e-government trends and emerging issues, from ITU perspective, were also introduced with focus on m-government. Moreover, the WSIS+10 vision for WSIS beyond 2012 was also introduced which highlights the role of e-government for supporting sustainable development by promoting effective and efficient public service delivery to all people in a transparent, participatory and collaborative approach. In addition, the framework for ICT for development in the Asia-Pacific Region was also introduced, which is a platform for multi-stakeholder partnerships for project information and knowledge sharing and cross-sector development in Asia and the Pacific.

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

<http://www.unpan.org/DPADM/UNPSDayAwards/UNPublicServiceAwards/tabid/1522/language/en-US/Default.aspx>

**Ms. Johanna Pimiento:**

***Global and regional E-Government Trends and Emerging Issues***

E-government development trend in Colombia is characterized by participative planning (open process), open innovation (diversity ecosystems), and gamification for governance (fun dynamics).

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

<http://www.unpan.org/DPADM/UNPSDayAwards/UNPublicServiceAwards/tabid/1522/language/en-US/Default.aspx>

**Mr. Anir Chowdhury:**

***From Information Officers to Innovation Teams***

Bangladesh e-government development has contributed to increased service to the rural underserved, 30% decrease in corruption in selected services. The upscaling could be attributed to a2i Service Innovation Fund, which helps develop empathy, voice and collaboration through innovation “training”. It was emphasized that coordination from the top is instrumental to the whole-of-government approach for improved service, joined-up government, cost savings and connected citizens.

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

<http://www.unpan.org/DPADM/UNPSDayAwards/UNPublicServiceAwards/tabid/1522/language/en-US/Default.aspx>

***Mr. Je-guk Park:***  
***E-Government of the Republic of Korea***

The Republic of Korea's success factors and future plan for e-government development are presented, which evolved from back office computerization, front office service online, to Government 3.0. The success of e-government in this country could be attributed to a range of strategies, which include whole-of government approach, expanding usage, e-participation, open government data, approaches to address digital divide and transfer services to all citizens including vulnerable groups, and multi-channel service delivery.

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

<http://www.unpan.org/DPADM/UNPSDayAwards/UNPublicServiceAwards/tabid/1522/language/en-US/Default.aspx>

***Ms. Elizabeth Baptista:***  
***Bridging the Digital Divide for E-Government: The Case of Timor-Leste***

Timor-Leste's e-government vision for 2011-2030 and its five-year program for 2012-2017 are introduced. The major barrier in deploying e-services is its underdeveloped ICT infrastructure and digital divide.

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

<http://www.unpan.org/DPADM/UNPSDayAwards/UNPublicServiceAwards/tabid/1522/language/en-US/Default.aspx>

***Mr. Goran Pastrovic:***  
***Regional Trends and Challenges in eGov in the Western Balkans***

The regional trends and challenges of e-government development trend in the Western Balkans was introduced, which include ways on how to support sustainable development within the domain of natural resources management, responding to natural disasters, and citizens' participation in decision-making process. Cloud computing, user centric approach, mobile and social media, and crowd sourcing have been cited as effective tools and channels to address the challenges.

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

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## **2. Collaborative Leadership for Whole-of-Government**

***Mr. Robertson Work:***

***Collaborative Leadership in a Time of Whole System Transformation***

When confronting complex challenges of sustainable development, whole-of-government approach and collaborative actions are instrumental for innovative solutions and actions at every level of government, industry and civil society. Collaboration involves team work, the promotion of synergy and creating collective intelligence, mutual respect, trust and learning; leadership has developmental phases including the authoritative, the bureaucratic and the pragmatic; and collaborative leadership is a dynamic, creative, self-organizing team of orchestrated, diverse perspectives and gifts driven by common vision and values. Collaborative leadership is essential in whole-of-government for addressing sustainable development.

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

<http://www.unpan.org/DPADM/UNPSDayAwards/UNPublicServiceAwards/tabid/1522/language/en-US/Default.aspx>

***Mr. Ahmed Buhazza:***

***Bahrain National Contact Center (UNPSA Winner in Category 3)***

The success story of Bahrain National Contact Center was introduced as one of the public service awards in the category of collaborative leadership for the whole-of-government approaches. The motives, major achievements and success factors are elaborated for the audience. The establishment of the national contact center experienced six phases, ranging from viability assessment, implementation partnership, designing and implementation, operational roll-out, scale-up and improvements to business partnership. The key to the success of the national contact center is mainly attributed to political support from the top level, partnerships with ministries and government entities, private-public partnerships and better contact management leading to better perception of government.

To access the full presentation and video, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

<http://www.unpan.org/DPADM/UNPSDayAwards/UNPublicServiceAwards/tabid/1522/language/en-US/Default.aspx>

***Dr. Young Jin Ham:***

***Social Security Information System of Republic of Korea (UNPSA Winner in Category 3)***

Korean Social Security Information System was aimed to support the welfare delivery process by integrating welfare services and recipient information by individual and household and providing customized welfare information. The key success factors could be attributed to leadership from government, revising the Framework Act on Social Security, strong policy coordination by the Prime Minister, revising the relevant regulations and operated full-time monitoring system, and implementing nationwide on/off-line education system.

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

<http://www.unpan.org/DPADM/UNPSDayAwards/UNPublicServiceAwards/tabid/1522/language/en-US/Default.aspx>

***Mr. Luis Cibils, PMP:***

***Uruguay Compites (UNPSA Winner in Category 3)***

Uruguay Compites was introduced as the unique portal of entry to the public administration. The contributing factors include norms and regulations, process management and IT support.

To access the full presentation and video, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

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### **3. Policies and Strategies for Innovative Service Delivery**

***Mr. Jeremy Millard:***

***ICT-enabled Public Sector Innovation***

Through having an open governance system, government can do more works with increased contribution by various stakeholders such as civil society, public sector, private sector and numerous individuals. The open governance system could be implemented through the combination of open assets, open engagement, and open services. One of the important trends in ICT-enabled public sector innovation in Europe is that governments are making designs of web service platforms *simple*. Another trend is mass customisation in E-Government, which is defined by Mr. Joe Pine as such: “fundamentally customers don’t want choice, they just want exactly what they want”.

