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Report
The 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

Chairpersons:	Haiyan Qian, Chief, Knowledge Management Branch, Division for Public Administration and Development Management (KMB/DPADM/UNDESA)
	Myung-soo Cho, Director, United Nations Project Office on Governance (UNPOG)
Attendees & Agenda:	Approximately 50 people from 14 countries attended at the Workshop. Please see the agenda (click here) and the list of participants (click here).
Date:	27-28 May 2008
Venue	Shanghai International Convention Center, People's Republic of China
Rapporteur:	Il Jae Kim, Advisor on e-Government (KMB/ DPADM/UNDESA) Deniz Susar, Associate Public Administration Officer, (KMB/DPADM/UNDESA)

Background

The "Capacity-building Workshop on Back Office Management for e/m-Government in Asia and the Pacific Region," was held from 27 to 28 May 2008 in conjunction with the *7th High Level Forum on City Informatization in Asia and the Pacific Region (CIAPR VII*), in Shanghai, People's Republic of China, in partnership with the Regional Cooperation Office for City Informatization (RCOCI) of the Shanghai Municipal People's Government and the United Nations Project Office on Governance (UNPOG/UNGC). Approximately 50 participants from a total of 14 countries (People's Republic of China, India, Cambodia, Nepal, Mongolia, Sri Lanka, Fiji, Vietnam, Myanmar, Pakistan, Lao PDR, U.S.A., Republic of Korea, and Singapore) attended the Workshop.

The main purpose of this Capacity-building Workshop was to upgrade the policy making capacities and technical skills of government officials and practitioners from developing countries in the Asia and the Pacific Region in back office management for electronic and mobile-government (e/m-government). E/m-government practitioners and decision-makers, and researchers from academia and research institutes, as well as regional and international organizations, joined the Workshop to share their vision, policies and strategies, technologies, products, practices and experiences.

Additionally, the participants discussed concrete ways and means to provide developing countries with essential information and knowledge through the creation of an Internet-based Repository on e/m-Government in the Asia and the Pacific Region. This Repository will become part of a Global Repository on e/m-Government (EMGKR) to be developed by DPADM/UNDESA and posted on the UNPAN portal that will benefit stakeholders worldwide. (Please see the Workshop's Aide-memoire by clicking this link.)

The substantive discussion of the meeting is summarized below.

Opening Session

Ms. Haiyan Qian, Chief of the Knowledge Management Branch of the Division for Public Administration and Development Management, UNDESA, opened and chaired the meeting. She welcomed all participants and thanked RCOCI and UNPOG for co-organizing and supporting the Workshop.

In the following opening remarks, Mr. Yizhi Wang, Head of the Institute of Information Sciences of the Shanghai Academy of Social Sciences, welcomed the Workshop participants and emphasized the importance of knowledge management capacity-building in government.

Then, Mr. Myung-soo Cho, Director of UNPOG, in his opening statement, expressed condolences to the families of those who lost their lives as a result of the recent earthquake in the Sichuan Province of China. Noting the growing importance of knowledge management and ICT as a global trend, he stated that the proposal for building an e/m government knowledge-sharing platform is timely and relevant. He also stated that UNPOG will support UNDESA and other partners for the successful implementation of the e/m-government repository project.

Ms. Qian concluded the opening session by outlining the background to the Workshop Programme: the 'why', 'what', 'who' and 'how'. Ms. Qian invited all the Workshop participants to briefly introduce themselves to each other in order to create a friendlier meeting environment.

Substantive Session I: Basic Concept and Principles of KM in Government

During this session, two presentations were made by Professor Xinhua Zhang and Professor Chuang Liu.

Professor Xinhua Zhang of the Shanghai Academy of Social Sciences briefed the conceptual framework of knowledge management in government, including key concepts and dimension of knowledge management. Please see the full presentation by clicking this link.

Professor Chuang Liu, Leading Professor of the Global Change Information and Research Center of Chinese Academy of Sciences, made a presentation on how to manage open data in government, including an overview of data and information sharing policies, the introduction of e-SDDC, and how to manage data in a user-friendly manner. Please see the full presentation by clicking this link.

The key issues raised during the Q&A session were:

- The balance between the demand and supply of information should be taken into account, considering the trend from e-government to e-governance.

- In parallel with data sharing and open data, data security issues should be noted.

- In order to develop new frontiers for new kinds of public services, it is necessary to unearth tacit knowledge.

