This document provides an overview of the main projects and initiatives carried out by UNU-EGOV since its establishment in July 2014.
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About UNU-EGOV

The United Nations University Operating Unit on Policy-Driven Electronic Governance (UNU-EGOV) is part of the United Nations University (UNU). Headquartered in Tokyo, the UNU is composed of several Institutes and Programmes located in more than 12 countries. It was established in 1972 by decision of the UN General Assembly to contribute, through collaborative research and education, dissemination, and advisory services, to efforts to resolve the pressing global problems of human survival, development and welfare that are the concern of the United Nations (UN), its Peoples and Member States. Located in Guimarães, Portugal, since 1 July 2014 (following 10 years in Macau), the organisation is a think tank dedicated to Electronic Governance; a core centre of research, advisory services, and training; a bridge between research and public policies; an innovation enhancer; a solid partner within the UN system and its Member States, with a particular focus on sustainable development, social inclusion, active citizenship, and peace and security.

UNU-EGOV strives to cement its role as an international reference of excellence in this area, bringing together multidisciplinary and multicultural teams around complex problems and emerging challenges. Core activities include bespoke expert and policy analysis and recommendations that are combined with the implementation of frameworks, toolkits, and tailored training on specific topics. Internal know-how combined with a large network of experts from the public and private sector, academia, international organisations, and think-tanks enables UNU-EGOV to deliver a high and unique level of expertise to topics pertaining to IT and technology in different service areas, levels of government, and contexts.
The Operating Unit continues to undertake initiatives to broaden its network and to consolidate its academic programme through the development of the conceptual foundations of policy-driven Electronic Governance and research policy linkage between EGOV and the 2030 Sustainable Development Agenda, in general, and the Sustainable Development Goal 16 in particular, but also the World Summit on the Information Society (WSIS) action lines 1, 2, 7, and 10.

A list of relevant projects and activities of UNU-EGOV since 2014 is enclosed. A sample list of publications is naturally forwarded upon request.
**Electronic Governance for Administrative Burden Reduction**

**CLIENT** United Nations University  
**PARTNERS** multiple government agencies in China, Colombia, Georgia, Madagascar, Portugal, Russia, and Uganda  
**IMPLEMENTED** 2016-2017  

**DESCRIPTION** An analysis of relevant academic literature, national and international frameworks for administrative burden reduction in government was carried out. The outputs of the project include a literature review and gap analysis. Some activities realised in the scope of the project comprise the development of an implementation and assessment framework, a toolkit and a good practices database for administrative burden reduction in various contexts and service areas. Also, multiple three-month Government Fellowships for seconded civil servants took place for competence development and project work.

**Electronic Governance for Context-Specific Public Service Delivery**

**CLIENT** United Nations University  
**PARTNERS** multiple government agencies in China, Colombia, Georgia, Madagascar, Portugal, Russia, and Uganda  
**IMPLEMENTED** 2016-2017  

**DESCRIPTION** An analysis of relevant academic literature, national and international frameworks for IT, and technology enabled public service delivery was carried out. The outputs of the project include a literature review and gap analysis, a good practices database, and a multi-country and multi-sector comparison. Some activities realised in the scope of the project comprise the development of an implementation and assessment framework, a toolkit and a good practices database for ICT-enabled public service delivery in various contexts and service areas. Also, multiple three-month Government Fellowships for seconded civil servants took place for competence development and project work.
Knowledge Societies Policy Handbook

CLIENT UNESCO – United Nations Educational Scientific and Cultural Organization / IFAP (Information for All Programme)
IMPLEMENTED 2016

DESCRIPTION A Handbook was developed to support national, regional, and local public-sector authorities in their work with citizens, businesses, community organisations, and other non-governmental stakeholders in creating, implementing, and updating Knowledge Society Policies. The project resulted in four key instruments: the Knowledge Societies Policy Handbook (a set of conceptual and methodological frameworks, guidelines, and know-how for the development of public policies for Knowledge Societies); the Knowledge Societies Policy Library (a collection of relevant research literature, policies, indicators, case studies, and other resources that are relevant to the development of public policies for Knowledge Societies); the Knowledge Societies Policy Platform (an electronic platform that hosts the content of the Handbook and Library and facilitates the updates and additions to this content by community members through digital devices and channels); and the Knowledge Societies Policy Community (a community of researchers, academics, policymakers, government officials, and other stakeholders who, as part of their contribution to planning, developing, implementing, and evaluating public policies for Knowledge Societies in the national or local context, are willing to use the Handbook, Library, and Platform, sharing the outcomes and their experience for others to learn).

