Technical Cooperation Projects on E-government

1. **UNDESA and Government of Italy joint work**
   E-Government for Development Initiative (EG4D): E-accounting Projects

In the framework of the Initiative "e-Government for Development" sponsored by the Government of Italy, the United Nations and the Government of Italy have entered into a technical cooperation trust fund agreement for the implementation of activities in the field of information and communication technologies and e-Government, as envisaged in the program document: Capacity Building Initiative on ICT for Development.

The trust fund agreement between the Government of Italy and the United Nations was signed on April 11, 2002 in Palermo during the International Conference on e-Government for Development, whereby the Italian Government agreed to place funds at the disposal of the UNDESA to cover the costs to be incurred by the organization to provide technical advisory services and execute country specific projects in the field of e-Government.

The Initiative aims at responding to the growing demand for technical and advisory services by developing countries and countries with economies in transition in the area of e-Government, with a specific focus on e-Accounting applications. The overall aim of this agreement is to support the ongoing process of administrative reform and e-Government capacity building in selected beneficiary countries by promoting the adoption of modern ICT in Public Administration as an effective tool to enhance Public Sector reform and foster the creation of public value in support of the Millennium Development goals.

More precisely, for the enhancement of good governance, the initiative acknowledges the paramount importance of e-Accounting, intended as the modernization and digitalization of the procedures in the back of the economic and financial cycle of Public Administrations and Governments. These include the digitalization and integration of the public accounting and reporting systems, of the tax-revenue procedures, of the customs systems and of the public procurement procedures. E-Accounting is considered as a prerequisite for the sound functioning of a national governance system, since, among other things, it maps out all the financial flows behind public administration activities, hence promoting transparency and efficiency of the whole public system.

With the specific aim to support the ongoing progress of administrative reform and e-Government capacity building in the Caribbean Countries, by promoting the adoption and implementation of e-Accounting solutions and applications, the present project should focus on three elements:

- The development of strategic e-Accounting policies and tools;

- The strengthening of the public sector's capacity to effectively use e-Accounting solutions;

- The implementation of e-Accounting solutions to ensure the transparency in the public sector.

1.1   The two Programs confirming UNDESA commitment to support public sector reform and e-Government development in the Caribbean:

Eastern Caribbean E-accounting Initiative (GLO/05/E05)
Jamaica and Belize E-accounting Initiative (GLO/05/E06)

The new projects to be carried out under the Trust Fund and within the broader framework of the Initiative "e-Government for Development", builds upon the results so far accomplished in the establishment of dynamic working partnerships with the Caribbean Countries.

In fact, over the past few years, and through several Initiatives, the Division for Public Administration and Development Management of the UNDESA has engaged in the carrying out of activities with the overall objective of supporting the development of e-Government in the Caribbean Region in the context of the ongoing debate and efforts related to the reform of public administration. More specifically, a lot of work has been accomplished to assist countries in enhancing the application of ICT to government functions in order to advance public sector reform, improve government services, enhance knowledge management and decision-making, and promote economic and social development. Towards this ends, the different initiatives have been focusing on raising awareness, connecting e-Government to good government and human development, developing capacity building & knowledge management (and sharing) at regional and national levels.

In particular, in the Caribbean sub-region an unprecedented international cooperation for administrative reform and e-Government capacity building has taken place over the last five years, financed and supported by the Government of Italy, and implemented with the cooperation of the Division for Public Administration and Development Management of the United Nations Department of Economic and Social Affairs (DPADM / UNDESA). It involved the Caribbean countries, the Caribbean Center for Development Administration (CARICAD) - one of the institutions of the Caribbean Community (CARICOM). This international cooperation took place through a rich mix of ministerial consultations, working group meetings, meeting of experts, informal consultations, research and development, country surveys, and electronic outreach to broader audiences across the world.

The Caribbean projects in brief

I. Jamaica and Belize E-accounting Initiative (GLO/05/E06)

BELIZE

Project title: Computerization of the motor vehicles registry and driver licenses issuing procedures

The Government of Belize appears to be highly aware of the inadequacy of the present level of automation of the Ministry of Works, Transport and Communication, with particular regards to the manual system of motor vehicles registration and driver licenses issuing, which is currently leading to high levels of corruption among public officials working at the traffic offices, citizens' non-compliance with the payment of related fees, and trafficking of vehicles illegally brought within the national borders. It is also creating a public order problem since the lack of information on vehicle titles makes it difficult to bring to justice crime offenders using vehicles improperly. With the aim to improve the efficiency, transparency and reach of public services, as well as citizens' security, the Government of Belize decided to embark on several technology-driven initiatives within the Public Service.