Session II: Enabling Environment for e/m-Government

Session II of the Workshop included five different sub-themes:

(i)   National e/m-Government Strategies
(ii)   Legal and Regulatory Frameworks
(iii) ICT Infrastructure and Interoperability
(iv)   Institutional Structures and Other Enabling Environments for e/m-Development
(v)   Overview of Back Office Management in the Private Sector

Mr. Myung-soo Cho, Director of United Nations Project Office on Governance (UNPOG), chaired Session II. Presentations were made on the above mentioned sub-themes.

National e/m-Government Strategies

The first presenter Dr. Rajiv Sharma, Director General of the Centre for Good Governance (CGG) from India, spoke about the national e/m-government strategy of India. He stated that the national policy of India is to try to make all government services widely accessible and that the two focus areas are public service delivery and decentralized implementation. He spoke about various common service centers and also about various projects undertaken by the federal and state governments. Please see the full presentation by clicking this link.

The second presenter on the National e/m-Government Strategies theme was Dr. Bory Seng from Cambodia. She introduced the draft ICT policy of Cambodia that is currently being prepared. She stated that the policy covers five areas: (i) legal and regulatory frameworks; (ii) human capacity development; (iii) content development; (iv) ICT infrastructure; and (v) enterprise development. Please see the full presentation by clicking this link.

Legal and Regulatory Framework

Dr. Subarna Shakya, Executive Director of the National Information Technology Center, of the Ministry of Environment, Science and Technology of Nepal, spoke about e/m-government legal and regulatory frameworks in this session. He described the existing act and policies on e/m-government in Nepal. He stated Nepal's ICT vision as "…by the year 2015, Nepal will have transformed itself into a knowledge-based society by becoming fully capable of harnessing information and communication technologies and, through ICT supported means, achieving the goals of good governance, poverty reduction and social and economic development". Please see the full presentation by clicking this link.

ICT Infrastructure and Interoperability

The first presenter on this theme was Ms. Erkhemchimeg Byambasuren, Officer of the Policy Planning Department Information & Communications Technology Authority (ICTA) of Mongolia. She spoke about the current status of ICT sector development, policy and strategies in Mongolia, as well as the challenges and problems. She stated Mongolia's ICT vision as "…building a strong and competitive country by establishing citizen centered, transparent and knowledge-based government through the utilization of advanced ICT". Please see the full presentation by clicking this link.

The second presenter on the ICT Infrastructure and Interoperability theme was Mr. Reshan Dewapura of the Information and Communication Technology Agency of Sri Lanka. He spoke about various e/m-government initiatives in Sri Lanka especially about the 'Lanka Gate' which is a state-of-the-art infrastructure that provides increased accessibility to online government services. He also made reference to the national portal of Sri Lanka which will be the primary interface that connects citizens, non-citizens, businesses, agents and government employees to various governmental organizations and businesses. Please see the full presentation by clicking this link.

Institutional Structure and other Enabling Environment for e/m-Development

The first presenter on this theme was Mr. Om Prakash Goundar, Acting Senior Assistant Secretary (Executive Management Unit), Ministry of Foreign Affairs, International Co-operation and Civil Aviation of Fiji. He explained the objective of e/m-government initiatives in Fiji as "Reforming the organization, management, supervision and development of the government in Fiji to make it more active, transparent, efficient and effective based on the comprehensive support of ICTs. The e-government of Fiji ensures the timely delivery of necessary information and gradually provides online public services and one-stop shop services to citizens and businesses at any time; and helps citizens and business to work with government offices in a quicker and more convenient manner". Please see the full presentation by clicking this link.

The second presenter was Dr. Tran Minh Tien, Standing Vice Chairman, of the Information Technology Steering Committee of Vietnam. He spoke on four different aspects of ICT in Vietnam: application, human resource development, infrastructure and industry. He also explained the institutional structure that coordinates the e-government policies of the Government of Vietnam, and described the e-government action plan and the legal and regulatory basis of e-government of the Government of Vietnam. Please see the full presentation by clicking this link.

Overview of Back Office Management in the Private Sector

Mr. Dennis Anderson, Professor of Seidenberg School of Computer Science and Information Systems, Pace University, New York, USA gave his thoughts on back office management in the private sector at this session. He spoke about the traditional and current enterprise ICT infrastructures, users, data, information, business process management, business intelligence tools, and back office applications. Please see the full presentation by clicking this link.