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

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***Mr. Wasantha Deshapriya:***

***Sri Lankan Government's Policies and Strategies for Innovative Online Service Delivery***

Multi-channel service delivery is important to reach out to socially vulnerable groups. In particular, Sri Lanka exerted efforts to use voice as the prime channel for online services as well as mobile platforms for reaching out to various stakeholders. Multi-lingual service is also one of the important considerations for various ethnic groups in the country. Moreover, Sri Lankan government focused on improving digital literacy through conducting several ICT training programmes. Nowadays social media is also employed as an important vehicle to provide online services for citizens.

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

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***H.E. Hala Ebrahim AL Mehza:***

***I-SEHA (UNPSA Winner in Category 1)***

Through the system integration, I-SEHA allows patients to visit any location within the public healthcare network and to access their files through electronically updated and integrated information. There are three factors to guarantee success of I-SEHA:

- i. The commitment of the Ministry of Health and various stakeholders
- ii. The benefits to professionals (medical doctors) and end users (patients)
- iii. The guaranteed return on investment by enhancing productivity, saving money and improving people's health

It was also emphasized that ICT alone cannot succeed, but it should always be harmonised with people who employ this tool.

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

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**Mr. Boy Ngobeni:**

***Secondary School Improvement Programme (SSIP): A case of Gauteng  
Department of Education (UNPSA Winner in Category 1)***

SSIP was established to improve academic achievement of students and is composed of four pillars which target the training for students of different grades and teachers. The close cooperation among different stakeholders was one of key success factors of the programme. In terms of leadership and management, there has been weekly or monthly meetings of provincial oversight committee, district implementation team, and site managers, making it possible to share the progress and discuss further on programme development. With regard to logistical support, transportation, food and education materials were provided to students and schools, to assist students to concentrate on their studies. One of the main points raised was leadership could truly be the starting point for managing and coordinating complex tasks.

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

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**Mr. Ramazan Kabasakal:**

***Center of Children Working in Ankara Streets (UNPSA Winner in Category 1)***

Legal measures alone cannot solve the multi-faceted problems of children working in the streets. Interested groups such as school, family, and the centre should cooperate with each other for the successful outcome. Economic and social support should be provided to families, encouraging them to participate in vocational training programs as well as gain awareness about the hazards of child labour. Similarly, children who lag behind their peers should be provided with additional support. It was also discussed that replication of good practices from other cities can maximize the benefits of an initiative.

To access the full presentation and video, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

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#### **4. E-Government for Sustainable Development in Small Island Developing States**

***Mr. Young-bum Lee:***

***E-Government for Promoting Sustainable Development in SIDS***

E-government has positive effects, with empirical evidence, on sustainable development in SIDS directly and indirectly via good governance. SIDS should actively pursue e-government development policy and strategy, considering the success factors which make differences in e-government development in SIDS. International partnership and cooperation are crucial in e-government development for addressing sustainable development challenges.

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

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***Dr. Juliet Chieuw:***

***The Case of Aruba***

Identifying the lack of collaboration as one of key challenges in e-government development, the government is transforming its leadership paradigm of command and control to a paradigm of flow of enlightened leadership. To facilitate the shift, the University of Aruba launched its first Professional Development Certificate programme called *Educational Leadership for Collaboration* which focuses on leadership in the educational system. In order to raise awareness from individual level to the collective level, the programme fosters the knowledge sharing and practice of leadership for collaboration and promotes the new model of collaboration through social artists who see the world as a canvas and paint new possibilities of working together.

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

<http://www.unpan.org/DPADM/UNPSDayAwards/UNPublicServiceAwards/tabid/1522/language/en-US/Default.aspx>

***Mr. Andre Griffith:***

***Innovation and e-Governance for Sustainable Development***

There has been evolution of regional integration in the Caribbean for regional development. The Caribbean region is generally performing poorly compared to the

rest of small economies in terms of growth volatility, productivity and competitiveness, quality of institutions, macroeconomic environment, and natural disaster management. However, countries in the Caribbean region work together to improve e-services. For example, the Electronic Government for Regional Integration Project for the Organization of Eastern Caribbean States (OECS) promotes the efficiency, quality, and transparency of public services through the delivery of regionally integrated e-government such as multipurpose ID, pooled procurement and e-tax filing.

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

<http://www.unpan.org/DPADM/UNPSDayAwards/UNPublicServiceAwards/tabid/1522/language/en-US/Default.aspx>

***Ms. Lanka Dorby:***  
***SEYCHELLES E-Government Implementation***

Building on existing accomplishments of e-government, future e-government strategy and programmes in Seychelles will be directed towards three strategic objectives: connectivity, transformation and e/m-service delivery. Singling out insufficient human resources and inadequate funding as major challenges, Seychelles underlined that high capacity government network and effective inter-agency collaboration are essential to achieve strategic thrusts. Strong political will and leadership from top management are also critical success factors.

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

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***Mr. Nisar Ali:***  
***The Fijian Government e-Services Plan***

Fiji government, in partnership with private sector, has developed a services-driven model with integrated e-service provision to citizens, visitors, foreign investors and businesses. The key factors contributing to the successful implementation of the e-service plan include: i) adopting the mainstreaming ICT technology; ii) mapping out the e-government policy framework; iii) business process reengineering; iv) inter-agency coordination in the context of sound institutional and regulatory framework; and most importantly, v) a strong commitment from top management.

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

<http://www.unpan.org/DPADM/UNPSDayAwards/UNPublicServiceAwards/tabid/1522/language/en-US/Default.aspx>

***Mr. Mohamed Shareef:***

***SIDS and E-Government: The Maldives Perspective***

As a relatively small-sized country composed of 1200 islands with geographical and environmental challenges of its own, the foremost technical difficulties that Maldives has experienced is improving ICT infrastructure. The government strives to take advantage of e-government to manage challenges such as sea level rise, natural disasters, small size and isolation since e-government could effectively enhance citizen-centricity and participation and facilitate devolution and empowerment between national government and local councils. The e-council transaction and information management system was established to cover the full range of services including health and welfare, education, transport, tourism and fisheries.

