



DPADM / UNDESA



**UNGC**  
United Nations  
Governance Centre



REGIONAL COOPERATION OFFICE  
FOR CITY INFORMATIZATION (RCOCI)

## **Capacity-building Workshop on Back Office Management for e/m-Government in Asia and the Pacific Region**

**Shanghai, People's Republic of China, 27-28 May 2008**

### **1. BACKGROUND**

Knowledge Management (KM) is essential to governmental agencies at the federal, regional and local levels, because governmental organizations are basically knowledge-based organizations. Governments are now required to systematically scan the global environment for knowledge about the tools, systems, and techniques used by the front-runners in the knowledge management of their public service delivery efforts.

A challenge for many governments, particularly those of the developing countries, is to build the architecture and conditions that will ensure the effective and efficient management of data, and the transformation of that data into useful knowledge, in order to strengthen governments' capacities for decision-making, and to improve the quality of the public services they provide to their citizens. Such an effort may entail institutional and systematic restructuring, including systems and processes that are employed in the back office management of government to ensure that e/m-(electronic/mobile) government policies and strategies are appropriately linked to broader development goals.

Given the global trend towards leaner government, governments are confronted with the stark choice of delivering more services to their citizens with fewer resources. Towards this objective, running an efficient and an effective back office, enables more time and resources to be diverted to the front office which interacts with the citizens directly.

This capacity-building workshop, to be held from 27-28 May 2008, in Shanghai, People's Republic of China, will have as its theme **Back Office Management for e/m-Government**; and the Asia and Pacific countries as its focus. The United Nations Department of Economic and Social Affairs (UNDESA) will co-organize the workshop in partnership with the Regional Cooperation Office for City Informatization (RCOCI) of the Shanghai Municipal People's Government and The United Nations Governance Centre (UNGC).

The workshop will provide participants with opportunities for in-depth discussion and a wide exchange of views related to back office management issues in the Asia and Pacific region. Back office functions are defined as those areas that support the front line delivery of services such as finance, human resources, information technology, administrative support, legal services, facilities management, and communication.<sup>1</sup> Back office integration has been a common feature of the reorganization of government for a number of years. It has the benefit of being seen to drive down costs and to improve efficiencies without negatively impacting public and front line services.

The workshop will be attended by senior officials and other stakeholders responsible for e/m-government development, from developing and the least developed countries. These officials are expected to engage in the exchanging of best practices, lessons learned, ideas and knowledge, and in the sharing of initiatives on back office management issues for e/m-government. The goal is for these participants to walk away with an understanding of how to improve their back office management through ICT tools, so as to improve their online service delivery to the people they serve. Additionally, the workshop will also provide a platform for promoting not only South-South but also North-South cooperation.

## **2. OBJECTIVES**

The key aim of this capacity-building workshop is to upgrade the policy making capacities and technical skills of officials from developing countries in the Asia and Pacific region, focusing on back office management issues for e/m-government. E/m-government practitioners and decision-makers, as well as researchers from academia and research institutes, will join the workshop to share their vision, policies and strategies, technologies, products, practices and experiences.

Additionally, many of the key participants will discuss concrete ways in which to support other developing countries within the context of creating an Internet-based repository on e/m-government in the Asia and Pacific region, as part of the global repository to be posted on the UNPAN portal available on a 24/7 basis.

The sub-themes of the workshop include: i) national e/m-government strategies; ii) the related legal and regulatory framework; iii) ICT infrastructure and interoperability; and iv) institutional structure and other enabling environment for e/m-development. (Please see the Annex for a brief description of the workshop sub-themes). Most of these sub-themes are closely related to the development of an e/m-government repository.

The workshop has the following objectives:

- i) To introduce what works and what does not work by analyzing the successful and less successful cases of back office management for e/m-government;

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<sup>1</sup> For the overview of back office issues in e-government operations, please refer to: <http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN028607.pdf>

- ii) To enhance North-South as well as South-South cooperation and to strengthen the network between the participating agencies and organizations for follow-up joint actions on developing and sharing e/m-government initiative solutions through a one-stop knowledge-base on UNPAN; and
- iii) To build a systematic framework and to establish methodologies on developing, maintaining and updating an e/m-government knowledge base for the Asia and Pacific region that will facilitate continuous learning and capacity-building by, and for, the participating countries, especially the developing countries in the region.