UNPAN Systems Training - 27 May 2008, 2:30 am – 6:30 pm

A special parallel training session was conducted for UNPAN Asia and Pacific Partners during the Capacity-building Workshop. There were five UNPAN partners present during the training. They were RCOCI, CGG, UNU, UNGC, and EROPA with a total of eight UNPAN focal points (4 from RCOCI and one each from the other members).

The training was conducted by Mr. Deniz Susar of UNDESA and following topics were covered:

> ➢ Introduction to the Asia-Pacific Regional Home Page
> ➢ UNPAN Announcement Management System
> ➢ UNPAN Document Management System
> ➢ UNPAN Event Management System
> ➢ UNPAN Contact Management System
> ➢ UNPAN Resources Management System
> ➢ UNPAN Governance World Watch Database

After the training, members discussed what would be a reasonable commitment for each UNPAN partner in terms of weekly contributions. All members agreed that they will start by contributing news every Monday. They also agreed to contribute to the other UNPAN modules (i.e. announcements, documents, resources, contacts) on a regular basis. The members brain-stormed on how to make UNPAN Asia and Pacific pages more valuable and agreed to create a discussion board for further discussion on this topic.

Session III: Case Studies and Lessons Learned

Ms. Qian opened and chaired the session. The case presentations from participating countries were made as follows:

Ms. Hong Zhang, Chief Technical Architect of Development of Information Technology & Telecommunications of City of New York, presented New York City's case on the use of Service Oriented Architecture (SOA) for back office. The main topics that she presented were: (1) NYC & Back Office: the vision and related approaches; (2) The Information Technology Challenge: the architecture challenge, the IT governance challenge, the IT security challenge; (3) The introduction of Service Oriented Architecture (SOA) and SOA Reference Model; and (4) The Success Stories: 311 Call Service, Business Express, e-Arraignment, etc. Please see the full presentation by clicking this link.

Mr. Byung-Dae Shin, Director of the Administrative Information Sharing Task Force of the Korean Ministry of Government Administration and Security spoke on the government information sharing system in the Republic of Korea. He provided a comprehensive overview of the government information sharing case: the goals, establishment of a relevant master plan, organizational framework, legal reform, educational and public relations, future plan, etc. Please see the full presentation by clicking this link.

Professor Jianhua Wang, Chief Editor of UNPAN Asia and Pacific Center in Shanghai, People's Republic of China, introduced the e-government situation of the People's Republic of China. He analyzed the development of e-government in China based on the recent research results of the United Nations e-Government Survey conducted by UNDESA. He also described how to overcome problems in conducting e-government policies, in terms of reform, application, and notion. Then he explained the favorable environment in China for e-government policy direction and reform efforts. Please see the full presentation by following this link.

Mr. Calvin Phua, Director of PS21 Office, Public Service Division (PSD) of the Prime Minister's Office of Singapore, briefly outlined Singapore's efforts in applying IT supported social networking systems to promote the Government's interaction with local communities. He stated that the Singapore Government has been trying to establish a social networking website. He noted that although there are many similar websites, such as 'MySpace', which are run by the private sector, and although they are much faster in terms of developing the right services, the Government of Singapore considers this as an important part of its e-government plan, and tries to engage people of all age groups to interact online with the Government. It deals with issues regarding the degree of interference by the Government, its role in the online forum, marketing in the website of the physical world, etc. Although it is still at the experimental stage, he hoped that Singapore would soon have some concrete and positive results to share with other countries. Please see the full presentation by clicking this link.

After the above-mentioned presentations, active discussions were conducted by Ms. Qian among Workshop participants and speakers. The key discussions and questions raised are summarized below.

- Some challenges in developing countries include the lack of clear work processes, politically-supported work management systems, and difficulty in adapting new technologies to existing work processes, etc. Regarding such challenges, some participants emphasized the importance of a country's efforts aimed at achieving e-government, and also the importance of institutional reform in developing countries.

- The issue of how e-government in developing countries can be supported by efficient back offices, in terms of managing information and content, connecting people, and streamlining work processes, was discussed with reference to the case of the social networking community in Singapore. Regarding this, the importance of efficient support capacity in the back office, as well as knowledge management and interaction in and between both the front and back office, was stated.