Policy Monitoring on Digital Technology for Inclusive Education

CLIENT UNESCO
PARTNERS UNESCO and Ministry of Education of Uganda
IMPLEMENTED 2015-2016

DESCRIPTION The UNESCO Model Policy is currently being applied for developing the Policy on Inclusive ICTs in Education for Uganda (policy for Uganda). The project involved building a digital platform to accompany the UNESCO Model Policy and support the monitoring and evaluation of the recently designed policy for Uganda. Some activities realised in the scope of the project include a research on policy monitoring and evaluation and on accessible technologies, development of initial requirements for the digital platform to support the Model Policy, development of courseware on monitoring and evaluation of policies on accessible digital technologies in education, and delivering such courseware in Uganda.

Smart Cities for Sustainable Development

CLIENT IDRC – International Development Research Centre
IMPLEMENTED 2015-2016

DESCRIPTION The project involved developing an explorative analysis that studied how Smart Cities can advance the United Nations Sustainable Development Goals. The study examined 876 scientific publications, policy recommendations issued by 51 think tank organizations, and 119 Smart City initiatives, and 7 interviews were conducted with urban policymakers, managers, and researchers. The project resulted in a full report that provides a number of policy recommendations and a research agenda framework for Smart Sustainable Cities.

CLIENT United Nations University  
PARTNERS Communication and Society Research Centre (CSRC) – University of Minho, University of Aveiro, and London School of Economics  
IMPLEMENTED 2017 (ongoing)

**DESCRIPTION** The project aims at understanding if and how social media can contribute to digital democracy and e-participation. The objective is to investigate the presence and activity of Portuguese local governments on social media, focusing on the uses and purposes of this type of strategic communication with the public, as well as its potentialities for citizen engagement at local level. A combination of quantitative and qualitative methods is employed to address the project’s objectives. Regarding outputs, a set of guidelines and best practices to help local officials in implementing the municipalities’ social media presence will be delivered. To this end, a workshop is planned to discuss the results of the study. An exemplary Facebook account will serve as a platform to disclose relevant information, guidelines, best practices, and real examples, and also as a public forum for discussion and participation. In addition, a countrywide observatory will provide an overall picture of the local government’s investment in the online sphere.

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**Executive Training for Government Technology Leaders in Mexico**

CLIENT United Nations University  
PARTNERS Autonomous University of Mexico State (UAEM) and Municipal Council of Toluca  
IMPLEMENTED 2014

**DESCRIPTION** This executive training course was attended by over 50 government technology leaders from national, state, and local government agencies in Mexico and ran for one week in Toluca. The course syllabus included topics such as electronic governance, global trends in eGovernment and policy-driven electronic government, government information leadership and knowledge management, organisational change in government, information sharing and interoperability, and eGovernment infrastructure and services. The course combined theory, practice, international examples, discussions, and problem solving. The courses were tailored to the Mexican context and strategic objectives.
Executive Training for Decision-Makers from Latvia

CLIENT Latvian School of Public Administration (VAS) and the Ministry for Environmental Protection and Regional Development (VARAM)
PARTNERS n/a
IMPLEMENTED 2017

DESCRIPTION The project consisted of two parts: first, a training and brainstorm seminar for 25 selected Latvian decision-makers ran for two days in Riga; second, based on current and future best practices, and the interactive brainstorming sessions during the seminar, a number of policy recommendations were outlined. The training and recommendations were based on a multi-country comparative analysis of the respective strengths and weakness of portals in Denmark, the United Kingdom, the United States, and Portugal. This project has resulted in a set of policy recommendations for the Ministry of Environmental Protection and Regional Development (VARAM) on a Latvian public service delivery ecosystem, a development strategy and management model for the national one-stop portal, as well as a framework for increased online usability across government.
Executive Training for Government Technology Leaders from Colombia

CLIENT United Nations University
PARTNERS National University of Colombia, Ministry of Communication and Information Technology, and University of Minho
IMPLEMENTED 2014

DESCRIPTION Two executive training courses for over 60 government technology leaders ran for ten days each in Bogotá, Colombia. The first course was dedicated to the “Foundations of Government Information Leadership”. It was comprised by the following complementary areas: Strategic technology planning and technology-business alignment; programme, project, and stakeholder management; electronic participation concept, framework, and toolkit; change management, process reengineering, and performance management; technology leadership concept, features, and skills.
The second course focused on topics related to electronic governance and government leadership, knowledge management, information sharing, and enterprise architecture. Both courses combined theory, practice, international examples, discussions, and problem solving. The courses were tailored to the Colombian context and strategic objectives.