### **3. PARTICIPANTS**

The workshop will be attended by senior officials and other stakeholders responsible for e/m-government development, from developing and the least developed countries in the Asia and Pacific region.

### **4. TIME AND VENUE:**

The meeting will be held in Shanghai, People's Republic of China, 27-28 May 2008, partly in conjunction with the 7th High Level Forum on City Informatization in Asia and the Pacific Region (26-27 May 2008).

### **5. AGENDA**

During the first day of the workshop (27 May), following the opening session in which the main objectives will be presented, presentations will be made by experts and practitioners related to the four sub-themes. All of the invited participants are expected to either make a presentation on their countries' cases or join the related discussion. Afterwards, an open floor discussion will be held.

On the second day of the workshop, participants from Australia, New Zealand, the Republic of Korea, the People's Republic of China, and Singapore will make presentations on their own country's experiences and cases in developing e/m-government knowledge systems for back office management in government, including relevant best practices and initiatives. At the final session of the workshop, under the lead of KMB/DPADM, there will be an open floor discussion with the aim to find feasible ways and means to build the e/m-government repository in the Asia and Pacific region as a follow-up action. (Please see the Draft Agenda.)

### **6. OUTPUTS**

A primary output will be the mutual benchmarking of back office management practices among participants, particularly from developing countries. It is expected that the mutual learning and knowledge-sharing will ultimately help enhance the capacity of the participating countries to improve the delivery of online public services to their citizens. In

addition, many of the participants will join the research project to build the e/m-government knowledge repository in the Asia and Pacific region that DPADM. in partnership with the interested multi-stakeholders in the region, is developing, and which is in high demand by many United Nations Member States. The model cases introduced and analyzed during the workshop will also be made available through the UNDESA Compendium of e-Government Innovative Practices available on UNPAN.

## **7. LANGUAGE OF THE WORKSHOP**

The workshop will be conducted in English.

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(Annex)

### **Brief Description of the Workshop Sub-themes**

#### **Sub-theme 1: National e/m-Government Strategies**

This sub-theme will discuss the following:

- 1) Official ICT-led development strategies (or policies, plans, etc)

*\*Note:* ICT-led development strategy means an ICT strategy that may be incorporated into development planning such as ICT in education, health, etc. This is different from ;ICT strategy for development; which focuses rather on the ICT sector for improving access, infrastructure, connectivity and usage of ICT by government, business and civil society, etc.

- 2) Implementation plans:
  - A public sector plan which specifies how public resources will be managed to achieve a development goal.
  - A holistic outline of the options for implementing initiatives identified and ranked in a development plan.
  - A plan that defines the scope and goals, resources required of scheduled activities, scheduled activity durations, and actual project status. A high-level plan may communicate only major phases and milestones, while detailed plans include specific descriptions of the individual tasks involved and the critical path.

#### **Sub-theme 2: Legal and Regulatory Framework**

This sub-theme will discuss laws and regulations that affect e/m-government development, including telecommunication legislation, privacy and security regulation, and other specific product laws (e.g. e-invoicing, e-procurement, etc.).

#### **Sub-theme 3: ICT Infrastructure and Interoperability**

This sub-theme will discuss countries; ICT (Information and Communication Technology) infrastructure for information management (policies and guidelines of information collection, storage, dissemination, and usage), privacy protection, IT-security, and interoperability (information exchange and sharing among agencies), back office integration, etc.

#### **Sub-theme 4: Institutional Structure and other Enabling Environment for e/m-Development**

This sub-theme will discuss:

- 1) Institutional Structure: organizational structure in charge of managing e/m-gov policies and strategies, the existence of Chief Information Officers (CIOs), etc.
- 2) Other enabling environment for e/m-development: e-Leadership, human resource development (such as training), etc.