



## ICTD & E-GOVERNANCE COMMUNITY OF PRACTICE MEETING

- A JOINT ASIA-PACIFIC, EUROPE & CIS INITIATIVE

*Organized by*

ICT-for-Development/e-Governance Programme, UNDP Bratislava Regional Centre

*And*

Asia Pacific Development Information Programme, UNDP Bangkok Regional Centre

*in cooperation with*

E-GOVERNANCE ACADEMY (EGA), TALLINN, ESTONIA

- Themes:**
- **Understanding the Information Society: Leveraging ICT for Better Governance and MDGs**
  - **Advancing ICT-enabled Public Sector Modernization and Reform: Identifying e-Government Solutions for Efficient Administration and Friendly Public Service**
- Venue:**
- **Tallinn, Estonia**
- Date:**
- **4-5 December 2006**
  - **7-8 December 2006**

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*Background Information and Annotated Agenda*

**Preamble**

Nowadays – and increasingly in the future – Information and Communication Technologies (ICTs), government, society, and business are “doomed” to mutually interact far more intensively, deeper and wider than ever before. Experts reckon that we are still at an early phase of a digital revolution, which will fundamentally change the way we generate, communicate, present and share various data, information and knowledge in our private, public and professional lives.

Governance policies and practices are no exception. Electronic Governance – or e-Governance – is rapidly emerging as a new challenge for governments, businesses and civil society. Governance institutions will need to change by absorbing modern ICTs in order to remain relevant and viable in a digital environment.

The e-Governance domain, which thematically also includes e-Government and e-Democracy, is one of the core fields of a wider concept of the Information Society that has been internationally recognized as a new global development challenge following the recent meetings of the World Summit on the Information Society (WSIS) held in Geneva (2003) and Tunis (2005)<sup>1</sup>. For example, the European Union – the world’s largest funder of ICT initiatives – places the *Information Society for All* and *e-Inclusion* concepts at the top of its agenda in the recently adopted strategic framework *i2010 – European Information Society 2010*, laying out broad policy orientation<sup>2</sup> to meet the Lisbon agenda goals. It promotes an open and competitive digital society and emphasizes ICT as a driver of wider inclusion and improved quality of life.

The use of ICT can significantly help meet many developmental challenges both in the area of economic development and democratic advancement as a powerful driver of globalization and international cooperation across frontiers. There are many examples of tangible results of the innovative use of ICT, for instance, in raising productivity and improving interaction of governments with citizens and businesses in many European countries. Already, a quarter of EU GDP growth and 40% of productivity growth are now due to ICT.

Today, differences in economic performance between industrialized countries are largely explained by the level of ICT investment, research and use, as well as by the competitiveness of information society and media sector. ICT services, skills, media and content are a growing part of the economy and society. In recent years, ICT developments have gained pace to arrive at the threshold of massive growth in information society and media, made possible by widespread rapid communications connecting multiple devices. Traditional content is now increasingly available in digital formats, and new services that are ‘born digital’ are constantly emerging. ICT is

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<sup>1</sup> More info on [www.itu.int/wsis](http://www.itu.int/wsis)

<sup>2</sup> [www.europe.eu.int/i2010](http://www.europe.eu.int/i2010)

becoming smarter, smaller, faster, always connected, and easier to use, with content moving to multimedia Internet-based formats<sup>3</sup>. This is becoming true also for the majority of low- and middle-income transition economies that have become an important source of revenues for the telecom industry almost everywhere. In fact, today, the most fast growing and dynamic cellular phone markets are actually in the developing world (especially in Africa and Asia).

From the development cooperation point of view, the ability to own, manage and generate ICTs will be an additional advantage to meet national and global MDG agendas. UNDP in Asia, Europe and the CIS is active – nationally and regionally – in both Public Administration and ICT-for-Development areas by implementing projects, organizing regional/sub-regional meetings, and developing knowledge products. Bratislava Regional Centre has organized so far two regional ICTD meetings – in 2003 in Baku (Azerbaijan) and 2004 in Kiev (Ukraine), which focused on experience exchange, best practice learning and debate about new emerging issues and relevant focus areas.