To access the full presentation, please visit United Nations Public Administration Network (UNPAN) and click on Workshop 1 at the section of EGMS, WORKSHOPS & MINISTERIAL ROUNDTABLE:

<http://www.unpan.org/DPADM/UNPSDayAwards/UNPublicServiceAwards/tabid/1522/language/en-US/Default.aspx>

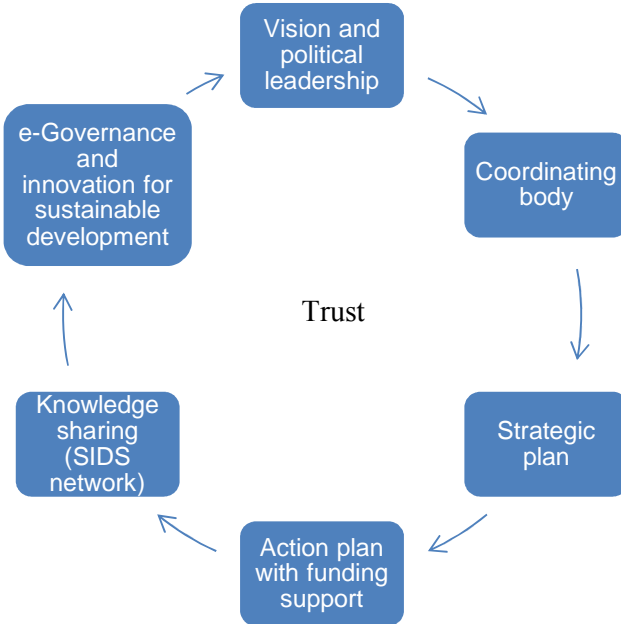
## Part IV – Findings and Recommendations from the Workshop

### 1. Findings from the Panel Presentation and Roundtable Discussions

Themes	Findings
I) E-Government Global/Regional Trends and Emerging Issues	<ul style="list-style-type: none"> <li>Collaborative and participatory e-Governance and leadership are key drivers for sustainable development as they leverage and forge synergies from the strengths, core competencies, and resources of key stakeholders such as governments, citizens, civil society, academe, international development partners and private sector.</li> <li>E-government has a positive impact on good governance and sustainable development. For example, open government data can promote transparency and control corruption in government. Additionally, improving connectivity and bridging digital divide can boost economic growth and social cohesion and development especially of the poor and vulnerable such as women, children, elderly and people in rural areas. Innovation funds, crowdsourcing, gamification and social media can enable co-creation with citizens and other key stakeholders on solutions to public policy problems, including environmental issues.</li> </ul>
II) Collaborative Leadership for Whole-of- Government	<ul style="list-style-type: none"> <li>A holistic approach needs to be taken for e-Governance to work. In other words, efforts should focus on technology as well as on process, including reengineering, and people, e.g., human resource development, exposure to frontline public service delivery (Bangladesh's innovation trainings), trainings and recruitment of talent in a transparent and effective way (Uruguay's Compites program). Bahrain's National Health Information System provides a good practice example of focus on these three areas.</li> </ul>
III) Policies and Strategies for Innovative Service Delivery	<ul style="list-style-type: none"> <li>Legal framework may be necessary but not a sufficient condition to promote e-government as in the case of Ankara Metropolitan Municipality's Center of Children Working in Ankara Streets. On top of establishing the legal structure, other good practices including, among others, multi-stakeholder participation (e.g., schools, families, local officials) and incentives need to be carried out. Gauteng's Secondary School Improvement Programme in South Africa is a case in point.</li> <li>Design and delivery of public services need to be citizen-centric. Governments around the world are becoming</li> </ul>

	<p>increasingly aware of this as evidenced by Bahrain's National Contact Centre—a single phone number to access public services—, and UK's Gov.uk which is a well-designed and cost-effective search engine on public services as well as citizen-centric information systems and integrated e-service shops being implemented in several countries.</p> <ul style="list-style-type: none"> <li>• Digital inclusion especially of the poor and vulnerable such as women, people in rural areas and elderly should be integral to e-government strategies. Some of the effective means to bridge the digital divide include awareness campaigns, literacy programs, one-stop service centers, multi-channel service delivery, gamification and multi-lingual mobile platforms.</li> <li>• Open-by-default is increasingly becoming the direction governments and governance are headed to. It consists of a) open assets, e.g., data (with provisions for data security and privacy), processes and people, b) open engagements, e.g., public-private partnerships, citizen participation, consultations with civil society, leveraging the research, knowledge, expertise and capabilities of academe, and c) open services which promote co-creation with citizens, private sector and other key stakeholders.</li> </ul>
IV) E-Government for Sustainable Development in SIDS	<ul style="list-style-type: none"> <li>• Climate change and natural hazards brought to light the importance of risk management, including in the Western Balkans. And ICT, e.g., cloud computing, can form part of contingency and mitigation measures. However, data sovereignty issues as well as data protection and privacy need to be addressed before mass adoption of cloud computing can take place. A representative from Fiji wanted to make sure data are not housed in a foreign country.</li> <li>• Small Island Developing States face a special set of challenges due to their geography and population size. Mobile platforms are helping to improve connectivity. At the same time, international and regional organizations, including among others UN and regional development banks, have an important role to play in promoting knowledge sharing between and among SIDS and facilitating coordination with donor countries and organizations</li> </ul>

