



# **Capacity Building Webinar**

## **“Developing institutional capacities in digital transformation for a more inclusive and equitable recovery”**

### **Workshop Report**

*14-15 December 2020  
United Nations Headquarters, New York*



**United Nations  
New York**

## Capacity Building Webinar

### **“Developing institutional capacities in digital transformation for a more inclusive and equitable recovery” 14-15 December 2020**

#### **1. Background**

In addition to unleashing unfathomable opportunities for sustainable development, the digital age has also highlighted the vitality of digital solutions allowing societies to function and businesses to continue in the times of the COVID-19 pandemic. Online services and remote working arrangements were among a few of the measures addressing the isolation, keeping people informed and engaged during the COVID-19 response and recovery.

Given that there are both immense opportunities and inherent risks on what digital transformation can bring about, the need to address emerging requirements, risks and challenges for digital public policies and to ensure inclusive multistakeholder engagement has become more critical, especially for countries with special needs, including the least developed countries (LDCs), small island developing States (SIDS), landlocked developing countries (LLDC), and countries with transition economics. More than any previous technological transformations, the digital age is also one of inter-dependence, calling for international and regional cooperation among governments, industry, scientific and technological communities, as well as the private sector and civil society groups. Such inter-dependence is seen across the spectrums of trade and finance, communications, and digital government, among others.

The role of digital government in responding to the pandemic and enabling a more effective recovery has been instrumental in the context of resilient and sustainable development. Digital opportunities, however, come with inherent risks related to digital transformation, stressing the need to address emerging capacity requirements and challenges for digital public policies. Unleashing capacities and strengthening resilience while mitigating risks is not only the sole responsibility of governments. It requires the engagement of all stakeholders and the adoption of more holistic, inclusive approaches that bring together existing initiatives, United Nations entities, regional and sub-regional bodies and other relevant groups that promote digital capacity-building to improve support for Governments and other stakeholders.

Not all governments are well equipped with the knowledge and ability to respond effectively to the digital age, in tapping the vast opportunities or mitigating the inherent risks. The pace and evolution of digitalization are surpassing the speed with which governments can put in place appropriate regulatory and policymaking frameworks to adapt and reap the benefits. Countries in special situations, such as LDCs, LLDCs, SIDS and countries with transition economics are often unprepared or ill-prepared for the onset of cybercrimes and cyberattacks.

The 2030 Agenda for Sustainable Development highlights the need for transformation and for building effective, accountable and inclusive institutions at all levels. UN DESA carries the mandate to facilitate the capacity building of public servants in public sector institutions to promote effective,

accountable and inclusive institutions through digital transformation and developing new competencies to implement the 2030 Agenda. Sustained capacity development for digital transformation is necessary for empowering public-sector institutions to implement the 2030 Agenda and so are the partnerships and collaboration that will be forged among the countries.

General Assembly resolution [73/218](#) of 8 January 2019 emphasized that “there is a pressing need to address the major impediments that developing countries face in accessing new technologies”. It further stressed that “important and growing digital divides remain between and within developed and developing countries in terms of the availability, affordability and use of information and communications technologies and access to broadband”. The resolution recognized that ICTs have the potential to provide new solutions to development challenges and to integrate developing and least developed countries into the global economy.

It was in this context that the capacity building webinar on Digital Transformation was organised on 14-15 December 2020, under the theme of “Developing Institutional Capacities in Digital Transformation for a More Inclusive and Equitable Recovery”.

This webinar was a follow-up to the recommendations made during the Expert Group Meeting “Addressing Emerging Requirements and Challenges for Policy and Decision-Making in Digital Transformation in Developing Countries” convened by UN DESA’s Division for Public Institutions and Digital Government (DPIDG) in December 2019<sup>1</sup>. It was called to the attention that the global community can best support the digital transformation of developing countries through forging effective partnerships with regional and national regulatory and development organizations, as well as the private sector, and improving local technical capabilities in the process, at both institutional and individual levels.

## 1.1 Objectives

The webinar aimed to strengthen public institutional capacities in policymaking for digital transformation in support of the 2030 Agenda for Sustainable Development. It aimed to strengthen the digital capacity of countries, especially developing countries, and the capacity of the LDCs, SIDS, LLDCs, and countries with transition economies, to participate in, and benefit from, the growing opportunities of digitalization while mitigating the risks. The webinar aimed to bring into virtual collaboration government officials at the Director-General level (Chief Information Officers (CIOs) or equivalent), and experts and decision-makers from the private sector, civil society, academia in relevant digital fields, including digital government, digital economy, cybersecurity, science, technology and innovation (STI), institutes and industries with expertise in digital transformation

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<sup>1</sup> Event link: <https://publicadministration.un.org/en/news-and-events/calendar/ModuleID/1146/ItemID/3026/mctl/EventDetails>; see, for example, recommendations in EGM Report: “At the global level, a question was raised on how countries could get to know the various technical assistance and capacity development support on various issues related to digitalization? Within the UN system, there is a need for various agencies to work closer in a more systematic manner, supporting governments/Member States at national, sub-national and community levels. There is also a need to highlight new initiatives such as those in urbanization and smart cities and to engage new actors in working towards a transformative agenda.”

public sector. A special effort was made to promote digital transformation knowledge, tools and toolkits with a view to support the 2030 Agenda and in responding to emergencies.