Similarly UNDP-APDIP has previously organised two workshops in Kuala Lumpur in December 2002 and February 2004 for UNDP ICT programme officers and focal points. We believe that these workshops were instrumental in building a sense of community for the ICT for Development focal points and UNDP's regional programmes working in the field of ICT, resulting in greater synergies and increased dialogue and cooperation.

ICT for Development is now a cross practice of UNDP. Increasingly, both the Bangkok and Bratislava Centres are mainstreaming their work in the five substantive practice areas, and in particular with Poverty Reduction and Democratic Governance and in direct support to country offices. This CoP meeting is being held to explore further avenues of collaboration between the two regional centres and Country Offices.

## **Issues**

The use of ICTs in public sector management is a serious challenge for any government and administration, especially for transition economies, with their often unreformed, unfriendly and inefficient civil service and less than transparent decision making processes. Overall, in many countries public sector decision makers are usually slow to understand rapid technological developments and associated developmental benefits. Even if and when governments acknowledge the role of ICT in modernizing their public sector at various administrative levels, they lack sufficient capacities to succeed in planning, design, implementation, monitoring, and evaluation. The availability of sufficient and adequate sets of e-Skills has become a pre-requisite of the successful use of ICTs in the public sector, which significantly lags behind the business community with its well-developed supra-national universal systems of certification, standards, and more attractive pay levels.

## **Priorities**

The emergence and growing importance of e-Governance for UNDP development work globally has been reflected in a e-Governance Practice Note developed by BDP, in consultation with many country offices and bureaus, following a global meeting held in

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<sup>3</sup> [www.europe.eu.int/i2010](http://www.europe.eu.int/i2010)

Dakar in 2005. It states that to a large extent ICTs have played a key role in advancing and implementing the new Public Management concept. Yet this is not easily detected as ICTs are still seen as synonymous with the Internet or the use of PCs. Furthermore, many still perceive the use and deployment of ICTs as a goal in itself which logically leads to an almost exclusive focus on “digital divide” issues and challenges. The introduction of ICT into Democratic Governance processes, practices and institutional building offers the potential to address traditional issues and gaps with innovative tools and mechanism that essentially empower both governments and citizens. The Note distinguishes three analytical levels to this end:

First, *e-governance* as such encompasses the use of ICTs to enhance both government efficiency, transparency, accountability and service delivery, and citizen engagement and participation in the various governance and democratic processes via networks and access to information via ICT.

Second, the *mainstreaming of ICT* into the various UNDP Democratic Governance Practice service lines such as access to justice, parliamentary development, decentralization and local government, public administration reform and electoral processes among others.

And last but not least, the *governance of the new ICTs* that focuses on the institutional mechanisms that are being used (or not) to deploy ICTs that have a direct impact on citizens. Issues related to privacy, security, censorship and control of the means of communications at the local and global levels are becoming pervasive, and still lack adequate involvement of stakeholders in the public policies being implemented to address them.

In the RBEC and the RBAP region, almost all country offices have various ICT initiatives either underway or in the pipeline, often as part of wider Governance or Poverty Alleviation activities. A Regional Collection of Best Practices issued in 2004 and UNDP-APDIP survey of ICTD initiatives<sup>4</sup> can still serve as a good reference point of what UNDP is doing in ICTD<sup>5</sup>. ICTD is probably one of those international development areas where UNDP is de facto a leading organization among donors in helping recipient countries to better use technology for the public good, in close cooperation with host governments.