- It was suggested by the participants that, special measures may be implemented in order to prevent the abuse of ICT in social networking websites established by governments. In terms of the protection of personal information and privacy, it was noted that the scheme for establishing a social networking community in Singapore does not include keeping personal information or data that can be misused.

- Some of the challenging difficulties encountered by players working on ICT for development were discussed: 1) Although there are many different types of players, such as technical communities providing support, decision-makers, CIOs, etc, many do not understand how to work in a new environment where a new type of operation is required. 2) They may feel lost without any mechanisms to help them, or locked into a situation in which either the support or information is not available when needed. 3) High-level support of knowledge management is often considered the least important in the action agenda, or they may be challenged by difficulties convincing leaders or directors to support programs they plan to launch.

- It was stated that in the Information Age, innovation is extremely important for making changes in the working environment. Some key elements were pointed out and received support from the Workshop participants: (1) In seeking support from leaders and managers it is necessary to provide them with concrete and successful outcomes and products that have proven to be worth developing or expanding further. (2) It is extremely important for leaders to support the development of e-government strategy, policies and action plans. (3) When developing programs, it is important to start small and to move gradually to a larger scale if necessary.

Relevant country experiences were discussed on the above mentioned issues, including those from Singapore, Republic of Korea and Vietnam.

Session IV: Session on Building the Asia and the Pacific e/m-Government Repository as Part of the EMGKR

Ms. Haiyan Qian chaired this session and introduced the overall proposal by outlining the concept and the plan for the development of EMGKR and the Repository for Asia and the Pacific. Please see the full presentation by clicking this link. Ms. Haiyan Qian invited potential core institutional partners to present their views and comments which are summarized below.

1. **Mr. Wang Yizhi** (Shanghai Academy of Social Sciences) stated that the Shanghai Government is interested in participating as one of the partners in the project, and is ready to support it. He suggested that the aim of the project should be divided into two objectives: compiling information and adding value. With reference to adding value, he emphasized three points: 1) The need to define value since different participants may have different needs. 2) The need to discuss how to create such value. 3) How to make value convenient to use. In addition, he pointed out that the duties and rights of participating partners should be clarified. Please see the full presentation by clicking this link.

2. **Mr. Youngmin Ko** (National Information Society Agency, Republic of Korea) briefed the participants about NIA's participation proposal, including how they will collect the country data of the Asia-Pacific Region and how to secure diverse participation from advanced and developing countries. He also proposed to create a committee or task force and suggested that incentives should be considered for participating countries. He also stated:

- MOPAS would serve as country-level focal point, and NIA would assist MOPAS with technical works such as research.
- For the Repository project, NIA would collect information according to the list proposed by UNDESA, ranging from national e-government policies, strategies and implementation plans to ICT infrastructure development.
- Moreover, NIA would encourage other targeted countries to join the project, and in case they can not afford to do so, MOPAS/NIA would volunteer to gather and research the required information.
- He explained that a detailed plan would be submitted by June 2008.

3. **Mr. Abegboyega Ojo** (UNU-IIST) stated that for the project, the UNU's Country Profile Program, to which most senior government officials are invited in order to conduct research on their own country's e-government programme, generally for a period of two months, can be used. Their research findings could contribute to the Repository project. He emphasized the importance of researching the specific needs of the different countries since requirements for e/m-government might vary among countries in the region. He also noted that attention should also be paid to International Property Right (IPR) issues, especially when compiling, and processing information gathered from each country. Please see the full presentation by clicking this link.

Ms. Haiyan Qian stated that the presentations summarized above, encouraged her and allowed her to feel more confident about the prospect of the project. She noted that each proposal was not a duplication, but rather they supplemented each other in a way that added value.

She mentioned:
- There seemed to be four types of potential partners to the project: 1) initial partners such as MOPAS, UNPOG, RCOCI and CAS,: 2) other UNPAN members in the region, such as EROPA, and CGG; 3) countries represented by participants at the Workshop who may be interested in sharing knowledge in e-government through this project; and 4) NGOs and other interested partners, such as Prof. Xinhua Zhang's company and Ms. Hong Zhang.
- UNU-IIST could be a global partner, while UNPOG could serve as a regional focal point for this particular project. RCOCI and MOPAS/NIA (Korea) could act as co-focal points.
- Three aspects that need to be considered: 1) The allocation of the respective roles for the implementation of the project. 2) The rules and procedures to proceed with the project, including monitoring, quality control, and incentive issues. 3) Official recognition, support, and funding from UNDESA.
- EMGKR is planned to be presented at the 2010 World Expo as the flagship project of UNDESA, to which the Asia-Pacific Repository belongs. Therefore, the work has to start as soon as possible so that it can be showcased at the Expo.
- The framework and methodology for the project need to be further discussed and developed prior to the project implementation phase.
- As suggested by NIA, it could be a good idea to tentatively allocate countries among the interested partners for research purposes.