The webinar also aimed to share lessons learned, including both successes and failures, in addressing emerging requirements and challenges for policy and decision-making in the age of digital transformation. The [Compendium of Digital Government Initiatives in response to the COVID-19 Pandemic](#), initiated, compiled and published by UN DESA through DPIDG, was also discussed during the event.

## 1.2 Targeted Audience

The direct beneficiaries of the webinar were senior public service officials who are national focal points responsible for digital transformation, and public servants and leaders from LDCs, LLDCs, SIDS and countries with transition economies, who play key functional roles in integrating digital transformation in their national sustainable development strategy and programmes.

## 1.3 Expected Results

It was expected that participants would gain an enhanced understanding of the requirements and challenges for policy and decision-making in digital transformation in developing countries to implement the 2030 Agenda. The webinar also aimed to strengthen the individual and institutional capacity of public officials in digital transformation, including capacity to integrate digital transformation in national sustainable development plans.

## 2. Session Discussions

### Session 1: Digital Transformation during COVID-19 in public institutions

At the opening session, Mr. Elliott Harris, Assistant Secretary-General for Economic Development and Chief Economist delivered opening remarks, and Mr. Vincenzo Aquaro, Chief of the Digital Government Branch, DPIDG, delivered a presentation on the analytical findings of 2020 UN E-Government Survey<sup>2</sup> and the Compendium of Digital Government Initiatives in response to the COVID-19 Pandemic<sup>3</sup>.

#### ***Key Messages:***

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<sup>2</sup> See : <https://publicadministration.un.org/en/Research/UN-e-Government-Surveys>

<sup>3</sup> See : <https://publicadministration.un.org/en/Themes/Digital-Government/Good-Practices-for-Digital-Government>

- Based on the 2020 UN e-Government Survey, more than 50% of UN Member States remain well below the global average of the Survey's E-Government Development Index (EGDI) and half of the world population is offline or has significant issues related to connectivity and accessibility.
- Differences in e-government development exist even in highly developed regions. While Africa has made significant progress in e-government development, digital divides persist within and between countries and regions.
- During the COVID-19 pandemic, digital technologies have allowed governments to provide clear, up-to-date information to the public, as well as among the local authorities and health workers, while governments also work alongside other stakeholders to reduce the spread of disinformation and misinformation, and to address cybersecurity and data privacy issues.
- Many countries have rapidly deployed tracking and tracing apps, and apps to enable people to work, teach and learn remotely. Innovative tools such as dedicated COVID-19 information portals, hackathons, e-services for the supply of medical goods, virtual medical consultations, self-diagnosis apps, etc. have emerged during the pandemic.
- COVID-19 has forced governments and societies to turn to digital technologies to respond to the crisis in the short-term, recover from and resolve socio-economic repercussions in the medium-term, and reinvent existing policies and tools in the long term.
- ***Some critical lessons of digital transformation during COVID-19 were shared, including:***
  - **Need to invest in human capital and digital capabilities:** In various areas such as policies, platforms. There is also a need to build capacities in resilience to and preparedness for emergency situations.
  - **Digital connectivity:** It is not only critical to invest sufficiently in digital infrastructure, including in effective and meaningful connectivity, but also to ensure affordable Internet access. New pricing models for Internet access have to be put in place close digital divides (COVID-19 has exacerbated digital divides including in education) and efforts made in reviewing current connectivity (broadband) policies, education policies, etc.
  - **Data:** More effective use of data in breaking down silos is essential. It is important to share data between public and private sectors, and across governments, while also addressing data security and privacy issues
  - **Leadership and public trust:** Top leadership in e-government is important. Equally important is public trust for emergency digital solutions to be instituted and implemented.
  - **Partnership, and effective involvement of the private sector:** This is especially important with countries in special situations. There is also a general need for effective partnerships between public and private sector.

- **Invest in e-learning systems for education:** In the context of the pandemic, this has become particularly important for vulnerable communities such as rural and remote areas and villages.
- **Reaching out to the underserved (vulnerable groups):** Such as through national identity measures (COVID-19 has accelerated this ongoing process).
- **Engagement of people is critical:** For example, the use of chatbots (again, the broad and accelerated use of this technology is being propelled by the circumstances surrounding COVID-19).
- **Sharing of lessons, cases, among countries:** The UN could play a role in facilitating sharing and learning among countries and stakeholders.

### **Presentations by panelists:**

*Mr. Louis Meuleman, Committee of Experts on Public Administration (CEPA) Member*, shared some lessons learned during COVID-19, including: (i) there is no one-size-fits-all solution; various approaches to promote digital tools should be adopted and one cannot simply copy “best practices” but peer learning between countries can help effectively with digitalization; (ii) the pandemic is a “wicked problem”, requiring different management responses; more data or big data on its own is not the solution for wicked problems.

SDGs 16 and 17 relate to governance and could serve as guiding principles to e-government. The importance of the [Principles of effective governance for sustainable development](#), namely effectiveness (i.e. competence, sound policymaking, collaboration), accountability (i.e. integrity, transparency, independent oversight), and inclusiveness (i.e. leaving no one behind, non-discrimination, participation, subsidiarity, and intergenerational equity) were noted and Mr. Meulmann illustrated their potential benefits, including to: (i) help interested countries on a voluntary basis, to build effective, accountable and inclusive institutions at all levels; (ii) support countries in operationalizing the institutional aspects of SDG 16 through concrete strategies; (iii) promote mainstreaming of effective governance in SDG implementation; (iv) engage relevant UN organizations, regional organizations and professional and academic communities; (v) bring together proven standards and operational guidelines in all areas of public sector institution-building; (vi) provide a baseline for policymaking while strengthening evidence-based and action-oriented implementation.