It is clear that key measures, both organizational and technological, must accompany the expansion of Information and Communication Technology infrastructure in the above mentioned Ministry. In view of this, the Government of Belize has requested to the United Nations Department for Economic and Social Affairs (UNDESA) and the Government of Italy specific technical and financial assistance to enhance e-Government initiatives and applications, linked to its public sector reform programme. A project formulation mission was, therefore, undertaken to Belize by a delegation from UNDESA and the Government of Italy in October 2005 to further discuss and analyze the support required.

In light of the assessment and discussions with the Government of Belize, it was agreed that the computerization of some key operations of the Department of Transport would be the focus of the project. The objective of the project will be to address the need of automating the procedures related to the information management of both driver licenses and auto vehicles registry. Such goal will be reached through the definition and the implementation of operational solutions for the upgrading of the present procedure used by the district traffic offices in particular to interact with their citizens, and provide them with services that are responsive to their needs. Furthermore, the project will also provide technical training to the users and to the administrators of the software in support of the subsequent management changes.

Initially, the newly developed application will be launched within the central traffic office located in Belmopan. Subject to the availability of additional funds, it is envisaged that the application is will be run in other district traffic offices. In fact, the main objective should be to install it in the traffic offices of all districts, in order for the entire system to be computerized and connected. Thereby, the information could be efficiently accessed and shared by the entire Traffic Department.

JAMAICA

Project title: Web enabling of FINMAN for the Government of Jamaica

Given its aim to actively promote, rationalize and optimize the adoption and utilization of ICT across the public service, the Government of Jamaica is planning to transform the existing cash based accounting system in an accrual accounting system in order to analyze the cost of the services and guide the managerial decisions. In light of the above the Government of Jamaica is running a pilot project involving the use of a software (FINMAN) allowing the accrual accounting and facilitating financial information sharing within the public agencies.

The Government of Jamaica has requested the United Nations Department of Economic and Social Affairs (UNDESA) and the Government of Italy for specific technical and financial

assistance to enhance the software's functionalities, in order to migrate it to a web based architecture, the management of which could be centralized. Therefore, in October 2005, a project formulation mission was undertaken to Jamaica by a delegation from the UNDESA and the Government of Italy to further discuss and analyze the support required.

Upon discussions with the Government of Jamaica, the migration of FINMAN to a web based language and the identification and implementation of its functionalities was agreed to be the focus of the project. On the basis of a thorough assessment of the present situation and policies, new services and functionalities of the software will be identified, together with a roadmap to deploy it. Also, technical training sessions will be carried out, in order to ensure the overall project sustainability and knowledge transfer. Such intervention is supposed to come in support of the general public sector reform process that the Government of Jamaica has initiated with the final aim of suggesting and realizing a prospective scenario to enhance the efficiency and the effectiveness of public sector activities.

II. Eastern Caribbean E-accounting Initiative (GLO/05/E05)

SAINT VINCENT

Project title: Enhancing St. Vincent Government's Official Web Site

The Government of St. Vincent and the Grenadines is committed to raising the standard of living for its citizens to the highest attainable levels. In striving to meet this objective, the government has decided to actively promote and utilize Information and Communication Technologies (ICT) as a tool to strengthen the country's economy, to increase transparency, to be more responsive to citizens' needs, to create jobs, to ensure social equity and to enhance education and culture.

In line of the above, St. Vincent and the Grenadines is planning to transform the existing Government website into a Government Web portal that would facilitate coordination and information sharing within SVG government agencies, as well as their interaction with the citizens through the elimination of redundancies and the creation of a more simple way to provide services to citizens and identify the community's needs.

Therefore, the Government of St. Vincent and the Grenadines has requested the United Nations Department for Economic and Social Affairs (UNDESA) and the Government of Italy specific technical and financial assistance in supporting the upgrade of the existing Government's Official Web Site and of its functionalities in order to migrate to a Government's Official Web Portal.

The objective of the project is, therefore, to identify the immediate actions needed to assist the Government process of enhancing the existing site into the Government's Official Web Portal: Assessment Report and plan of action, Capacity building plan and training sessions Implementation of a pilot application in the area of e-accounting and related software components.

SAINT LUCIA

Project title: Integrating St Lucia Information Systems

Cognizant of the critical role of Information and Communication Technology (ICT) in today's global economic environment, with the aim at improving the efficiency and reach of services, over the past years, the Government of Saint Lucia has embarked on several technology-driven initiatives within the Public Service. Particularly, the issue of e-Government development was addressed with a specific focus on: Integration of Systems. As a matter of fact, the Government of Saint Lucia appears to be highly aware of the inadequacy of the present situation with regards to the integration and inter-operation of relevant public administration operations. It is clear that key integration measures, both organizational and technological, must accompany the expansion of Information and Communication Technology infrastructure in the Public Service.