Executive Training for Government Technology Leaders from Saudi Arabia

CLIENT United Nations University
PARTNERS Saudi Computer Society, Saudi National e-Government Programme (Yesser)
IMPLEMENTED 2014

DESCRIPTION This executive training course was attended by over 20 Government Chief Information Officers (GCIO) from the Government of Saudi Arabia and ran for three days in Riyadh. The course focused on topics related to electronic governance, strategies, organisational change, leadership and information sharing, among other topics. The course combined theory, practice, international examples, discussions, and problem solving. The course was tailored to address the specific IT policy context in Saudi Arabia and, particularly, the Kingdom’s Second eGovernment Action Plan 2012-2016.
Executive training on Information and Communication Technologies (ICTs) – Policy, Strategy, and Experiences from across the Globe

CLIENT Ministry of Communications and Information
(Government of the Republic of Indonesia)
IMPLEMENTED 2017

DESCRIPTION The executive training programme aimed to better understand the issues revolving around the emergence of digital economy across the globe. The programme was attended by 18 selected Indonesian officials, covering main topics such as Public Policy in the ICT Sector, ICT and Broadband Economy, ICT and eGovernment, Smart Cities, and Lessons from Developing Countries. Other topics that were covered included: telecommunications policy (such as spectrum management – encompassing technology, regulatory, and business aspects) and recent issues in the telecommunications industry (such as Next Generation network–5G, IP communications services, Voice over LTE and the Internet of Things). By the end of the training, participants developed some understanding on preparing evidence-based data for policy analysis, as well as the ability to draft a policy brief. The programme included a field visit to Portuguese agencies that work in the area of ICT, telecommunications, and public policy: Altice-Labs and the Agency for Administrative Modernisation.
12 Executive training on policy briefing: public policy perspective on spectrum re-farming

**CLIENT** Ministry of Communications and Information (Government of the Republic of Indonesia)

**IMPLEMENTED** 2017

**DESCRIPTION** This short training programme was tailored to fulfil the need of the Ministry of Communications and Information (MCI) of the Government of Indonesia on a specific topic related to public policy challenges in the telecommunications industry. The training addressed three main modules: Policy brief and spectrum reform (issues of choice, importance of stakeholders’ analysis and tools), spectrum policy from the perspective of industry, and spectrum policy from industry perspective. The training also gave participants the opportunity to work independently on specific topics concerning spectrum re-farming, its consequences, challenges, and alternative approaches for public communication.

13 Integrated Training Programme PASP/PALOP-TL for Government Managers of Lusophone Countries

**CLIENT** Portuguese-Speaking African Countries: Angola, Cape Verde, Guinea-Bissau, Mozambique, São Tomé and Principe, and Equatorial Guinea

**PARTNERS** Camões Institute, European Union, and Agency for Administrative Modernisation

**IMPLEMENTED** 2016-2017

**DESCRIPTION** As a three-week training programme, the PASP/PALOP-TL focused on capacity and skills development for government managers working with ICT enabled public sector modernisation and service delivery in the PALOP-TL countries (i.e. Portuguese speaking countries).

14 Review and redesign of the CIO Training Course

**CLIENT** National eGovernance Division and UNDP, India

**IMPLEMENTED** 2016

**DESCRIPTION** This project involved the review and redesign of the national CIO (Chief Information Officer) training programmes in India. There was a particular focus on the international exposure component and field trip. The project included a redesign of the training programme’s structure, an adjustment of the learning objectives, draft agendas, potential countries, and rational for visits.
Digital Transformation Agenda for the Republic of Armenia

CLIENT Dada6 (funded by the European Union)
PARTNERS Centre for Strategic Initiatives, Digital Armenia Foundation, and Government of the Republic of Armenia
IMPLEMENTED 2017-2018

DESCRIPTION The project consisted of four parts: first, a “think digital” workshop for key Armenian stakeholders (public, private, and civil society), hosted by the Prime Minister and Deputy Prime Minister and the Centre for Strategic Initiatives (CSI); second, a brainstorming and consultation workshop in Yerevan in September; third, in close cooperation with CSI and Digital Armenian Foundation (DAF) and relevant stakeholders (including the cabinet office), development and drafting of the vision, strategy, initial list of initiatives, success criteria and key performance indicators for the Digital Transformation Agenda for the Republic of Armenia 2018-2030 (DTAA); fourth, capacity development and knowledge transfer on a train-the-trainer basis for the local beneficiaries (a team of 5-8 local civil servants). The objective of the project was to design an ambitious agenda for Armenia’s digital transformation, which would be aligned to the country’s development strategy.