In the Asia-Pacific region, we see an increasing focus on citizens-centred public service delivery with access to information projects increasingly being initiated to help creating demand for information as a basic human right. The majority of the population in Asia Pacific, particularly in rural areas, lack basic service provision and ICT-based services and e-governance will be essential to implement as a way to rethink largely dysfunctional service delivery and to enhance transparency and accountability of government services. Most countries have initiated e-governance strategies and initiatives but few are focussed on assisting those groups in the biggest need for services - the poor and vulnerable. UNDP-APDIP is increasingly assisting country offices in preparing assistance to e-governance strategies and initiatives to enhance pro-poor service delivery for the achievement of the MDGs and thereby also strengthen an often missing link between governance and poverty reduction.

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<sup>4</sup> For more information please see: <http://www.apdip.net/projects/undp/>

<sup>5</sup> Available for download at [http://europeandcis.undp.org/?wspc=practice-14\\_h\\_3](http://europeandcis.undp.org/?wspc=practice-14_h_3)

It is noticeable that an increasing focus of UNDP development assistance in RBEC is being placed on public administration reform issues at central and lower administrative levels. Whereas e-governance instruments offer often critically important solutions to improve government internal business processes and public services, there is little understanding on the part of public officials and civil servants how it can be done consistently in real life starting from planning and design to implementation and monitoring. By the same token, ICT practitioners do not always understand well government administrative processes and as a result cannot offer effective solutions to help advance public administration reform initiatives. Therefore, more clarity is needed on how to use e-Governance instruments to modernize public administrations by striking the right balance between back- and front-office reorganization to increase government performance, i.e. between government-to-government and government-to-citizens services or in other words between government inward-looking efficiency and outward-focused openness and public service orientation.

### **Format**

The Tallinn event will consist of **two inter-related, back-to-back meetings** to be held on 4-5 December and 7-8 December 2006.

**The first event (4-5 December) is an internal UNDP training seminar, ‘Understanding the Information Society: Leveraging ICT for Better Governance and MDGs’, for field office staff** in the form of a series of lectures on key issues supplemented by visits to local ICT-savvy Estonian organizations. Internationally recognized experts, senior government officials, multinational companies, successful entrepreneurs, university professors will share their views on critical policy and practice issues that are behind the term “digital revolution” and “information society” so as we would better understand what are the consequences for UNDP development work in Asia-Pacific, Europe and the CIS region. Thus **the objective of this first meeting is to help make sense of latest trends and cutting-edge developments in Information Society, e-Government, e-Democracy, e-Business, e-Networking, etc** (see Annotated Agenda below).

**The second meeting, ‘Advancing ICT-enabled Public Sector Modernization and Reform: Identifying e-Government Solutions for Efficient Administration and Friendly Public Service’, is the ICTD Community of Practice meeting (7-8 December), with participation of UNDP ICTD Focal Points and government counterparts from across Asia-Pacific, Europe and the CIS,** as well as other partners from civil society and local ICT/telecom industry as appropriate. **The goal of this meeting is to learn how ICT can help change and reorganize government business processes for public sector modernization and better service delivery at both central and local levels.** Specifically, the meeting will explore the role of e-governance in advancing public administration reform through the application of Business Process Analysis and Re-engineering instruments to improve efficiency at the back-office and increase transparency at the front-end. Special emphasis will be given to planning, designing an implementing the Web-based One Stop Shop-type of Citizen and Entrepreneur’s portals.

Each meeting will last for two days, including field visits to institutions and project locations.

## Venue

Estonia is chosen as the meeting venue because:

- a) there is a well-known e-Governance Academy [www.ega.ee](http://www.ega.ee) (established jointly by UNDP, OSI and the Estonian Government) serving as a centre of excellence in e-Governance, as well as a regional hub transfer for the transfer of knowledge;
- b) it is de facto an internationally recognized benchmark in building the Information Society, with plenty of e-Government and e-Democracy best practices to see in the real life situations and listen to those who did it all; it is a good source of inspiration and replication of innovative, Estonian best practices, and
- c) Estonia is also one of the few countries that have been issuing regularly over the past years an annual report on the use of ICT in the Public Sector (the latest report is available for download at [www.riso.ee/en/node/77](http://www.riso.ee/en/node/77)).