Active discussion ensured and it was agreed to categorize the countries of the Asia-Pacific Region to be covered by the potential project partners. Then, Ms. Qian summarized the out come of the discussion as follows:

- **MOPAS/NIA/UNPOG:** Myanmar, New Zealand, Australia, Cambodia, Vietnam, Indonesia, Philippines, Thailand, South Korea, Brunei
- **Center for Good Governance**: India, Bhutan, Sri Lanka, Bangladesh, Nepal
- **EROPA:** Philippines, Japan, Brunei, Singapore
- **UNU-IIST:** Macao, North Korea, Mongolia
- **RCOCI/e-SDDC:** China, Pakistan, Fiji, and all the other remaining countries in Asia Pacific Region

Professor Jianhua Wang (RCOCI) suggested establishing an executive committee or a task force. He also suggested that the committee, as a decision-making body, could decide what to do, which countries to be covered and by which partners, etc.

Ms. Qian (UNDESA) responded by welcoming the idea to establish an executive committee with a lead agency. She also proposed that an agreement be reached, even though it may be tentative, on a broad picture in order not to lose any time.

Ms. Hong Zhang (City of New York) expressed her interest in the project and her willingness to contribute to the design of the technical architecture of the project.

Mr. Om Prakash Goundar (Fiji) suggested that UNPOG assume the role of the lead agency, and will prepare the legal framework and set up a preparatory committee for initiating the work.

Ms. Haiyan Qian supported Mr. Goundar's suggestion and stated that she would appreciate it if UNPOG could serve as the lead agency with regard to the e/m-Government Repository in the Asia-Pacific Region. She also suggested that concerning incentives, a new category in UN Public Service Awards (UNPSA) in knowledge management could be created, which would award those partners who make major contributions to this project.

Mr. Changseob Han (UNPOG) stated that UNPOG is pleased to have been asked to assume the lead agency role for this initiative. Within the capacity of its available resources and human resources, UNPOG is willing to be the main focal point to convene the next meeting for the committee in order to move the project forward.

Mr. Il Jae Kim (UNDESA), explained to the participants that based on his experience in organizing the Shanghai Workshop, it was very difficult to locate the right person in charge of e-government affairs for their respective countries. He noted that other countries would have similar difficulty in identifying focal points or to find relevant information on e/m-government. He explained that if EMGKR is developed, UN Member States would benefit from easy access to information which would save both time and money.

Dr. Tran Minh Tien (Vietnam) and **Professor Xinhua Zhang** (China) suggested that membership or partnership should also be open to civil society. Dr. Tien suggested establishing an online community to exchange ideas and suggestions.

Ms. Haiyan Qian provided the following summary, based on the consensus reached:

- UNDESA will open an online community, or bulletin board, by July where further discussion shall continue prior to having another offline meeting.
- UNPOG agreed to serve as the lead agency of the e/m-Government Repository in the Asia-Pacific Region, and will lead the establishment of an executive committee. Only those who will commit themselves to the project will be permitted to join the committee. The committee, if set up, will then finalize the focal points, the plan of action and the methodology.
- A formal letter of invitation to join the executive committee will be sent to all participants by UNPOG with a copy to UNDESA.
- The following organizations confirmed their intention to join the executive committee: UNPOG / MOPAS / NIA, RCOCI / e-SDDC, CGG, EROPA, and UNU-IIST.

Follow-up Actions to be Taken:

EMGKR portal related actions:

Action 1: UNDESA will establish and open a virtual community website to facilitate further discussion on the development of the e/m-Government Repository in the Asia and Pacific Region.
Timetable: June 2008   * Please click here to join the virtual community.