The successful implementation of the digital transformation strategy should result in Armenia becoming a fully digitised country that is the centre of the regional digital economy, ready to digitise in the short and long-term, preparing education and training, and becoming a policy and innovation leader in the region.

The DTAA focuses on six pillars: 1) Infrastructure; 2) Public sector ICT use for efficiency and effectiveness; 3) Productivity, innovation, and growth in key private sectors; 4) Skills and capacity development; 5) Cybersecurity; 6) Governance, institutional frameworks, and intergovernmental cooperation.
Digital Technology, Digital Media and the Regulation of Political Parties

CLIENT OECD – Organisation for Economic Co-operation and Development
IMPLEMENTED 2016

DESCRIPTION The project identified the role and impact of digital technologies and digital media on political parties. It also identified a number of existing international standards and current best practice use to actively engage with various target audiences. The project’s findings feed into the revision of the OECD Guidelines on Political Party Regulations published in 2011.

Education System for Government Technology Leadership

CLIENT Ministry of Information and Communication Technologies of Colombia
PARTNERS UNDP – United Nations Development Programme
IMPLEMENTED 2015-2016

DESCRIPTION The project focused on building institutional capacity for education and peer-to-peer support to Government Chief Information Officers (GCIOs) in Colombia. Key activities comprised: designing a network of universities to deliver GCIO-related education programmes; designing education programmes to build and maintain GCIO-related competencies at different levels; defining, assessing, and recognising various education and career paths that lead to further development of GCIO competencies; and designing a peer-to-peer network for GCIO practitioners to share their experience and know-how.
DESCRIPTION Pacific island states suffer from a number of unique challenges in relation to geographical remoteness, population size, competence levels, economic growth, and single industry dependence. Based on in-depth analysis of relevant studies and literature, interviews with stakeholder and experts, the project developed a strategy knowledge base on e-Government, ICT-enabled public service delivery (with a focus on mobile platforms) and a practical toolkit for governments to modernize both the front-and back-office. A project spin-off was the development of a Strategy and Implementation Plan for Vanuatu.

Oman.om Portal Review and Workshop

CLIENT Information Technology Authority of Oman

PARTNERS Commonwealth Telecommunications Organisation and Vanuatu Office of the Government Information Officer

IMPLEMENTED 2014

DESCRIPTION The project comprised expert evaluation and a workshop. Based on international best practices and future trends, the expert evaluation and workshop focused on past and present challenges for the www.oman.om and Omanuna portal team, including current strengths and weaknesses of the technical set-up, style-sheet, information architecture, content generation, e-Services, and contact details for relevant authorities (including the UNDESA eGovernment Readiness Survey criteria). Follow-up evaluation work was carried out for the Omanuna portal and six key government websites and their e-Services.
Gov 3.0 Scientific foundations training and entrepreneurship activities in the domain of ICT-enabled governance

CLIENT European Commission
PARTNERS University of the Aegean, United Nations University, Universität für Weiterbildung Krems, SINGULAR LOGIC Cyprus Ltd., National E-Government Kompetenzzentrum, The Lisbon Council for Economic Competitiveness and Social Renewal, Agder University, and PricewaterhouseCoopers Business Solutions SA
IMPLEMENTED 2017-2020

DESCRIPTION The area of Electronic Government has up to now been tackling important problems for administrations and societies, such as service provision, automation in the public sector, interoperability and common standards, information systems, security and authentication, and legal issues. Moreover, researchers and practitioners have started to tackle Open and Collaborative Governance issues, such as Big, Open, Linked Data (BOLD) for Governments, opinion mining and sentiment analysis in Governance, and advanced interoperability infrastructures and systems. This project will go beyond the existing state-of-the-art in analysing developments from the public and private sector towards establishing the new, important scientific domain of Government 3.0 (ICT-enabled Governance).