Louis Meulmann also shared reflections on the mind-set needed for effective digitalization, including : (i) Governments should not treat their digitalization efforts as a silo: integration and a holistic view is vital for the SDGs; (ii) there is a need to develop institutional responses to various risks and policy challenges (including social costs); (iii) digitalisation is not only about better government services, but also to improve other public tasks; (iv) digitalisation is more than technology; (v) capacities, skills and resources for digital government and governance should be a political priority, and fully integrated with all other policies to address and recover from COVID-19.

**Mr. R. Hawabhay, Chief Technical Officer at the Ministry of Information Technology, Communication and Innovation of Mauritius** shared what has worked in Mauritius, including to: (i) deployment of an open lab information system (OpenELIS) for recording and tracking COVID-19 tests; (ii) a call for projects to respond to COVID-19; (iii) the deployment of JITSI (open-source video conferencing) as video conference tool for governments; (iv) [eWAP](#) (e-Work Access permit); (v) development of the [beSafeMoris](#) app; (vi) provision of VPN access for government officials for work-from-home. On the other hand, what has not worked as well was an e-commerce platform -- it was not as well received or prevalent among the public prior to the pandemic, and thus not designed for broad consumption. This resulted in a mushrooming of new e-commerce platforms, including in retail and grocery.

**Ms. Karen Kee, Government Technology Agency, Singapore** highlighted how technology played a significant role, especially as an integral part of the response to COVID-19, that covers: (i) preventing the spread (e.g. trace-together, safe-entry); (ii) crowd management (SPOTON AI thermal camera scanner, vigilant gantry); (iii) supporting the community (e.g. GOWHERE app, GoBusiness Support Portal, SGJobs, GALE (senior support care). These solutions have been made possible through leveraging on existing government's capabilities, platforms and policies. The "Tracetgether" app is not just an app but an ecosystem – this was implemented through a mobile app (with over two million downloads), as well as a "tracetgether" token serving those digitally excluded and possibly overseas visitors. Tracetgether is available as open source through the Singapore government developer portal. The Singapore Government Developer Portal is deployed to galvanise the community by: (i) discovering products, (ii) evaluating products, (iii) applying products, and (iv) engaging and celebrating the community.

**Mr. Anir Chowdhury, Prime Minister's Office, a2i, Bangladesh** stressed that health decision-making in Bangladesh was guided by four aspects: high-risk case identification, hot zone identification, resource allocation, and timely policy response. Furthermore, a "COVID-19 collective intelligence system" was put in place, through data collection from multiple sources, including citizen self-report (hotline 333), automated contact tracing, reports from COVID-19 tests, frontline workers' self-reports, and reports from "Community Support Teams" (CST). These data were fed through data analysis systems and assisted in policy decision-making. This self-reporting system has proven to predict hotspots at least 7 days before lab tests were known. In addition, telehealth services were put in place to support COVID-19 patients, including through the 333 National Hotline. In planning for post COVID-19 health recovery, a need to revamp the health ecosystem, including the use of health ID, was identified. This will go alongside and leverage on Bangladesh's success in poverty eradication. During COVID-19, specific social protection assistance has assisted low wage workers, including the "new poor" (i.e., those struggling financially due to COVID-19).

In e-governance, the judiciary procedure has advanced because of COVID-19. Bangladesh's "MyCourt" system created unprecedented opportunities for judicial services, allowing citizens to file cases and bails. Other examples are initiatives that have allowed for education to continue from home during COVID-19, such as through remote classes broadcast on television and radio, and not just through online platforms and social media. An analysis was also completed to identify emerging jobs

beyond COVID-19, which identified the need to develop new skills, resulting in initiatives like the “National Intelligence for skills, employment and entrepreneurship (NISEE)”. COVID-19 also “moved the needle” on whole-of-government data integration. Overall, collective intelligence is envisioned through a five-prong policy making framework: (i) to break data silos, (ii) to develop intelligent analytics, (iii) to build shared public-private data, (iv) to protect privacy, and (v) to facilitate experimentation without borders.

**Ms. Nazgul Bazhayeva, Director of Digital Transformation, Ministry of Digital Development, Innovations and Aerospace Industry (MDDIA), Kazakhstan** stressed that emphasis has been placed on the development of public services through the creation of an open, transparent and effective digital government. Initiatives such as composite business services, the “smart bridge” project, and e-government mobile services (e.g., digital documents service, e-licensing) help support this vision and strategy. Other initiatives are the “e-residence” project -- that allows everyone in the world to get access to the national e-government system; the international technopark of IT startups, called “Astana Hub”; the “SMART DAT UKIMET”, that utilised big data and AI to facilitate government decision-making; and the legislative amendments on the implementation of activities related to mining that were adopted in 2020.

**Ms. Nele Leosk, Digital Ambassador, Ministry of Foreign Affairs, Estonia** shared a lesson learned from Estonia that was about the human experience -- on how people are using digital tools to consume information, to communicate and for other day-to-day services. During COVID-19, the critical decision-making process of governments and local municipalities has also moved virtual. Minimizing human contact is important, and thus digital services are critical, including government services, health services (especially for non-COVID related care), online education (such as digital diaries). One other takeaway was the role of public-private and multistakeholder partnerships -- which have been shown to be more crucial ever before. Many services would not be possible without partnership efforts with the private sector (e.g., those related to security issues of online business services and other COVID-19 related applications). 20 years of data sharing systems between governments and the private sector in Estonia have shown that there are further challenges in the context of data sharing. Clearly, COVID-19 is a global issue, and there is a need for more global partnerships in response to global emergencies as well as digitalization issues. Various issues related to data, including the need for general principles on data sharing, exchange, and privacy have to be addressed, in order for global digital goods, and other global scale initiatives related to COVID-19 (with the World Health Organization) to be successful.