## 2. Recommendations from the Roundtable Discussions

Stakeholder	Theme	Recommendations from Roundtables
Member-States	Governance and leadership	<ul style="list-style-type: none"> <li>Secure political will as well as common vision and values</li> <li>Vision and political leadership, central coordinating body, strategic plan, action plan with funding support, and knowledge sharing (SIDS network) should feed into each other based on mutual trust for e-Governance and innovation for sustainable development</li> </ul>  <pre> graph TD     A[Vision and political leadership] --&gt; B[Coordinating body]     B --&gt; C[Strategic plan]     C --&gt; D[Action plan with funding support]     D --&gt; E[Knowledge sharing SIDS network]     E --&gt; F[e-Governance and innovation for sustainable development]     F --&gt; A     </pre> <ul style="list-style-type: none"> <li>Political will, buy-in from political leadership, leadership at all levels, multi-stakeholder participation, corruption control and institutionalization of reforms as well as presence of legal and risk management frameworks, central coordinating body, mandate-based implementing agencies, local champions and feedback mechanisms will facilitate and enhance implementation of e-Governance</li> <li>Strategic budgeting and planning are required to address financial constraints as well as to align with national programs</li> <li>Promote institutionalization of inter-ministerial cooperation, innovation body, comprehensive compensation system and retention policy. Cross-cutting issues such as ethics and values, inclusion and equity need to be addressed.</li> <li>Promote collaborative governance             <ul style="list-style-type: none"> <li>Create a central coordinating body</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>- Forge public-private partnerships</li> <li>- Combine top-down and bottom-up approaches</li> <li>• Promote participatory and demand-driven e-government which takes account of localization, multi-channel service delivery and capacity building of political leaders on the importance of e-government</li> <li>• Foster collaborative leadership in whole-of-government making use of common vision, values and participatory group methods of discussion and planning</li> <li>• Foster governance collaboration of government, NGOs, CBOs and companies in service delivery for all citizens especially the most vulnerable</li> </ul>
	Policy and strategy	<ul style="list-style-type: none"> <li>• Stimulate an open-by-default policy for all public sector activities embedded in a clear long-term strategy</li> <li>• Inclusive strategizing for innovative e-government which will prioritize national needs, should be carried out</li> <li>• Create policies and programs promoting climate change mitigation, gender equality, participatory governance, socio-economic justice and cultural tolerance</li> </ul>
	Service delivery	<ul style="list-style-type: none"> <li>• Inclusive and interactive service delivery               <ul style="list-style-type: none"> <li>- Increase citizen usage by reducing time, cost and visits (TCV)</li> <li>- Promote crowdsourcing and co-creation with citizens, private sector and civil society</li> </ul> </li> <li>• Action-oriented user centricity needs to be at the heart of all initiatives requiring cross-sectoral, regional and institutional collaboration</li> </ul>
	Capacity building	<ul style="list-style-type: none"> <li>• Ensure capacity- building of public sector for a whole-of-government approach to integrated service delivery</li> <li>• Develop the capacity of citizens and public sector in ICT and use of online services</li> </ul>
	Knowledge sharing	<ul style="list-style-type: none"> <li>• UN and member-states should stimulate structural action-driven knowledge build-up and transfer across countries, regions and entities</li> </ul>
	Incentives	<ul style="list-style-type: none"> <li>• Incentives for innovation and knowledge sharing               <ul style="list-style-type: none"> <li>- Identify and incentivize innovators through gamification, funds and awards</li> </ul> </li> <li>• Establish innovation fund to create strategy, build capacity and define structure and processes</li> </ul>
United Nations	Policy and strategy	<ul style="list-style-type: none"> <li>• A UN resolution mandating minimum ICT/e-government development level/standard for all Member States is suggested</li> </ul>



	Small Island Developing States	<ul style="list-style-type: none"> <li>Promote knowledge exchange on innovation and e-governance through study tours, meet ups and social media</li> <li>Provide technical and financial assistance on e-government/e-services supporting SIDS to access donor organizations</li> </ul>
	Capacity building and knowledge sharing	<ul style="list-style-type: none"> <li>Ensure capacity-building of public sector for a whole-of-government approach to integrated service delivery</li> <li>A UN model on e-government framework which includes capacity building activities, reference templates, and adaptation and implementation guidelines is recommended</li> <li>UN and Member States should stimulate structural action-driven knowledge build-up and transfer across countries, regions and entities</li> </ul>
	Incentives	<ul style="list-style-type: none"> <li>Incentives for innovation and knowledge-sharing should be put in place</li> </ul>

### 3. Recommendations from Workshop Facilitator

#### *Substantive Recommendations*

- Foster collaborative leadership in whole-of-government making use of common vision, values and participatory group methods of discussion and planning
- Foster governance collaboration of government, NGOs, CBOs and companies in service delivery for all citizens especially the most vulnerable
- Create policies and programs promoting climate change mitigation, gender equality, participatory governance, socio-economic justice and cultural tolerance

#### *Process Recommendations for Future Workshops*

- Have fewer presentations and more time for table and plenary discussion
- Have planning sessions on Vision, Obstacles, Strategies and Actions
- Ask presenters to make their presentations more personal, inspiring and making use of stories and examples

### 4. Final Recommendations for the Forum (presented in the plenary of the Forum)

- We recommend member-states to promote a collaborative and participatory e-Governance platform and leadership by:
  - Sharing common vision and values among stakeholders, securing political will, developing trust of citizens in e-government and

- ensuring user-centricity thereby helping to increase access to and usage of e-government platforms especially for poor and vulnerable such as women, people in rural areas and elderly
  - Building the necessary ICT infrastructure to improve connectivity
  - Putting in place the supporting legal, policy and risk management frameworks, establishing a central coordinating body, ensuring implementing agencies have policy mandate, allocating financial resources and creating an incentive system which can include an innovation fund, awards and gamification
  - Building human resource capacity of citizens and public sector on information and communications technology, implementing combination of top-down and bottom-up approaches, forging inter-government agency collaboration and public-private partnerships, co-creating with citizens, civil society and private sector, carrying out process reengineering and integration of systems, formulating and implementing strategic and action plans, collecting feedback, conducting monitoring and evaluation, sharing knowledge with other stakeholders and institutionalizing reforms
- We recommend the United Nations to support capacity-building activities for Small Island Developing States on e-government, including
    - Provision of technical support and facilitating contacts with the donor community
    - Knowledge platform / technical cooperation on innovation and e-Governance for sustainable development, i.e., repository of legislation, e-government strategies and innovative practices
    - Study tours to better understand, replicate and adapt innovations and good practices in other SIDS
    - Conferences and meetings to promote collaboration between SIDS and international development partners

## Annex 1: Guidelines for the Workshop

**SESSION 1a – 10:15 – 10:45**  
**Table Discussion**  
**Tuesday Morning, 24 June 2014**

**“E-Government Global Trends and Emerging Issues”**

### ***1 Discussion at Tables: 10:15 – 10:45***

**30 minutes of discussion** at each table is scheduled. Each table will select its own Rapporteur and Facilitator for this session. The table facilitator should ask the table participants to do the following:

1. Please turn to a person next to you at your table and share in 2 minutes for each person (5 minutes total) the most useful idea/trend that you heard in the presentations, which could be implemented in your government/country to promote sustainable development.
2. Please say your name and country and share your best ideas with our table (5 minutes).
3. What **obstacles/challenges** do you face in promoting innovation and E-Government that could keep your organization from achieving your vision of sustainable development? (20 minutes)

***Selected Tables to Report back to the Workshop their insights and recommendations: 10:45 – 11:00***

***15 minutes plenary knowledge sharing*** – Workshop Facilitator asks the rapporteur of one or two of the tables to present in plenary a summary of conclusions in 5 minutes; then the Session Chair makes some closing remarks in 5 minutes. Table rapporteurs hand their notes to the workshop rapporteur of the session.