In view of the above, the Government of St. Lucia has requested to the United Nations Department for Economic and Social Affairs (UNDESA) and the Government of Italy specific technical and financial assistance in enhancing integration and inter-operation of some key operations of the public administration. The objective of the project, therefore, will be to address the problem of the integration of the Government agencies' operations.

This will be done through a feasibility study that will benchmark the present situation with best practices; will define operational solutions and guidelines for the upgrading of the present procedures to integrate operations and simplify processes across Government agencies and around citizen needs. The guidelines will also aim at transforming the way Government agencies interact with their citizens and provide services that are responsive to their needs. Precisely, the outcomes of the analyses performed during the project ("as is", "to be" and "gap" analyses) will be provided in a "feasibility study" on systems integration, that will present to the Government of Saint Lucia a prospective scenario and operative guidelines and options ("action plan") to enhance the efficiency and the effectiveness of public activities.

Furthermore, the study will also provide technical advisory guidelines in support of the ongoing process of reform undertaken by the National ID Committee in view of the development of a unique identification code for citizens.

1.2 Morocco E-Accounting Initiative (GLO/05/04)

Project name: e-HR Management Project in the Public Administration of Morocco – First Phase

Government of Morocco has envisaged and defined a significant e-Government national programme for 2005 – 2008 (IDARATI) with the purpose of enhancing and accelerating the process of modernizing the country. The programme centerpiece will be the ability to effectively manage the career of all civil servants in the Government of Morocco. Currently, the HR management of civil servants is fragmented (with the exception of payroll which is centralized) with each ministry giving the responsibility of managing their staff without the effective information and communication technology tools at hand to simplify and enhance the process. The majority critical data necessary for implementing the e-government national programme already exist in various data bases within the Ministry of Finance and Privatization (MFP) and the Ministry of Public Sector

Modernisation (MPSM). What is lacking is an integrated personnel and financial management system that is made available to all ministries.

This will be accomplished in two phases. In the first phase, the Government of Morocco will be provided, among other things, with the following: a complete assessment of the current HR and IT situation, an e-HR Assessment, Requirements and Strategy, a Pilot Implementation Guidelines, a Communication Strategy and an e-HR Management Prototype. In the second phase, the Government of Morocco will implement an e-HR Pilot Project involving the MPSM and the MFP, as the two most advanced ministries in the field of HR management, and then gradually extend the new e-HR Management System to all ministries.

The following information applies to all e-accounting projects above described:

Thematic area: E-accounting

Multiple beneficiaries: The direct beneficiaries can be identified within the structures of the Governments and related national involved in the implementation of the Programme. This includes public officials and servants working directly on ICT and e-Government issues from the highest levels of the national government, to local government, and from ministers, to managers, to civil servants directly interfacing with the public. In addition, the activities of the project reach indirect beneficiaries such as: public and private agents, whose work will be facilitated by the improvement of ICT and e-Government systems, as well as citizens and civil society organizations, who will benefit from improved public services and increased transparency and accountability in government.

Timeframe: Twelve-months from the official signing of the Project Document by UNDESA and the Government of the beneficiary country.

2. Lesotho: e-Government for Enhanced Service Delivery (UNDP Project LES/06/001)

2.1 Background

The Government of Lesotho's vision statement reads: "By the year 2020, Lesotho shall be a stable democracy, a united and prosperous nation at peace with itself and its neighbours. It shall have a healthy and well-developed human resource base. Its economy will be strong, its environment well managed and its technology well established".

Lesotho Vision 2020 coupled with the ICT Policy of Lesotho (March 2005), that outlines a roadmap to transform its economy into the information society, clearly establishes the political commitment, will and leadership of the Government to embrace ICT throughout all sectors of the economy.

The Ministry of Communications, Science and Technology will play a critical role in realising Vision 2020 and implementing the ICT Policy of Lesotho. At this moment, the ministry is not in position to fulfil its role. It needs to build up its infrastructure, internal IT capacity, reengineer and streamline its business processes, and create content that would be useful for the citizens of Lesotho.

The ministry has eight departments spread out in four locations that are not interconnected. There is limited use of email among the departments and very little interaction among them. The lack of connectivity among the departments has affected their productivity and effectiveness. As a result, the ministry is unable to deliver government-related information and services to the public through wide area networks and the Internet, which is instrumental in realising the principles of good governance as articulated in Vision 2020.

The situation in other ministries is similar. The government has established Internet connectivity in most ministries, but few ministries are networked and most connections to the Internet are still dialup. A few ministries have websites. These websites are essentially static websites with no transactional activities or citizen participation.

The government does not have an integrated network in place, nor does it have an integrated database system that can support single capture and multipurpose and multiple use of data, information or knowledge on a government-wide basis.