**Mr. Hebert Paguas, Executive Director, Agency for Electronic Government and Information and Knowledge Society (AGESIC), Uruguay** reminded that partnerships with the private sector and other stakeholders are essential. As examples, he outlined Uruguay’s partnership with Google in using its application programming interface (API); the use of chatbots by public and private health providers in providing information and assistance, as well as various public communication mechanisms such as through WhatsApp and Facebook messaging. Other initiatives include improving Internet connectivity and more enhanced online services in various sectors and across different levels of governments.



## Session 2: Measuring national and local online public services provision

### **Brief Summary**

This session introduced the E-Government Development Index (EGDI) and Local Online Service Index (LOSI) and highlighted the opportunities and challenges of these two measurement frameworks. With the country presentations from China, United States and Brazil, the panelists highlighted various local e-government assessment methodologies adopted in their respective countries.

The United Nations E-Government Survey as a development tool examines strengths of e-government portals, highlights challenges and opportunities, and informs decision makers on latest policies. The 2020 edition found that progress has been made across all regions including least developed countries. Over 22 percent of countries attained higher levels of e-government development.

The 2020 Survey findings reinforced the previous findings of the LOSI 2018 that the performance of city/local government portals does not usually match that of its country and usually underperform. The average LOSI for all the cities assessed in the 2020 study was 0.43. This finding implies that the majority of the city portals have a long way to implement various features. Cities belonging to low-income level countries also ranked lower in general, with some exceptions.

Digital government services and portals have changed dramatically during the pandemic. Both the state and local government technology priorities increased focus on network and infrastructure related areas. Panelists highlighted that budget and cost control projects as well as infrastructure modernization and business process automation projects gained importance during the pandemic. One reason for this change in priority was explained as shifting to remote work requires better digital devices and connectivity. Data integration with third party application interfaces (APIs) were also common during the COVID-19 in order to achieve collaborative governance across different entities. There was also consensus among the panel to focus on people's experience and explore new channels for service delivery.

The importance of multi-stakeholder engagement and partnerships during assessment and evaluation of e-government systems were raised by the panelists. In designing methodologies such as LOSI, it is important to follow a multi-stakeholder approach and get input from all stakeholders on checking which features to assess. It is advised that organizations designing evaluation systems reach out to people, businesses, civil society and the private sector including small businesses, and ask them to identify the priorities and features they would like to see on a national and/or local e-government portal. In that regard, the importance of local technology expertise, such as small businesses developing technology solutions, is highlighted by many in order to further improve local service

delivery. It is noted that local enterprises have the potential to become critical partners.

Panelists agreed that digital government is not only a technical, but also a political and social service. Thus, the quality of digital government should be measured with regard to the three institutional requirements of SDG 16 - effectiveness, accountability and inclusiveness, as previously raised in session one. Incorporating user experience and feedback in designing e-government services is equally important.

The importance of integrating local e-government services with national portals was raised during the discussions. It was noted that this integration should be seen as an opportunity for both public officials responsible for local and national e-government portals.

When it comes to measuring local e-government, data gaps are getting bigger as the demand for policy data increases and digitally intensive processes grow. There is definitely more need to measure progress. Exchanging local and national experience and building digital capacities through mutual learning are important tools to enhance international cooperation in digital government as emphasized by panelists. In that regard, it was noted that there is a need for more collaboration among cities/municipalities, regardless of geographical location.

### **Presenters/Panelists**

#### ***Ms. Arpine Korekyan, Governance and Public Administration Officer, DGB, DPIDG, UN DESA***

Ms. Korekyan introduced the E-Government Survey 2020 and the Online Services Index (OSI), one of three components comprising the E-Government Development Index (EGDI). Citing the results, Ms. Korekyan noted that online service provision has expanded over the last few years. The number of countries offering at least one online service increased by 16% since 2018, from 140 to 162 in 2020. 84% of the assessed countries now offer at least one online service. Registering a new business is the most frequently provided e-service, while VAT submission remains the least commonly offered. The number of services provided for vulnerable groups has also increased: 80% of Member States now offer such services, although comparatively few offer specific services for migrants and people living in poverty. European countries lead in the provision of services to vulnerable groups, with 93% offering such services. Trends in transactional online service provision have been similarly positive. Europe leads with 70% of countries providing all of the 20 services assessed, including business and motor vehicle registration, visa and business license applications and change of address services, and 88-95% offering at least half. Overall, service provision has improved across all regions. Ms. Korekyan also stated that much progress has also been achieved in online service delivery. National portal functionality has improved; all but one Member State had a national portal in 2020, with 90% offering advanced features. E-procurement services have expanded, and online recruitment in the public sector has increased with 30% more countries publishing government vacancies online. 80-90% of Member States now share public information online. Finally, though the affordability of mobile broadband subscriptions has improved in most Member States, it remains a problem in the Africa and Oceania regions.