**SESSION 1b - 12:20 – 12:50**  
**Table Discussion**  
**Tuesday Afternoon, 24 June 2014**

**“E-Government Global Trends and Emerging Issues”**

***2 Discussion at Tables: 12:20 – 12:50***

**30 minutes of discussion** at each table is scheduled. Each table selects a new Rapporteur and Facilitator for this second part of session I. The table facilitator should ask the table participants to do the following:

1. Based on the ideas shared during the presentations, what **strategies** could help deal with the obstacles and achieve the vision of sustainable development? (25 minutes)

Table rapporteur reads his/her notes and the group decides what to highlight in their table report (5 minutes).

*12:50 – 13:00 Reporting Back to the Plenary*

Workshop facilitator calls for selected table report in plenary. Table rapporteurs hand their notes to the workshop rapporteur.

**SESSION 2 – 15:30 – 16:15**  
**Table Discussion**  
**Tuesday Afternoon, 25 June 2014**

**Collaborative Leadership for Whole-of-Government**

15:15 – 15: 30 Workshop Facilitators ask for Questions and Answers in Plenary

15:30 – 16:10 Discussion at Tables

**40 minutes of discussion** at each table is scheduled. Each table selects a new Rapporteur and Facilitator for this session. The table facilitator should ask the table participants to do the following:

1. Please share in two minutes each (for a total of 5 minutes) with a person sitting near you what leading in a collaborative manner means to you.
2. In our table group, let's take 20 minutes to share our own innovations in promoting whole-of-government approaches (everyone can speak).
3. To share in plenary or in the workshop report, please discuss in 15 minutes the following at the table:
  - a. What was the most visible innovation our group discussed on promoting whole-of-government?
  - b. What are the key elements that contribute to collaborative leadership for whole-of-government?

16:10 – 16:15 Reporting back to the Plenary: Workshop Facilitator asks for one 5 minutes report from the Rapporteur of one of the tables to present in plenary a summary of conclusions and for the Session Chair to make some closing remarks.

**SESSION 3 – 17:30 – 18:15**  
**Table Discussion**  
**Tuesday Afternoon, 24 June 2014**

**Policies and Strategies for Innovative Service Delivery**

17:20 – 17:30 The Workshop Facilitator as for *Questions and Answers in Plenary*

17:30 – 18:00 *Discussion at Tables*

**30 minutes of discussion** at each table is scheduled. Each table will select its own Rapporteur and Facilitator. The table facilitator asks:

1. Please turn to a person next to you at your table and share in 2 minutes for each person (5 minutes total) the most useful innovation that you heard in the presentations on innovations in public service delivery.
2. Please share one of your own major innovation in service delivery.
3. For the Rapporteur taking notes at the table, please respond to the following together with the other participants at the table:
  - a. What was the boldest innovation that our table group discussed?
  - b. What are the key dimensions to innovations that promote effective, accountable and citizen-centric service delivery?
  - c. What are the prerequisites for these innovations?
  - d. What new ideas have you gained for your country or institution?

*18:00 – 18:15 Reporting Back to Plenary*

For 15 minutes the Workshop Facilitator asks for the Rapporteurs of two of the tables to present in plenary a summary of conclusions and for the Session Chair to make some closing remarks.

**SESSION 4 – 10:00 – 10:50 am**  
**Table Discussion**  
**Wednesday Morning, 25 June 2014**

**E-Government for SIDS**

10:00 – 10:50 Discussion at Tables

Discussion in pairs – The Workshop Facilitator asks participants to share in teams of two 2 minutes each (for 5 minutes): 1) What was a key insight for you from the presentations? 2) How could you apply this lesson in your organization, in your country?

The Workshop Facilitator asks each table to select a new Facilitator and Rapporteur and use the following questions.

At table discussion (45 minutes) the Table Facilitators asks the group:

- 1) What policies or tools impressed you from the presentations? (15 minutes)
- 2) How can SIDS form a network and online portal for ongoing live discussion? (15 minutes)
- 3) How can the UN and other international/regional organizations help build capacity for SIDS in the area of innovation and e-governance for sustainable development? (15 minutes).

Table rapporteur reads his/her notes and the group identifies the highlights of their discussion for their report.

10:50 – 11:00 Workshop facilitator calls for selected table reports in plenary. Table rapporteurs hand their notes to the workshop rapporteur.



## WRAP-UP SESSION OF THE WORKSHOP – 11:30 – 13:00

### Table and Plenary Discussion

Wednesday, 25 June 2014

11:30 – 12:15 Workshop facilitator asks the table teams to brainstorm on recommendations to take to the global forum plenary:

#### **45 minutes - What actions can be taken to build capacity of governments to promote innovation and E-Government for sustainable development?**

The table team selects a facilitator and a rapporteur. The Table Facilitator should then ask the table to do the following:

1. Please write down individually on your paper the 5 most important actions and capacity-building tools that can promote innovation and e-governance for sustainable development (5 minutes).
2. As a team of 5, please select the 5 best actions and write down each action on a separate card (10 minutes).
3. Still as a team, please cluster the most important actions into similar groupings (10 minutes).
4. The facilitator now asks the teams to provide a 3 to 5 word title for each cluster grouping and put the cards on the flip chart. (5 minutes)
5. For the Table Rapporteur taking notes at the table and facilitator, please facilitate discussion (15 minutes) on the following issues to be reported in the plenary:
  - a. What are the most important actions, including capacity-building, that can promote effective innovation and e-governance for sustainable development?