Action 2: UNPOG will draft a proposal on how to compose and operate the executive committee of the project, and submit it to KMB/DPADM/UNDESA for review and approval.
Timetable: mid-July 2008

Action 3: UNPOG will send invitation letters to all of the Workshop participants asking for formal confirmation to participate in the project. The IP address of the virtual community web page will be included in the invitation letter.
Timetable: July

Action 4: UNPOG will organize an executive committee meeting to discuss concrete ways to conduct the project and will forward an invitation to those who have made a formal commitment to the project as partners.
Timetable: September 2008

Action 4: UNDESA will provide these committed partners with the EMGKR portal when it becomes available.
Timetable: August 2008

UNPAN Training follow-up actions

Action 1: An online discussion forum will be created for UNPAN partners to facilitate further communication and to coordinate activities in the Asia and the Pacific Region.
Timetable: June 2008

Action 2: Prof. Wang of RCOCI recommended to use the 'Home' link on the UNPAN portal (above 'Discover'). He stated that the current sitemap is a bit confusing. This will be discussed with Ms. Qian and the necessary action will be taken accordingly.
Timetable: June 2008

Action 3: An icon for each region in the News module will be created. Currently, there is a flag for each country as their news icon. The UNPAN partners recommended to have one icon for each region to distinguish regional news.
Timetable: June 2008

Action 4: Mr. Rajiv Sharma of CGG and Mr. Prejean Abalos Prieto of EROPA recommended creating a discussion board or a bulletin board by using the latest community format that many websites use. An UNPAN administrator will investigate this option and will report back to the group.
Timetable: June 2008

Action 5: The venue database in the events module will further be improved according to the recommendations of UNPAN members. The user interface will allow existing venues to be seen before adding a venue.
Timetable: August 2008

Action 6: Taxonomy for the document module will be further improved according to the recommendations of UNPAN members. UNPAN members will be able to select more than one category when uploading a document.
**Timetable**: August 2008

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## Part I: Analysis of Multiple Choice Questions

1.1 General Result

	Excellent	Very good	Satisfactory	Unsatisfactory	Poor
1. Overall impression of the training workshop	8	9	1	0	0
2. Quality and clarity of training documentation	2	14	2	0	0
3. Clarity of the workshop objectives	6	8	4	0	0
4. Extent to which the objectives of the workshop were achieved	5	8	5	0	0
5. Extent to which you were satisfied with the working relations within the organization	7	11	0	0	0
6. Quality of the materials/media used during the activity	7	9	2	0	0
7. Overall quality of the activity	5	12	1	0	0
8. Relevance of the activity to the needs of your organization	5	11	2	0	0
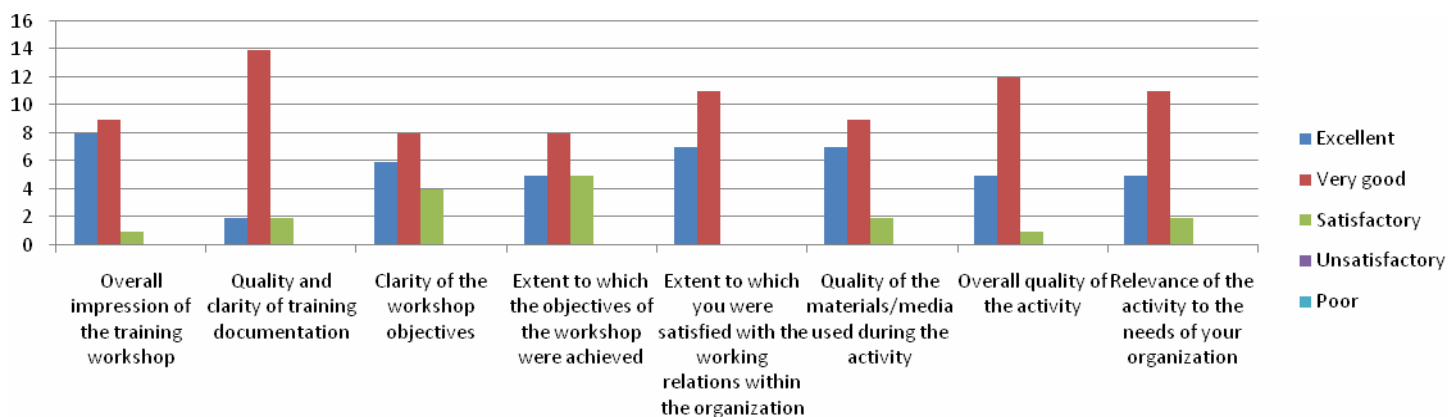
1.2 Occupation and Organization