***Mr. Dimitrios Sarantis, Senior Academic Fellow, United Nations University (UNU-EGOV), Portugal***

With regard to the LOSI, Mr. Sarantis noted that local governments are increasingly embracing digital technologies for information sharing, interacting with citizens and other purposes. Due to their proximity to communities, local governments play a key role in enhancing residents' quality of life. LOSI can assist local authorities in identifying areas for development and realising their goals efficiently. The assessment tool comprises 80 indicators grouped under four criteria: Technology, Content Provision, Services Provision and Participation & Engagement. The selection of indicators was informed by a literature review and the intention to bring LOSI into alignment with the UN E-Government Survey Online Service Index (OSI). In the 2020 edition of the survey, 100 cities, including 32 cities in Africa, 16 in the Americas, 29 in Asia, 21 in Europe and 2 in Oceania, were selected for review. 27 of these cities achieved a low LOSI rank, 38 achieved a middle rank, 19 achieved a high LOSI rank and only 16 achieved a very high LOSI rank. Mr. Sarantis also presented the main findings from the 2020 survey: firstly, the 2020 LOSI average of .043 indicates that most city portals still only offer very basic online service features. It was also seen that a significant gap exists between local and national government portals, with national governments performing significantly better in the ranking. Overall, the reported LOSI scores are consistent with the average income levels of the assessed cities. Finally, the results suggest that there is a need for increased collaboration in local e-government involving all stakeholders, i.e., between cities as well as with local enterprises.

***Prof. Liu Mixia, Associate Professor, E-Government Research Center, China National Academy of Governance (CNAG)***

Prof. Mixia presented the China Online Government Services Assessment, which aims to promote policy implementation by providing local governments with regular assessments of their progress in e-government. Prof. Mixia stated that there is a demand for such surveys in China as the State Council continues to develop and implement the "Internet+Government Services" plan with the aim of providing all citizens with online access to government services by the end of 2022. The survey aims to establish a benchmark for local digital government. To establish the scope of the assessment, 32 provincial governments were first selected for analysis, followed by 32 city governments. The survey was designed with adjustable indicators and emphases to address recent developments in e-government. Prof. Mixia provided the following key insights from the 2020 survey: firstly, the efficiency of the national integrated government services platform should be improved. Government service review systems should be promoted to allow for public feedback. Attention to user experience should also be promoted in favour of service provision, and the efficiency of services should be improved by reducing the number of required documents and visits, and by allowing more processes to be completed online. The 2020 assessment also provides governments with targets for improving online government service capacity, emphasizing collaboration, service integration across regions, sectors and levels of government and service optimization based on users' needs and preferences. Following the publication of the survey, each region is provided with a detailed analysis report on their performance in the assessment, and governments have the ability to compare their performance across regions and assessments.

***Mr. Dustin Haisler, Chief Information Officer, eRepublic's Center for Digital Government, United***

**States** Mr. Haisler introduced the Center for Digital Government (CDG), which compiles data on more than 90,000 US state and local government units from a variety of sources to assess technology utilization in local government. The analysis covers four layers of government: Policy & Priorities, Business Objectives, IT Strategy & Implementation and Operations/Delivery. Referring to 2020 data from the Center, Mr. Haisler noted that state and local government spending priorities have shifted notably in response to the COVID-19 pandemic. State and local governments face a \$900 Billion shortfall by Q4 2021. Accordingly, budgeting and cost control measures have become key IT priorities on both levels of government. Remote working and cultural changes, technology access and the pandemic's impact on revenues and expenditures are prominent challenges facing local governments. State and local governments have primarily relied on websites and social media as experience channels during the pandemic. Mr. Haisler also highlighted an increase in structured approaches and government experience strategies during the pandemic. Governments are increasingly adopting experience technologies including chatbots and mobile applications. Increased data integration is an underlying trend, with many state and local governments having adopted APIs to enable access to third-party data. Single sign-on is an emerging trend as local governments seek to partner and streamline the online experience. Governments have also shown an interest in experience collection, seeking intelligence to inform decision-making. Mr. Haisler also stated that 86% of surveyed public sector leaders believe that remote working will remain important in the future, and future government IT spending is projected to reflect this with an increased focus on infrastructure, connectivity, security and optimization. In closing, Mr. Haisler noted that agencies which have successfully weathered the pandemic have done so by prioritising adaptiveness in three key areas: Infrastructure, People and Intelligence.

***Dr. Alexandre Barbosa, Head of the Regional Center for Studies on the Development of Information Society, Cetic.br, Brazil***

Dr. Barbosa stated that increased demand for policy data in Brazil has created data gaps in areas including local government, smart & sustainable cities and trust in the digital environment. Differences between local contexts pose a challenge for the creation of measurement tools and frameworks to address the data gaps. Presenting results from the latest edition of the ICT Electronic Government Survey, Dr. Barbosa stated that 41% of Brazilian local governments currently have an IT department. Levels of service provision vary: the majority of municipalities offer downloadable documents and electronic invoices, but relatively few offer interactive services including online registration, enrolment and scheduling. At present, 21% of all cities and 74% of state capitals have active smart city initiatives. Levels of adoption for IT-based solutions vary between cities and areas of implementation: 86% of large cities offer electronic tickets for public transport, while only 11% utilize smart lighting systems. Adoption levels for all technologies are significantly higher in larger cities than smaller ones. On Cetic.br's response to the COVID-19 pandemic, Dr. Barbosa also presented some results from an additional web-based survey of 2,408 Brazilian Internet users' online service use during the pandemic. The survey showed that online searches for all services have increased during the pandemic. Particularly notable increases have been seen in searches for services including labor rights and social security, personal documents and public health services.