**12:15 – 12:30** Workshop facilitator asks the table to discuss the following questions:

2) What **recommendations** should be addressed to Member States and what recommendations to the UN in terms of concrete proposals for manuals or guidelines, training, networks, etc. (10 minutes) – list them. After this session table rapporteurs hand their notes to the workshop rapporteur.

The table facilitator then asks the following question to the table participants by going around the table one by one (10 minutes):

3) Please share with the table the major action that you will take when you return to your country as a result of having been in this workshop to promote innovation and E-Government for sustainable development in your country?

**12:30 – 12.55** Presentation of Table recommendations and Workshop Recommendations

- Workshop facilitator asks tables to report on the main action points from selected groups (3 minutes each)
- General Rapporteur presents workshop recommendations and seeks feed-back from whole group (5 minutes)
- Discussion of recommendations to be presented in plenary

## **Annex 2: Opening remarks by Mr. Jae-hong Lim, Head of UNPOG, DPADM/UNDESA**



### **Opening Remarks**

**Mr. Jae-hong Lim**

**Head, United Nations Project Office on Governance, DPADM,  
UNDESA**

### **United Nations Public Service Forum 2014**

***Capacity Development Workshop***

***“Innovations and E-Governance for Sustainable  
Development”***

**24 June 2014**

Excellencies, distinguished guests, colleagues, ladies and gentlemen,

It is my great pleasure and honour to be here at the Capacity Development Workshop of United Nations Public Service Forum 2014 organised by EGB and UNPOG, and deliver the opening remarks on behalf of United Nations.

First of all, I would like to extend my warmest welcome to all of you to the Capacity Development Workshop on “Innovations and E-Governance for Sustainable Development,” and I would also like to take this opportunity to convey my gratitude toward the Korean government for hosting the UNPS Forum. I would also like to appreciate and expect the sincere contributions as well as the considerable expertise of guest speakers in various areas of E-Government.

It is my firm belief that this Workshop will be a useful platform for you to learn and discuss emerging trends, policies, and strategies in E-Government development and share the practices and lessons learnt. I also hope this Workshop would create

knowledge in the area of public service to promote economic and social development and environmental sustainability.

Ladies and gentlemen,

The governments of our time are required to be more responsive, transparent, and accountable. This Workshop would help governments to recognize experience of individuals and communities, to quickly discover and implement innovative approaches to pressing problems, and to make it possible to translate technological innovation into social progress.

With the 2015 deadline for the current Millennium Development Goals coming up, new objectives to increase worldwide welfare need to be set. Therefore this year's theme of UNPS Forum, 'Innovative governance for sustainable development and well-being of the people', is timely and it is worth discussing how leveraging potentials of ICTs could transform traditional forms of government and society into smart ones which could proactively respond to complex needs and various challenges of our time.

Against this backdrop, the ultimate goal of this Workshop has set to build a shared understanding among all governance actors of what E-Government policies and strategies, practices and tools Member States can adopt to make public administration more effective, transparent, accountable, participatory and citizen-centric with a view to promoting greater social, economic and environmental development, which leads to sustainable development.

Sustainable development will be achieved by promoting inclusive and equitable economic growth, creating greater opportunities for all, reducing inequalities, fostering equitable social development and inclusion, and promoting the integrated and sustainable management of natural resources and ecosystems.

To this end, the Capacity Development Workshop on "Innovations and E-Governance for Sustainable Development" is organized to help participants actively exchange insights and engage in lively discussions both in governmental and international level. In this interactive Workshop, we will cover 4 topics:

- 1) E-Government Global & Regional Trends and Emerging Issues;
- 2) Collaborative Leadership for Whole-of-Government;
- 3) Policies and Strategies for Innovative Service Delivery; and
- 4) E-Government for Sustainable Development in Small Island Developing States.

I hope that today and tomorrow's discussion in this Workshop would shed a light on how innovation and E-Government could contribute to make public administrations around the world be more efficient, provide better services, and respond to citizens' demands for transparency and accountability, and thus build citizens' trust in their governments. In particular, citizens in even the most remote and far scattered islands can be connected to their government and can be consulted in decision making

processes through e-participation and that is why we paid extra attention on SIDS in terms of sustainable development.

Once again, I extend my deepest gratitude and welcome to all the guest speakers and participants who are willing to devote their valuable time and great insights to this Workshop, and I wish you all a very pleasant and productive experience in Korea.

Thank you.

## **Annex 3: Introduction to the Theme by Ms. Adriana Alberti, Senior Governance and Public Administration Officer, eGB/DPADM/UNDESA**



Division for Public Administration and Development Management (DPADM)  
UN Department of Economic and Social Affairs (UNDESA)



### **Overall Theme, Objectives and Structure**

#### **Capacity Development Workshop “Innovation and e-Governance for Sustainable Development”**

Adriana Alberti, Ph.D.  
Senior Governance and Public Administration Officer  
Division for Public Administration and Development Management  
United Nations Department of Economic and Social Affairs

Seoul, Republic of Korea  
23-26 June 2014



## Content

- 1. Context and Theme of the Workshop
- 2. Objectives
- 3. Structure
- 4. Process and Participatory Methodology
- 5. Role of Resource Persons
- 6. Expected Outcomes