9. Occupation	
Government Official	9
Academic Staff	3
NGO Representative	3
Civil Servant	3
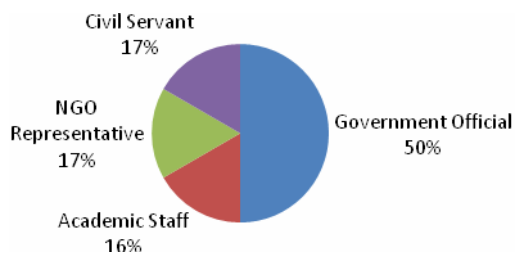
10 Organization	
Governmental Organization	11
Private Sector	0
Academic Institution	1
International Organization	2
Regional Organization	1
Non-governmental Organization	2
Other, please specify	2
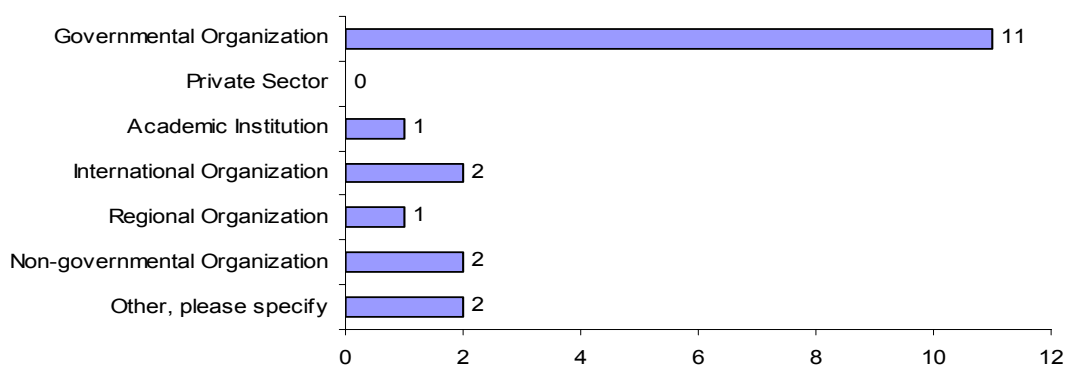
1.3 Cross Analysis by Occupation

Academic Staff	Excellent	Very good	Satisfactory	Unsatisfactory	Poor
1. Overall impression of the training workshop	2	0	1	0	0
2. Quality and clarity of training documentation	0	2	1	0	0
3. Clarity of the workshop objectives	1	1	1	0	0
4. Extent to which the objectives of the workshop were achieved	0	2	1	0	0
5. Extent to which you were satisfied with the working relations within the organization	1	2	0	0	0
6. Quality of the materials/media used during the activity	0	2	1	0	0
7. Overall quality of the activity	1	1	1	0	0
8. Relevance of the activity to the needs of your organization	0	3	0	0	0
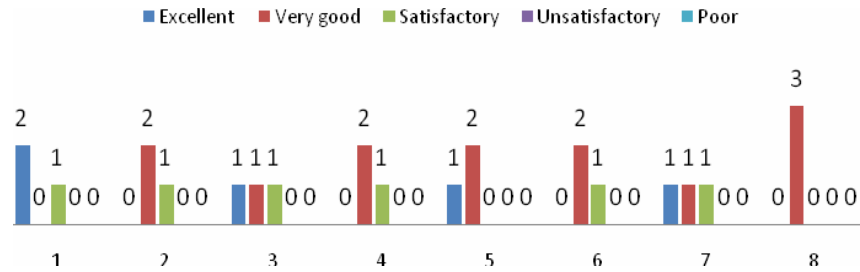
Civil Servant	Excellent	Very good	Satisfactory	Unsatisfactory	Poor
1. Overall impression of the training workshop	2	1	0	0	0
2. Quality and clarity of training documentation	0	3	0	0	0
3. Clarity of the workshop objectives	1	2	0	0	0
4. Extent to which the objectives of the workshop were achieved	2	1	0	0	0
5. Extent to which you were satisfied with the working relations within the organization	1	2	0	0	0
6. Quality of the materials/media used during the activity	2	1	0	0	0
7. Overall quality of the activity	1	2	0	0	0
8. Relevance of the activity to the needs of your organization	0	3	0	0	0