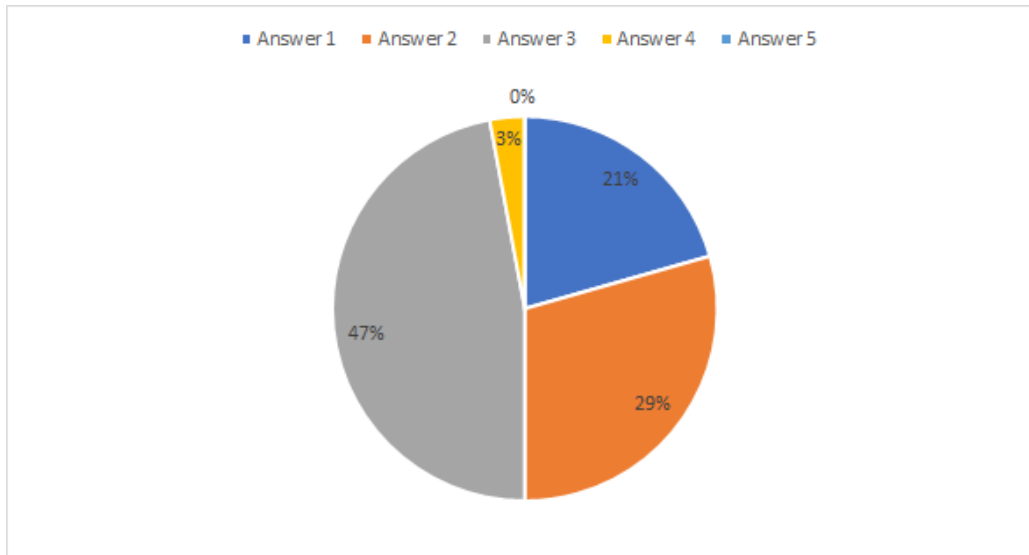
## Session 3: Designing Digital Transformation for Inclusion

### **Key Messages:**

1. E-participation can be a tool for inclusion since civic participation plays an important role in policy making and in the times of digitalization, e-participation has been a vital way to realize direct participation.
2. Connectivity is of priority and a safe and free online environment should be guaranteed both for online and offline. An efficient e-participation needs transparency, participation and accountability.
3. In Africa, the work from communities is vital in bringing connection when facing the barriers of finances and technical support.
4. Inclusive digital transformation for women and girls and youth is in urgent need in bridging the digital gender gap and to ensure prosperity in the long term for the society.
5. Policy instruments should focus on poverty, healthcare provision and persons with disabilities in response to COVID-19.

### **Participants took part in two polls during the session:**

Q1: "In your community or country, what effect does the COVID-19 have on digital inclusion, in areas such as the labour market, education, health and social protection?"		
Answer 1	COVID-19 has narrowed digital divides and there is more social inclusion through online means	7
Answer 2	COVID-19 has widened digital divides but there are also more social inclusion initiatives	10
Answer 3	COVID-19 has widened digital divides but there are insufficient social inclusion initiatives	16
Answer 4	COVID-19 has no impact on digital divides	1
Answer 5	Not sure	0
	TOTAL	34



Q2: "In your community or country, which of the following groups is/are the most affected, or excluded, because of the pandemic? (Multiple Choice)"		
Answer 1	People living in extreme poverty	41
Answer 2	Women and girls	13
Answer 3	Youth	5
Answer 4	Older persons	23
Answer 5	People with disabilities	18
Answer 6	Minorities and indigenous populations	14
Answer 7	Migrants, internally displaced persons and refugees	20
	TOTAL	134



### **Presenters/Panellists:**

***Mr. David Le Blanc, Chief, Institutions for Sustainable Development Goals Branch, Division for Public Institution and Digital Government, UN DESA***

Findings in Chapter 5 E-participation of 2020 UN E-Government Survey.

### ***Key findings***

1. E-participation is mainly evaluated from political dimension and the level of engagement. A good type of e-participation is when the public participate in agenda setting, e-voting or some other participation activities to construct the political discourse and to be involved in policy and decision making. On the other end of the spectrum are efforts that do not involve interaction between the citizens and the government, other than public services and government data provision, which leads to less political engagement and weaker e-participation.
2. Since 2014, more and more countries have conducted online consultations in different sectors (in 2014, on average, less than 30 countries provide online consultation but in 2020, the number of countries conducting online consultation has come to more than 70 countries in certain sectors). However, the prevalence of online consultation mechanisms varies widely across regions. European countries rank on the top while countries in Africa and Oceania still have a long way to go to improve.

### ***Challenges***

3. E-participation remains low (e.g., Lack of platforms for the public to take good discussion).

4. Technology barriers: access to Internet, mobile, IT skills/ participation skills; social media not well adapted to advanced forms of e-participation.
5. Institutional factors
  - ✓ Focus on the technical side at the expense of organizational, social aspects
  - ✓ Institutionalization of e-participation processes critical, but not well understood
  - ✓ Lack of linkages with formal decision-making processes, creating unmanageable expectations
  - ✓ Legal and regulatory framework
  - ✓ Culture and values in public administration.
6. A more cautious view of the potential of e-participation by governments. Since technology, by itself, does not increase participation and civic engagement

***Ms. Paula Martins, Policy Advocacy Lead, Association for Progressive Communications  
APC (Association for Progressive Communications)***

Ms. Martins noted that the Internet does bring benefits but also creates digital divides, and an ongoing lack of digital inclusion prevents people from realizing their full potential. The Internet and ICTs have the potential to empower marginalized groups. They also carry the risk of reinforcing existing social and economic inequality, particularly impacting already marginalized and vulnerable groups. Digitalization has affected people in many aspects, and in facing the COVID-19 pandemic, much needs to be done to realize digital inclusion.