Gov 3.0 will contribute to the development of ICT-enabled Governance by developing new methods for road mapping research priorities, new curricula for teaching at pre-graduate, post-graduate, and company executive levels, new approaches for fostering entrepreneurship attempts (e.g. Start-up companies based on Open Data) and a novel Massive Online Open Course that will be available and maintained during and after the implementation of the project.
Key Indicators for Measuring the Effectiveness of the Ministry of Justice

**CLIENT** Ministry of Justice of Portugal

**IMPLEMENTED** 2018

**DESCRIPTION** The project described the situation of Portugal in international rankings, studies and reports, and presented the strengths and weaknesses of the national Justice system. An extensive list of producers of indicators and of indicators for the assessment of Justice systems at international level was provided, as well as a detailed qualitative and quantitative analysis of the situation of Portugal, namely through the use of econometric analysis and structural equation modelling. Based on the results of the research, and considering how Portugal is performing at international level, a set of priority indicators was identified with a two-fold strategy: 1) in order to improve internally and therefore contribute for a better position of the country in a certain index or database; and 2) with the aim of emphasising for communication purposes and externally leveraging the position of Portugal in a group of indicators where it is performing positively. In addition, some recommendations were given, considering the implementation of well-grounded and evidence-based strategies, a short time horizon, and the optimisation of existing resources.

India – ICT enabled integration for Green Growth

**CLIENT** World Bank Group

**IMPLEMENTED** 2017-2018

**DESCRIPTION** The main purpose of this project was to provide content for the Smart Cities Knowledge Portal (“Indian Cities for Green Growth” – www.icities4greengrowth.in) about global smart cities, government agencies, and smart solutions providers, while at the same time facilitating capacity building of Indian smart city stakeholders. Initially, this platform featured only Korean case studies and information, but the World Bank Group decided to expand the Knowledge Portal with case studies and best practices from multiple countries, turning it into a one-stop platform of knowledge resources for Indian smart city policy-makers, facilitating the establishment of partnerships between practitioners and knowledge providers from different contexts. 100 case studies were collected, created, organised, and added to the portal, building on the existing knowledge resources of UNU-EGOV. The content of these case studies showcases specific smart city policies, projects, and activities, as well as the implementation of solutions from multiple organisations in Europe and globally. The portal’s content will be utilised as material for future training programmes that are currently being developed and tailored to the reality of the Indian Smart Cities and the needs of their practitioners. The structure of these courses was presented to Indian smart city stakeholders for their feedback during a 3-hour workshop in connection with the Smart Republic Conference in New Delhi, India.
UNU-EGOV Government Fellowship Programme

DESCRIPTION As part of its core mission, UNU-EGOV runs a Government Fellowship Programme. It is essentially an internship and in-field training course with the aim of developing the competences of the Fellows through work in multi-disciplinary projects, including: carrying out policy-relevant research; translating research findings into relevant policy instruments; building capacity in localising and applying such instruments within and among governments, the UN system, and academic and other relevant organisations; building and maintaining research and policy networks to share the lessons learnt, foster mutual learning, and bridge research and policy worlds; monitor, evaluate, and disseminate the latest developments in the area.

Government Fellows must be full-time civil servants within public administration, government or intergovernmental organisations, holding executive or professional responsibility for public sector technology, modernisation and innovation.

PARTNERS multiple
IMPLEMENTED 2016 – present
ICEGOV Conference Series

CLIENT United Nations University
PARTNERS multiple
IMPLEMENTED 2007 – present

DESCRIPTION ICEGOV is a series of International Conferences on Theory and Practice of Electronic Governance taking place annually around the world. The series focuses on the use of technology to transform the working of government and its relationships with citizens, businesses, and other non-state actors in order to improve public governance and its contribution to public policy and development. ICEGOV brings together public and private sector practitioners, academia, and international organisations in a unique 3 to 4 day conference. Each edition of ICEGOV produced a significant volume of conference proceedings, published by the ACM Press, with more than 1,200 authors and almost 1,000 papers submitted to date. Since 2010, a special journal issue of Government Information Quarterly is published by Elsevier with selected papers from ICEGOV. Past host countries include Macau SAR, China (2007), Cairo, Egypt (2008), Bogotá, Colombia (2009), Beijing, China (2010), Tallinn, Estonia (2011), Albany, USA (2012), Seoul, Republic of Korea (2013), Guimarães, Portugal (2014), Montevideo, Uruguay (2016), New Delhi, India (2017), and Galway, Ireland (2018).