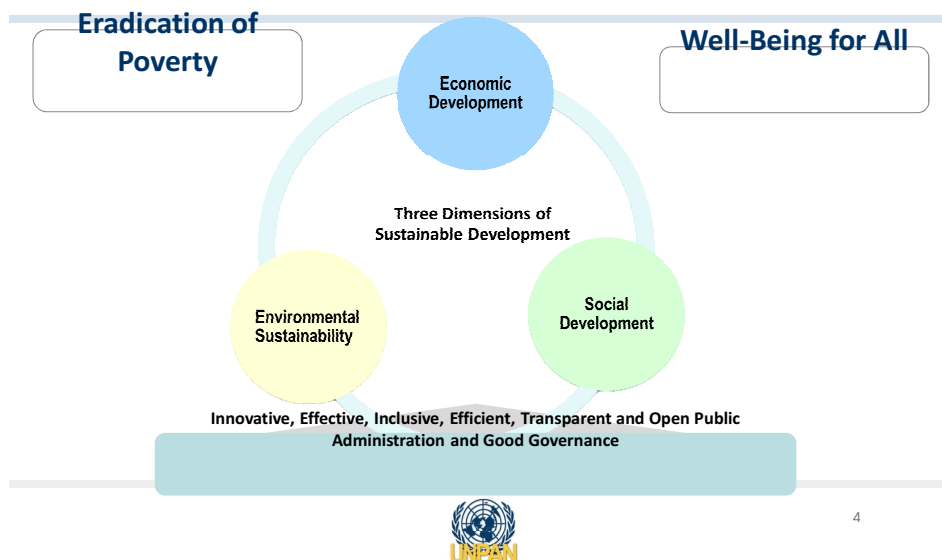
## 1. Context: From Millennium Development Goals to Sustainable Development Goals



### MDGs and SDGs



## Agenda for Post-2015 (Continued)



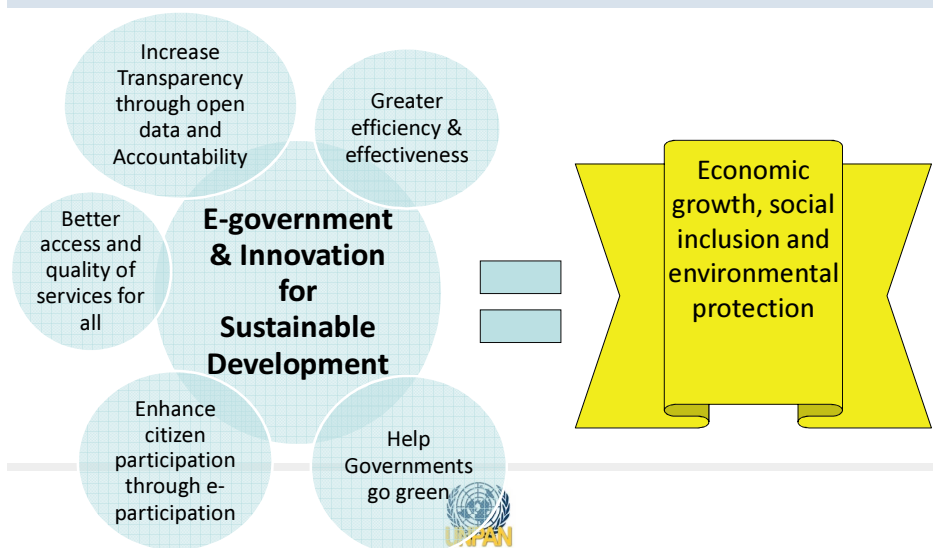
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## 1. Context and Theme: Multiple Challenges to Sustainable Development (Continued)





## 1. Theme: Innovation and E-Governance for Sustainable Development (Continued)



## 2. Objectives of the Workshop

- Present and discuss key aspects of innovation and e-governance for sustainable development
- Discuss policies, strategies and good practices
- Promote knowledge sharing and peer-to-peer transfer beyond the Workshop
- Generate key recommendations and action oriented proposals on how to promote innovation



### 3. Structure of the Workshop

➤ **The workshop will be composed of four sessions:**

- ☐ **Session 1: Global Trends and Emerging Issues of E-Government**
- ☐ **Session 2: Collaborative Leadership for Whole-of-Government Approaches**
- ☐ **Session 3: Policies and Strategies for Innovative Online Service Delivery**
- ☐ **Session 4: E-Government for Sustainable Development in Small Islands Developing States**



### 4. Process and Participatory Methodology

➤ **Means of enhancing participation**

- ☐ Sessions of Questions and Answers
- ☐ Group Exercises
- ☐ Table Discussions
- ☐ Knowledge Sharing



➤ **Active participation throughout the workshop is KEY to success**



## 5. Role of Resource Persons



### ➤ Session Chairperson

### ➤ Speakers



### ➤ Overall Facilitator

- Table Discussion Rapporteurs and Chairs
- General Rapporteur and Session Rapporteurs
- Recommendations and Final Report



### ➤ UN Secretariat

<http://www.UNPAN.org/DPADM/>



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## 6. Expected Outcomes of Workshop

- Provide recommendations and suggestions to be presented during the Ministerial Round Table
- Enhance knowledge of e-government policies, strategies and trends, best practices and tools in the area of e-Government
- Facilitate peer-to-peer transfer of knowledge by connecting governments who have innovated with those who are looking for innovative solutions to their governance challenge
- Promote international cooperation for innovation and e-Government development
- Promote a global exchange platform in the area of innovation and e-government for sustainable development for Small Island Developing States (SIDS)
- Lead to concrete proposals for the development of manuals, guidelines and other tools for innovation in e-governance for sustainable development





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Thank you!