## Participants

UNDP Country Office focal points for ICTD/e-Governance and Governance/Public Administration/Local Governance and Decentralization will constitute the primary beneficiary audience of the both meetings. Additionally, government counterparts and, where necessary, partners from civil society and ICT/telecom industry can be invited to participate in the second CoP meeting. Representatives of international organizations and multinational technology companies are expected to take part as well in order to present their views and experiences. UNDP BDP colleagues from New York will be invited as well to contribute to the both events. And, colleagues from the ICT-for-Development/e-Governance Programme, Bratislava Regional Centre and the Asia Pacific Development Information Programme (APDIP), UNDP Regional Centre Bangkok as well as key CO colleagues will also make presentations.

'Understanding the Information Society' seminar on 4-5 December 2006 (total estimated participants: 25-30) :

- National Officers/Programme Associates;
- Assistant Resident Representatives;
- Deputy Resident Representatives;

Participation of non-ICTD staff – Governance, Gender, and Public Administration Focal Points and representatives of the UN CTs – may be encouraged for cross-sectoral interaction (provided space is available). Some of the participants of this meeting can stay on to take part in the next meeting on 7-8 December.

'Advancing ICT-enabled Public Sector Modernization and Reform' community of practice meeting on 7-8 December 2006 (total estimated participants: 30-40):

- UNDP ICTD and/or Governance/Public Administration Focal Points<sup>6</sup>;

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<sup>6</sup> At the discretion of country offices

- Government counterparts (including relevant project personnel) who are involved in ongoing or planned e-Governance initiatives;
- Government counterparts (including relevant project personnel) who are involved in ongoing or planned non-ICTD Public Administration and Civil Service reform initiatives;
- Select representatives of local civil society and ICT industry as UNDP partners.

## **Cost**

RBEC Bratislava Regional Centre (BRC) together with APDIP in the Bangkok Regional Centre are principal organizers and sponsors of the meetings, in cooperation with the Estonian e-Governance Academy (eGA). The sponsors will cover local costs (including airport pick-up, lunches, social programme, expert fees, etc) for all participants. Accommodation, air tickets and incidentals are expected to be covered by UNDP country office staff. Bratislava plans to cover travel and accommodation costs of one country participant (from the government or CO). UNDP-APDIP will cover the living expenses (hotel and meals) of the first 10 persons registering online for one or both events for up to six days. This will be done on a first come first serve basis. The COs/country projects are expected to cover their own airfares and travel expenses to and from Estonia. Information about funding possibilities and needs should be communicated to Bratislava/Bangkok Regional Centres as soon as possible.

## **Partners and Sponsors**

BRC, APDIP and eGA will work closely with UNDP Country Offices and Bureau of Development Policy (BDP) in New York in identifying participants, experts, and topics. It is expected that representatives of other development cooperation agencies will attend various sessions of the both meetings.

Representatives of the ICT industry, who drive technology innovation, will be invited to present their approaches towards e-Governance and provide up-to-date information on the latest technological advancements, as well as to network with participants.

## **Registration and Contact Information**

Expressions of interest and registration for each event should be submitted at the earliest possible date via e-mail by writing to:

### **For the Europe and CIS Region**

Yuri Misnikov, ICTD Regional Advisor, [yuri.misnikov@undp.org](mailto:yuri.misnikov@undp.org) and Rustam Pulatov, Programme Assistant, [Rustam.pulatov@undp.org](mailto:Rustam.pulatov@undp.org)

### **For the Asia-Pacific Region**

Lars Bestle, Programme Specialist, e-Governance, APDIP, [lars.bestle@undp.org](mailto:lars.bestle@undp.org)

Expressions of interest and registration for each event can also be filed online at:

- *'Understanding the Information Society'* seminar on 4-5 December 2006  
Registration form: [http://workshops.undp.sk/event.php?event\\_id=42&case=reg](http://workshops.undp.sk/event.php?event_id=42&case=reg)  
Event page: [http://europeandcis.undp.org/?wspc=practice-14\\_h\\_23](http://europeandcis.undp.org/?wspc=practice-14_h_23)
- *'Advancing ICT-enabled Public Sector Modernization and Reform'* community of practice meeting on 7-8 December 2006  
Registration form: [http://workshops.undp.sk/event.php?event\\_id=43&case=reg](http://workshops.undp.sk/event.php?event_id=43&case=reg)  
Event page: [http://europeandcis.undp.org/index.cfm?wspc=practice-14\\_h\\_24](http://europeandcis.undp.org/index.cfm?wspc=practice-14_h_24)

Confirmed participants will be requested to provide country case study's where possible and to share these in advance so that they can be uploaded on a special web page (URL to be communicated later), which will also be used for exchanging opinions, reviewing submitted cases, asking questions about the meeting and the topics to be discussed, etc. Any participant interested in sharing a power point or other presentation can also do so on this web page. The resulting database and discussion threads will be kept online after the meetings for follow-up and future references. A print-out of the uploaded case studies will be made available to the participants of the both meetings as background materials.

### **Special Notice**

Select presentations, discussions and interviews will be recorded as audio and video documentary features and posted on the ICTD CoP and APDIP websites as MP3 and MPEG4 files for easy download and wide sharing.

## **Annotated Agenda**

### ***Understanding the Information Society: Leveraging ICT for Better Governance and MDGs***

(Lecturers, presenters, moderators are being identified)

Training & Brainstorming Seminar, 4-5 December 2006

The seminar's objective is to learn about the fundamentals of the Information Society and brainstorm UNDP's policy responses in the context of its development work, regionally and globally. The seminar presentations and discussions will focus around the following topics:

**Topic 1: *Digital Revolution phenomenon in cultural, socio-economic, and political contexts: Promises, Benefits, Concerns.***

Presentations and discussions will, *inter alia*, address the impact of ICTs on political processes, local cultures, administrative governance, business development, competitiveness, virtual and electronic collaboration tools, working environments, democracy, civil liberties, human rights, civil society, social networking, access to ICTs, internet governance, broadband, open source software, intellectual property rights, free document licenses, new digital media and medium, and new communication tools (podcasting, blogging, videocast).

**Topic 2: *ICT for Development: What ICT Mainstreaming means in theory and practice?***

Presentations and discussions will address the relationship between ICTs and other key, MDG-related development domains such as gender equality, sustainable development, poverty alleviation, HIV/AIDS, and SMEs.

**Topic 3: *Demystifying e-Governance: What it is all about?***

Presentations and discussions will address the impact of ICTs on governance policies and practices in such fields as change management, government-citizen interaction, accountability, participation, social inclusion, public services, anti-corruption, etc through the lens of e-Democracy and e-Government.

**Topic 4. *Public-private partnerships for and in the Information Society: How to reconcile public goods with private interest?***

Presentations and discussions will address a need for bringing business community and the public sector together to work in the interest of all, with special focus on new opportunity for partnership in ICT-related areas, forms and roles of partnerships, and benefits for e-Governance.