***Lessons learned:***

- Access is a priority and needs to be meaningful
- For those online, safety and freedom must be guaranteed
- Transparency, participation and accountability are key for efficiency and justice
- Environmental sustainability should be a concern from the beginning.

***What needs to be done:***

- Making policies to realize meaningful access
  - a. Produce disaggregated data to develop group-specific solutions by working in partnership with international organizations, financial institutions and the private sector.
  - b. Look at measures to address both supply and demand side of access (the supply side factors include things like the availability of relevant infrastructure, availability of spectrum of bandwidth and devices, the amount and intensity of competition in the market and appropriate regulatory for proper policies. The demand side factors include the cost of data and devices taxation, the level of education, digital literacy, availability of relevant content language.)
  - c. Address underlying causes of digital exclusion (digital divides are caused not only by



technical dimensions, but also by economic, social, political and cultural contexts).

- Providing a safe and free online environment
  - a. Recognize that our experiences online are not the same
  - b. Cyber security issues have differentiated impacts on women and other groups
  - c. Map risks and vulnerabilities by carrying out gender and human rights impact assessments for digital policies.
- Ensure transparency, participation and accountability (e-participation is vital and multiple stakeholders should be taken into consideration for Internet governance).
- Pay attention to environmentally sustainable technologies and climate action.

***Dr. Dawit Bekele, Regional Vice President (Africa), Internet Society***

in Africa, COVID-19 has highlighted the importance of connectivity, as well as many challenges facing those who are not connected. The vulnerable cannot work online, be educated online or participate in some aspects of social life since many things have shifted to the Internet because of the pandemic.

Until 2018, only around 60% of the world has been connected, which means the remaining 40% cannot realize the rights for e-participation or use any functions of e-government because of a lack of connection. The private sector, along with governments can continue helping in making universal connectivity and levelling up connectivity.

Consultation on how to govern the telecommunication sector is needed. While connection, perhaps, should be left to the commercial sector, there is a need for regulatory changes. Regulations can often create requirements that can only be met by powerful commercial operators (e.g., expensive license or skills requirements). In Ethiopia, community networks operate as complementary ways to provide communities with the access to the Internet. The community is in charge of deployment, governance and operations, and many countries such as Zimbabwe, Argentina, Kyrgyzstan, Brazil, Colombia, Georgia etc. have established community networks.

However, there are major barriers for deployment of community networks, including finances, regulations, skills, technical and financial support, and other interventions conducive for creating an enabling environment. There are increasing numbers of community networks, and government regulators can create enabling environments to get technical support to them, benefiting communities overall. Financial support can be done in various ways, and one of them is through giving universal access to the Internet.

***Ms. Sinead Bovell, Futurist, WAYE Founder***

The digital gender gap strongly affects people living in LDCs and if it cannot be bridged, an entire generation of women and girls will be left behind. Digital transformation policies' preference for the youth will improve the employability rate for a nation's future workforce, but gender-inclusive digital policies are also needed.

***Inclusive Digital Transformation for Women and Girls***

Three key areas in bridging the digital gender gap:

- ✓ Socio-cultural barriers;
- ✓ Accessibility;
- ✓ Education and literacy.

### **What needs to be done**

1. Making policies aimed specifically at educating both men and women, on the value and importance of bringing women online.
2. Centralizing the support of the government in bringing women online. And ensuring that such support is visible for all citizens to see as the new path forward.
3. Making the acquisition of digital technologies and training on how to use these technologies, both affordable and within geographical reach for women with the help of the private sector.
4. Ensuring the equal access to education. The level of being educated is consistent with digital gender gap in connectivity or usage.

### ***Inclusive Digital Transformation for Youth***

Three key policy initiatives:

1. Widespread access to broadband is essential.
2. Ensure that smart devices, such as smart phones and computers, remain affordable for youth.
3. Policies prioritizing investments in digital literacy for youth.
4. Widespread Internet access and devices should remain affordable to youth access education and economic activity.

### ***John O'Toole, Inter-Regional Adviser, Division for Inclusive Social Development (DISD), UN DESA***

The challenge of closing the digital divide and promoting digital inclusion is unprecedented during the COVID-19. The key approach to universal connectivity is to focus on marginal groups and communities. COVID-19 may affect economic and social progress (e.g., hindering poverty reduction) and require bolder ideas. Effective responses to the pandemic must be based on solidarity and cooperation at the global and regional levels.

In response to COVID-19, many policy instruments have been proposed, mainly focused on income, health, and persons with disabilities.

## **Session 4: Post-COVID: The New “Digital” Normal**

The speakers in this session addressed issues related to digital governance, sustainable development and capacity building in the context of the COVID-19 pandemic and its recovery, from an international organization-perspective.