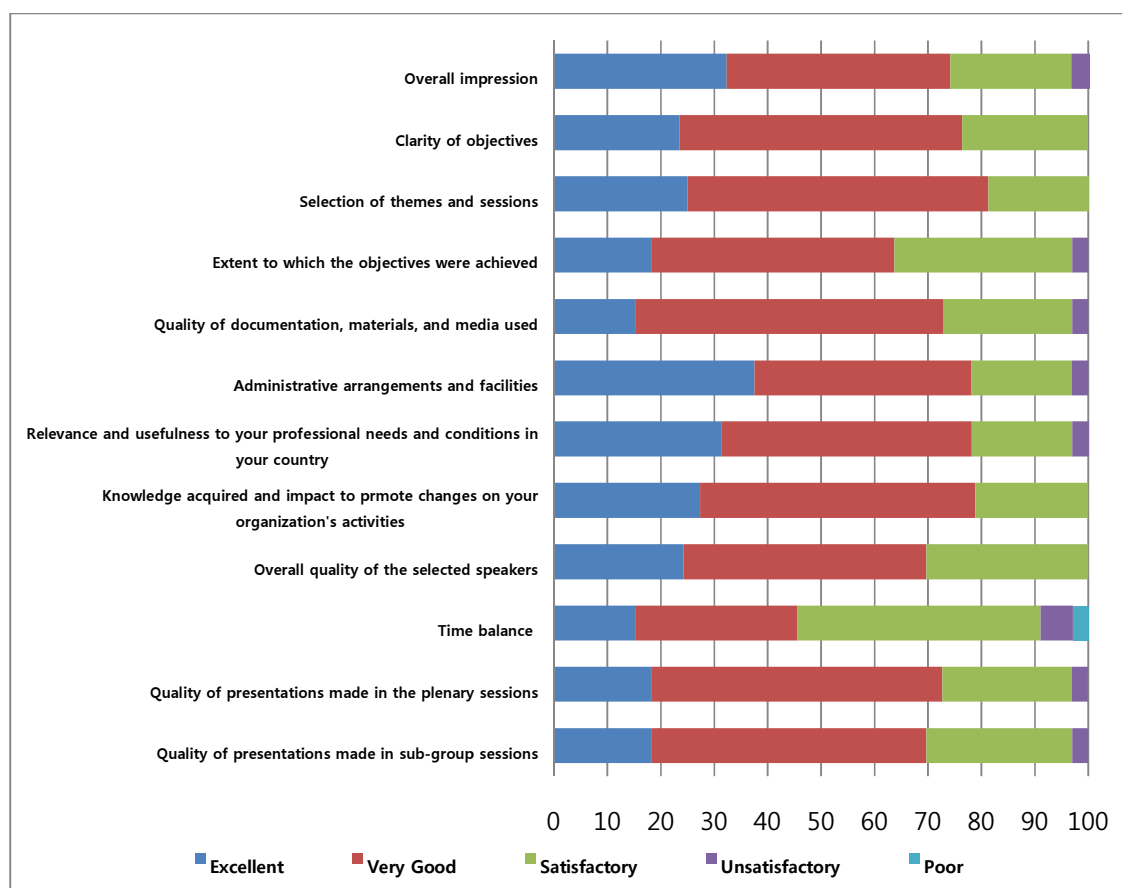
Adriana Alberti: [alberti@un.org](mailto:alberti@un.org)

[www.unpan.org](http://www.unpan.org)



## Annex 4: Evaluation Report

Towards the end of the Workshop, 34 participants filled out the evaluation questionnaire and provided comments and feedback. The participants mentioned that the best part of the workshop was knowledge sharing and learning from best practices and experiences, as well as having opportunities for building networks. The main concern however, was time management. Some participants suggested having less number of panels to allocate more time to individual presentations. There were some suggestions regarding the format of the workshop, such as having a more interactive discussion with the panel and the floor, as well as allowing a Q&A session. For future workshops, there were suggestions on having dedicated sessions on improving quality of public services and risk management. As for the newly released 2014 UN E-Government Survey, there were suggestions on organizing regional level workshops to improve e-government performance. Other recommendations included inviting more people from the private sector as well as the academia, and having translation services. Overall, as seen in the summary below, more than 90% responded that they were satisfied with the workshop. The data in the table below is compiled from the 12 questionnaires that were filled by the participants.



## **Comments from Participants**

### **Best part of the workshop:**

“...the workshop had a great theme and objective. But I think there were too many presenters and speakers and not enough time for feedback...”

“The networking + opening dinner and show”

“Having SIDS focus was most appreciated”

“Workshops are the best learning time for first time come in the UN workshop like these”

“The facilitation and physical arrangement”

“The sharing of experience and exposure of the best practice gave a new perspective to the whole issue of innovation and e-governance in the context of sustainable development. The Korean experience was particularly interesting”

“Discuss group and get some knowledge which we can implement in our organization”

“...theme introduction and opening remarks. Also the presentation made by Dr. Hala Meher, Mr. Ramasatan Kabasaki, Mr. Young Bum Lee and Andre Griffith...”

1. Knowledge sharing and learning
2. Networking
3. Opportunity to contribute
4. E government survey report
5. Keynote speech
6. Cultural program
7. Recommendations

“...emphasizing collaboration and seeing importance of sharing knowledge...”

### **The least useful of the workshop:**

“Diversify the workshop dynamics”

“Opening presentations”

“Show cased case study were time restricted fewer studies but going into the how and why of the case studies would have been useful”

“Scarcity of time”

“Exhibition”

“Some “experts” are giants in their own minds. These tend to abuse the time limits and waste everyone’s time. These egomaniacs need to be more firmly managed as a sign of respect to others”

“Speakers need to stick to the topic of the conference, some would have been better on climate change forum”

“Presentations made just with reading paper”

**Other comments:**

“Perhaps organize the event as to the first day is shorter (because of the fatigue of the journey).”

“Make exhibitions more visible, e.g., Serve coffee break there”

“I would like a book of cases of winning initiatives which include enough detail (20 pages/projects) to allow other nations to adapt and apply in their nations (used as capacity building, which may include standard presentation material).”

“The delegates who speak French language has problems because there was no translation during the workshop”

“...this is really a learning event for me and will see what my country and my ministry can do to achieve e-governance in pursuit of sustainable development in the future.”

“Invite also university students, more academia staff”

“Bring more successful experienced (*sic*) speakers/organization to benefit from them”

“More time should be given to presenters as each presenters had very interesting presentations which each participants has something to learn”

“Just organizational problem between hotel and events. Some communication breakdown in bus timetable and maybe supporting staff to be more involve in directing and talk to delegates”

“Consider for future events:

1. Dedicated session on improving quality of service/customer centric public organizations.
2. Dedicated session on risk management
3. Invite successful leaders from the private sector to share their experiences
4. E-Gov report next step: organize/facilitate regional level workshops to improve e-government performance
5. In the spirit of public-private partnership, increase engagement of private sector”

“Panels need to be smaller. Different format may be better. Try 2-3 member panel to interact directly with the floor after 15 min presentation.”

“Maybe to define some other methodology complementary to the roundtables. There were some boards but they weren’t used. Maybe to promote a little bit of disruptive thinking process”

“Improve and centralize the coordination of some activities such as registration, founts, materials request. Send emails to whom didn’t complete requests instead of sending to everyone.”

“Allow Q & A session