## Provisional Timetable

**3 DECEMBER** – Arrival day

**4 DECEMBER** – Seminar day 1

9.15	Welcome and Introduction	Ivar Tallo, <i>eGA, Director, Estonia; Estonian Government</i>
<b>Lectures and debate on Topic 1: <i>Digital &amp; communications revolution phenomenon in cultural, socio-economic, and political contexts: Promises, Benefits, Concerns</i></b>		
9.30	Internet Governance—why such heated debate?	Asia Pacific Development Information Programme (APDIP)— <i>Speaker: TBD</i>
	Technological advancement, business partnerships, broadband for all—what's the impact of technology on the way we live, learn, work?	Simon Willis, <i>Cisco, UK; Linnar Viik, Associate Professor, IT College, Estonia</i>
	New role of the information—assurance, availability, access to content	Maarten Botterman, <i>Director, Global Network Knowledge Society Consult, Rotterdam, The Netherlands(TBC)</i>
	Civil and political liberties in the internet age—the good, the bad and what's forthcoming? Internet in the context of democracy deficit...	Rafal Rohozinski, <i>Advanced Network Research Group, Cambridge University, UK</i>
11.15	Coffee	
11.45	New digital multimedia reality—how to live in it?	Phil Noble, <i>PoliticsOnline (USA)</i>
	ICT and the state—love and hate relationship? Cases of Estonia and	Ivar Tallo, <i>Director, eGA, Estonia</i>
12.45	Morning Q&A	Moderator: Yuri Misnikov, <i>ICTD Regional Advisor, Bratislava Regional Centre</i>
13.00	Meal	
14.00	Free/Open Software—a paradigm shift?	Sunil Abraham, <i>Manager, International Open Source Network (IOSN), Asia Pacific Development Information Programme (APDIP)—</i>
14.30	Afternoon Q&A Discussion: What is the impact of rapid technological advancements on transition societies and UNDP's development work?	Moderator: Raul Zambrano, <i>Senior Policy Advisor, ICT and Governance, Democratic Governance Group, Bureau for Development Policy, UNDP</i>

15.15	Visits to PM Office and Skype Centre
19.30	Dinner hosted by Cisco

**5 DECEMBER – Seminar day 2**

**Lectures and debate on Topic 2:  
ICT for Development: Mainstreaming ICT into development or  
development into ICT ...or both?**

9.15	Local e-Governance and Empowering the Poor	Raul Zambrano, <i>Senior Policy Advisor, ICT and Governance, Democratic Governance Group, Bureau for Development Policy, UNDP</i>
	Enhancing pro-poor public service delivery for the MDGs in Asia Pacific	Lars Bestle, <i>Programme Specialist, Policy and e-Governance, APDIP, UNDP Bangkok Regional Centre</i>
	ICT for poverty alleviation and e-inclusion in Asia Pacific	Roger Harris, <i>R. Harris Associates, Hong Kong (TBC)</i>
	e-Development: Global Trends, Policies, Data, Comparisons	Bruno Lanvin, <i>Senior Advisor, e-Strategies, World Bank</i>
	ICT and Gender	Association for Progressive Communication (APC)— <i>Speaker: TBD</i>
	ICT and Business Development/ Incubation	Motoo Kusakabe, <i>Senior Counselor to the President (or Paul Moffatt/ David Cooper), EBRD</i>
	ICT and Human Rights	Sean O Siochru, <i>Director, NEXUS Europe; Ireland;</i>

11.15 Coffee

11.45	Morning Q&A	Moderator: Shahid Akhtar, <i>Programme Coordinator, Asia Pacific Development Information Programme (APDIP)</i>
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**Lectures and debate on Topic 3:  
Demystifying e-Governance: Myths and Reality**

12.00	e-Inclusion—European policy and practice priority	Paul Timmers, <i>Head, e-Inclusion, EC, Brussels</i>
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12.30 Meal

14.00	e-Democracy—Driver of Democracy?	
	• Scholar's view	Lia Hanni, <i>e-Democracy Coordinator, eGA, Estonia</i>
	• Government's view	Estonian Government
	• Civil Society view	Krista Baumanne, <i>Publisher,</i>

		<i>Providus Public Policy Centre, Latvia</i>
	• Industry view	Simon Willis, <i>Cisco, UK</i>
	e-Government—Driver of Public Sector Change and Modernization?	
	• Scholar's view	Joe McDonagh, <i>Director of Executive Education, Trinity College Dublin, Ireland;</i>
	• Asia Pacific View E-government in Developing Countries – Policy and Implementation Issues	Prof. Subhash Bhatnagar, <i>Indian Institute of Management and Special Advisor to the World Bank, Ahmedabad, India (TBC)</i>
15.45	Coffee	
16.15	• Government view	Mart Laar, <i>Estonian former PM, Estonia</i>
	• Industry view	Juergen Nenz, <i>Alcatel, Germany</i>
17.00	Afternoon Q&A, Discussion	Moderator: <i>Ivar Tallo, Director, eGA, Estonia</i>
17.30	Concluding remarks	UNDP
19.00	Dinner hosted by eGA	