The IT capacity in most ministries is weak to non-existing. In the Ministry of Communications, Science and Technology, there is also a low retention rate of IT professionals. This is due to the low salaries that the government pays compared to the private sectors. As a result, IT professionals that are recruited by the ministry receive experience in maintaining a network and when they become marketable, quickly switch to the private sector for a more lucrative financial package. This continuous brain drain limits the IT effectiveness of the ministry.

The issues of business reengineering and workflow processes are also critical elements that need to be address in order to strengthen the Ministry of Communication, Science and Technology to be the IT arm of the government. The ministry would have to review the way it operates and streamline processes prior to automating them.

2.2 Brief description of the project

The project will focus on the government to government (G to G) element of e-government. By ensuring that the Ministry of Communications, Science and Technology is using the same IT platform; greater synergies among the departments would incur, which would increase productivity within the ministry. In addition, there should be a cost savings in sharing servers, firewalls and other security measures, printers, Internet access, having integrated databases and portal. Currently, the majority of departments are working in isolation with the exception of the News Agency (LENA) and Broadcasting Departments, which share news items. As a result, there is a duplication of servers, firewalls, Internet connection, etc. among the departments.

The project will support the interconnectivity among the four locations through a wireless solution. Each location will be equipped with the necessary hardware to form a ministry-wide IT platform.

To tackle the issue of lack of IT capacity from the human resource point of view, the project will provide training for one staff member from each location to be trained in troubleshooting basic network problems and hardware support.

In addition, an e-government training programme will be established through the UNDESA Online Network in Public Administration and Finance (UNPAN). This training will be for senior managers to acquire a better understanding of e-government. The online course will be taken within a six month period. There will be a one-week workshop to kick-off this training. The workshop will include a self-assessment of the e-readiness of the country, through the UNDESA's Meter programme and the first phase of the e-government training course.

To assist with the business reengineering process and enhancing the ministry's workflow, the project will recruit a consultant who will be answerable to Director ICT to work with the ministry to develop and implement a strategy that will streamline the current workflow of the ministry to enhance its effectiveness.

A pilot project will also be developed to deliver e-government services to local communities by using the local post offices as an IT hub. This will enable citizens that have been traditionally disadvantaged to gain access to the Internet.

Country	Project Title	Specific output	Partners/Executing Agency
Belize	Computerization of the motor vehicles registry and driver licenses issuing procedures	The implementation of the web based application for the drivers' licenses and motor vehicles' registry. This initiative comes in support of the overall public sector reform process initiated by the Government, and specifically aims at suggesting and realizing a prospective scenario to enhance public activities efficiency and the effectiveness	Ministry of Works, Transports, and Communications: Department of Transport
Jamaica	Web enabling of FINMAN for the Government of Jamaica	The migration of FINMAN (the software currently piloted to allow accrual accounting and facilitate financial information sharing within the public agencies) to a web based language and the identification and implementation of its functionalities. New services and functionalities of the software will be identified, together with a roadmap to deploy it. Also, technical training sessions will be carried out, in order to ensure the overall project sustainability and knowledge transfer.	Ministry of Finance and Planning
St. Vincent and the Grenadines	Enhancing St. Vincent Government's Official Web Site	To identify the immediate actions needed to assist the Government process of enhancing the existing site into the Government's Official Web Portal: Assessment Report and plan of action, Capacity building plan and training sessions Implementation of a pilot application in the area of e-accounting and related software components.	Ministry of Telecommunications, Science, Technology and Industry
Saint Lucia	Integrating Saint Lucia Information Systems	The outcomes of the analyses performed during the project ("as is", "to be" and "gap" analyses) will be provided in a "feasibility study" on systems integration, that will present to the Government of Saint Lucia a prospective scenario and operative guidelines and options ("action plan") to enhance the efficiency and the effectiveness of public activities.	Public Sector Reform Unit – IT and E-Government
Morocco	e-HR Management Project in the Public Administration of Morocco – First Phase	After the business reengineering process, the Government of Morocco will be provided with the following: a complete assessment of the current HR and IT situation, an e-HR Assessment, Requirements and Strategy, a Pilot Implementation Guidelines, a Communication Strategy and an e-HR Management Prototype.	Ministry of Finance and Privatization (MFP) and the Ministry of Public Sector Modernization (MPSM)
Lesotho	e-Government for Enhanced Service	Strengthen the e-Government vision, strategy and staff competence within the Public Sector; Enhance ICT infrastructure within	Ministry of Communications, Science and Technology

	Delivery	Government; Assist the ministry in reengineering of business processes; Provide support to enhanced Service Delivery through ICT opportunities such as telecentres and community access points	