



**UN Public Administration Programme**

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



# **7<sup>th</sup> e-Gov Forum Africa**

**March 25-17, 2013**

**Institutional Frameworks  
Models, trend and challenges  
An empirical analysis, including UNPAN/UNPACS**

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# E-Gov Institutions: Goals

- **Management of public finances, Human Resources and service delivery**
- **Access to and quality of public services, especially to vulnerable groups**
- **Investment climates, including business and citizens friendly regulatory frameworks**
- **Government transparency and accountability**



# eGov Institutions: Main Functions

- **Strategy and Policy Making**
- **Governance and Coordination**
- **\*Developing government wide infrastructure, shared networks, data centers, etc.**
  - » \* Formulating e-laws and legal/regulatory frameworks for IT governance;
  - » Mobilizing, prioritizing and allocating resources for government infrastructure and services;
- - **Facilitating e-government implementation;**
- - **Monitoring and evaluating**



# eGov Institutions: Priorities

- 1. Integration with development**
- 2. Coordination amongst e-government components**
- 3. Degree of decentralization**
- 4. Alignment with institutional architecture and capabilities**



# eGov Institutions: Policy Model One

## Policy and investment Coordination

(ministries such as finance, treasury, economy, budget or planning)

### Advantages:

direct control over funds for e-gov implementation, and best integrate e-government with overall economic management

### Disadvantages:

may lack the technical expertise and focus required to coordinate e-government development and implementation

**Global:** Australia, Canada, Finland, France, Ireland, Sri Lanka, Japan, United Kingdom, United States, etc.

**Africa:** Rwanda



# eGov Institutions: Policy Model Two

**Administrative Coordination**  
(ministries of public administration, state and administrative reform, interior affairs);

**Advantages:**

facilitates integration of administrative simplification and reforms into e-government

**Disadvantages:**

lacks the technical skills needed to coordinate financial and economic knowledge to set priorities

**Global:** Germany, Republic of Korea, Bulgaria, Mexico,  
**Africa:** South Africa, Republic of Tanzania



# eGov Institutions: Policy Model Three

**Technical Coordination**  
**(ministries of ICT, science and technology)**

**Advantage:**

**technical knowledge are fully utilised, stakeholders highly involved**

**Disadvantage:**

**may be too focused on technology and disconnected from PA reform**

**Global: India, Jordan, Pakistan, Singapore, etc.**

**Africa: majority of African countries**



# eGov Institutions: Policy Model Four

## Shared or no Coordination

### Advantage:

does not challenge any institution

### Disadvantage:

may lead to rivalry and lacks on opportunities of shared infrastructure

**Global:** Russian Federation, Sweden, Tunisia

**Africa:** none





# E-gov Institutions: Alternative Model One

- **ICT Agency as public-private partnership model**

## Advantage:

free from government bureaucratic requirement,  
therefore can react swiftly to changing demands

## Disadvantage:

may not receive the required political and financial  
support if not directly linked to PM or a powerful  
ministry

**Global:** Republic of Korea, Singapore, Bulgaria, Sri-lanka

**Africa:** Uganda, Rwanda, Ethiopia



# eGov Institutions: Alternative Model Two

## Chief Information Officers/Councils

### Advantage:

**combines centralized governance with decentralized implementation by building consensus at all levels**

### Disadvantage:

**lacking executive authority**

**Global: United States, UK, Canada,**

**Africa: South Africa, Comoros**



## **DPADM Work on Institutional Frameworks and eLeaders Africa**

- **Workshop on Challenges and Trends in eGovernment Development in Africa – in cooperation with UNECA – Ethiopia, February 2009**
- **Workshop on eLeadership in Africa, Republic of Tanzania, June 2010**
- **Technical Cooperation Activities and Capacity Building Support to many African countries**

**ESTABLISHED the first African eLeaders Network**



# 6 Trends in eGov Development

(as defined by UN eGov Readiness Survey)

- **Whole of Government Approaches**
- **Multichannel Service Delivery**
- **E-Participation**
- **Digital Divide for Vulnerable Groups**
- **Usage**
- **Open Government Data**



# Institutional Frameworks for eGov of 21<sup>st</sup> Century

- **Politically empowered**
- **Financially enabled**
- **Technically enriched**
- **Human Capacities prepared**



# eLeaders Main Challenges

- **Strengthening of egov institutions to enable their focused on development, especially the outcomes of Post-2015 Development Agenda;**
- **Increasing responsibilities for promoting and managing private-public partnerships;**
- **Broadening their capacities to respond to an ever changing and challenging world of technological innovation**
- **Preparing structures and functions that would respond to growing decentralization**
- **Ensuring the needed financing in a world undergoing a global financial crisis**

# Conclusions

- 1. Countries across the world and in African continent have adopted different models in e-governance, all of which have advantages and disadvantages, the differences in models can be overcome through the adoption of whole of government approach.**
- 2. The overall governance, including e-governance requires the contribution of all society, therefore means of cooperation should be explored with all groups, including business sector, academia, civil society, through public-private partnership and open government data.**
- 3. The ever changing and challenging development priorities coupled with technological innovation require increased institutional responsiveness and flexibility.**
- 4. The global crisis have a tendency to cut the needed resources for e-governance, therefore is a need to provide a cause result interrelationship between e-governance and development priority at the early stage of regional and global consultations for Post- 2015 Agenda**



# Thank You

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# UN Panel Discussions

- **Who should e-Governance implementing agencies report to: the PM/Presidency, the Ministry of ICT or Finance Ministry?**
- **Whole of Government Approach: What are the hindrances and challenges to inter-institutional collaborations**
- **Institutional Frameworks to overcome the challenges in promoting the eGov agenda?**
- **Building awareness to drive adoption and use of e-government services**