**6 DECEMBER** – Departure day; sightseeing day for those who stay for ***Advancing ICT-enabled Public Sector Modernization and Reform*** meeting, 7-8 December

## **Annotated Agenda**

### ***Advancing ICT-enabled Public Sector Modernization and Reform: Identifying e-Government Solutions for Efficient Administration and Friendly Public Service***

e-Government Case Study Review, Analysis & Debate

7-8 December 2006

Event venue: IT College, Tallinn, Estonia

There are four main goals of the meeting: (1) understand how e-Government can be integrated into the Public Sector reform initiatives, (2) create a pool of knowledgeable UNDP CO colleagues and external experts ready to provide advice – online and through missions – upon demand in e-government business process re-engineering and OneStopShop portals, (3) acquire new skills and knowledge, and (4) foster partnerships with ICT industry.

There will be a combination of online and offline activities to be undertaken prior, during and after the meeting, namely:

Online activities prior to the meeting: The objective is to fully use benefits of a dedicated ICTD CoP web page's and online tools for better preparation for the meeting to generate more content on issues, solutions, best practices, lessons learned, etc.

Offline activities during the meeting: The objective is to review – through presentations, discussion and work group sessions – and specific cases of *government business process re-engineering* and agree on (i) existing barriers, and (ii) possible solutions. A special task force will be established to coordinate the preparation of a future *How-To Guides: on (1) Modernizing the Public Service Organizations through ICT-enabled Business Process Re-engineering and (2) OneStopShop Portals: Public e-Services for Citizens and Entrepreneurs*. Recommendations will also be sought on what UNDP can do in increasing their host government capacities to plan, design and implement successful public sector modernization initiatives, what competencies are needed and with whom UNDP can partner to this end. Additional recommendations will be discussed and made in relation to what should be done in terms of training and knowledge exchange to increase competencies of UNDP country offices to increase impact of their work in public administration reform and e-governance. There also will be presentations made by the business community representatives to demonstrate the private sector approaches and disclose latest technological e-government innovations. An *expected output* will be (a) increased knowledge with regard of

how to integrate e-Governance into PA and vice versa, and (b) increased understanding of the business community role and approaches.

Online activities after the meeting: The objective is to follow-up on the meeting by using the available web functions of the CoP dedicated web page for (i) preparing How-To Guides, and (ii) continue building a knowledge base of ICTD solutions through moderated discussion.

### **Provisional Timetable**

#### **7 DECEMBER**

##### ***Morning***

- Presentation Session A: Planning e-Government: Business Process Analysis and Strategy Development, Q&A
- Presentation Session B: Designing e-Government: Business Process Re-engineering Approaches and Instruments, Q&A

##### ***Afternoon***

- Presentation Session C: Implementing and Communicating e-Government: Organization, Mapping, Training, Q&A
- Field visit: Estonian flagship e-Government projects (Prime Minister Office, Department of State Information Systems, Parliament).

#### **8 DECEMBER**

##### ***Morning***

- Presentation Session D – Forms and Types of One Stop Shop-type Portals for Citizens and Entrepreneurs, Q&A
- Group Work on Session on A, B, C: Working in groups to provide recommendations on the *How-To Guide: Modernizing the Public Service Organizations through ICT-enabled Business Process Re-engineering*

##### ***Afternoon***

- Group Work on Session on D: Working in groups to provide recommendations on the *How-To Guide: OneStopShop Portals: Public e-Services for Citizens and Entrepreneurs*
- Reporting and debate session: What should be UNDP strategy for government capacity and competency building and who should its partners?
- Establishing a Task Force to facilitate preparation of How-To Guides via online activities
- Evaluation and Concluding Session