NOG Representative	Excellent	Very good	Satisfactory	Unsatisfactory	Poor
1. Overall impression of the training workshop	1	2	0	0	0
2. Quality and clarity of training documentation	1	2	0	0	0
3. Clarity of the workshop objectives	1	1	1	0	0
4. Extent to which the objectives of the workshop were achieved	1	1	1	0	0
5. Extent to which you were satisfied with the working relations within the organization	2	1	0	0	0
6. Quality of the materials/media used during the activity	1	2	0	0	0
7. Overall quality of the activity	1	2	0	0	0
8. Relevance of the activity to the needs of your organization	1	3	2	0	0

Excellent ■ Very good ■ Satisfactory ■ Unsatisfactory ■ Poor
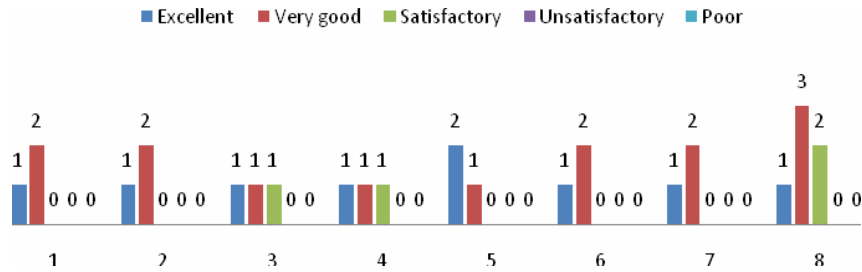
Government Official	Excellent	Very good	Satisfactory	Unsatisfactory	Poor
1. Overall impression of the training workshop	3	6	0	0	0
2. Quality and clarity of training documentation	1	7	1	0	0
3. Clarity of the workshop objectives	3	5	1	0	0
4. Extent to which the objectives of the workshop were achieved	2	5	2	0	0
5. Extent to which you were satisfied with the working relations within the organization	3	6	0	0	0
6. Quality of the materials/media used during the activity	4	4	1	0	0
7. Overall quality of the activity	2	7	0	0	0
8. Relevance of the activity to the needs of your organization	4	5	0	0	0

Excellent ■ Very good ■ Satisfactory ■ Unsatisfactory ■ Poor

Part II: Responses to the Open-Ended Questions

Notes

* Participants' feedbacks listed below are verbatim (exact reproduction of a sentence, phrase, quote or other sequence of text from the evaluation forms).
* One bullet item means one response from one participant
* Please note that not all the participants answered the open-ended questions

2. What was the most useful element of the training workshop?

- Various cases of each country in Asia-Pacific region sharing experience
- Governance and interoperability
- Each country case
- UNPAN training, open discussion
- Listening to the country experience
- UNPAN systems training, useful presentations
- Enabled me to understand the concept of e/m-gov and the approval taken by respective nations in regards to back office management
- E-gov., national e/m-gov strategies, legal and regulatory framework, ICT infrastructure
- The concept of knowledge management at bake office viz-avir ? of UNDESA as a focal UN-Agency
- UNPAN back office management tool, case studies of developed countries especially NYC and S'pore
- UNPAN Back office management
- Learning experience from all the countries in the region on item e/m government strategies /plans

3. What was the least useful element of the training workshop?

- Difficult to say
- Building and e/m-gov. repository the Asia-Pacific Region

4. Please give us your comments and suggestions.

- Some important workshop, next time we will be organize the type of seminars more and mere
- A, the workshop should only focus on a very specific case of some countries as well as the learning course on the parallel subject to the countries cases. Too various subjects might become ineffective to the trainee. B, always stick with the workshop's purpose.
- It will be better to invite non-ICT leader who are in charge of decision-making to attend this kind of forum so that they can appreciate and understand the imperatives as well as requirement of e/m-government
- We can also introduce video- in addiction to the annual meetings of this kind
- TO minutes for each present

- Each nation should consult and to have their master plan strategy for e-gov. business process re-engineering is a vital tool in service deliveries. Clustering the G2G, G2C, G2B. Identify the priority areas for SOVT SERVIE REURES?. Legal framework is to be included to str? for deliverables.
- Overall very good, need to put some case study presentation of developed and underdeveloped countries
- The event was very well organized and adequately participations.
- Thanks and appreciate for giving opportunity to participate the workshop. This knowledge from W/S is valuable and applicable for my country. hope for further participation.
- The time for workshop very short, that we can't learn all things, but however, we can learn in website.