### ***Key Messages:***

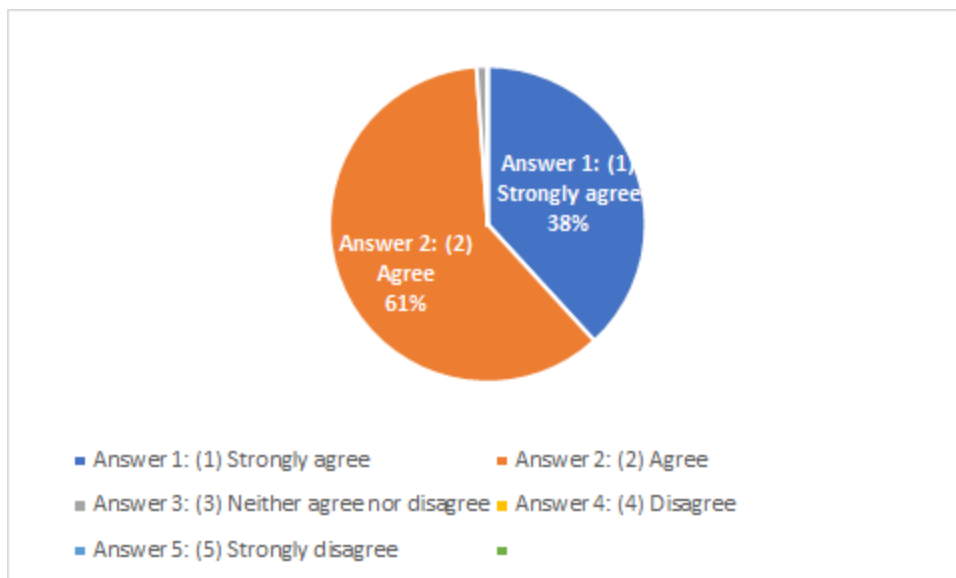
- ✓ The importance of working together for effective digital development and capacity building:

“ecosystems” for sustainable, inclusive digital transformation; complementary efforts and investments, including exchanges at local levels.

- ✓ The extreme impact of COVID-19 vis-à-vis digital development and development more generally – estimates that the pandemic has resulted in digital advancements at a rate of 5 years; but a backslide in efforts to combat poverty by 20 years.
- ✓ Digital divides persist and have been exacerbated by the pandemic, which will also impact recovery. Progress must address access and inclusion.
- ✓ Education and training related to digital skills is essential – both formal training to fill skills gaps, and basic training to enable individuals to participate online.
- ✓ There is no “one model fits all” approach, but there are a lot of things that have worked, that can be adapted to other situations. The importance of sharing and building awareness of existing practices or tools that have worked and how to leverage them, for benefits and to avoid duplication of efforts/“reinventing the wheel” (e.g., the EC’s [“Joinup”](#) initiative as an example of accessible repository available to all, and ESCAP’s [Asia-Pacific Information Superhighway](#) initiative as an example of a broad and effective system of cooperation).

**Participants took part in a poll during the session:**

Q1: “A global network of experts and practitioners on the digital government under the umbrella of the United Nations will be beneficial to digital transformation on issues raised in this webinar: (Single Choice)		
Answer 1	Strongly agree	34
Answer 2	Agree	54
Answer 3	Neither agree nor disagree	1
Answer 4	Disagree	0
Answer 5	Strongly disagree	0
	TOTAL	89



### ***Presenters/Panelists:***

***Ms. Samia Melhem***

***Global Lead on Digital Capabilities, World Bank Group***

The pandemic has been a “wake up call” with regard to the status of digital government. It has led to exponential development in many areas, including health, education and other areas, both in terms of services and administration/logistics.

### ***Lessons learned***

Lessons learned for the WB have particularly come from targeted studies on the efforts and results in particular countries (e.g., Saudi Arabia has “beefed up” its national infrastructure to connect schools and universities, is providing free access to poor households).

To support digital governance capacity, focus needs to be on:

- Complementing investment with analytical tool
- Addressing policymakers’ gaps in knowledge: they often understand that digital is needed, but possibly not how it is best done (e.g., with regard to data, it may be known that digital should be open, but not the safeguards needed at the same time for cybersecurity and privacy reasons)
- Building digital skills and identifying the local institutes providing related programmes - good partnerships between international organisations and local providers is key.

On fundamental approaches for capacity building, we need to:

- Think “at scale”. Projects that may have once impacted hundreds of people can now affect thousands. This is in terms of benefits but also threats, as we see through the effects of cybercrime.
- Agree on basic elements for curriculums/approaches. An example is from Congo [nb. Speaker did not note if DRC or Rep] where there is a huge demand for skills, and most are imported.

But the country has many unemployed skilled young people – just not in the particular skills areas that are desperately needed. A focused investment on 6-9 months of targeted training for these youth could build the local skills capacity.

In response to the question on the creation of a global network of experts and practitioners on digital government: Agreed, and noted that

- (i) It has been attempted in the past, and has been done in connection with specific issues, but the time is now right for a broader group,
- (ii) it would help us to “reuse” beneficial tools,
- (iii) the group should include representation from the demand side, as these voices are often missing (there is always strong representation from the demand side).

***Ms. Minerva Novero***

***Policy Specialist, Governance Bureau for Policy and Programme Support (BPPS), United Nations Development Programme (UNDP)***

The positive trends in connection with the COVID-19 pandemic have included (i) rapid digitalization (estimated to be 5 years of development made in a few months), (ii) an embrace of digital approaches for business continuity, and (iii) the exploration of innovations to respond to the crisis (eg. contact tracing, data-reliance for decision making). There has been a reframing of what digital government means and a reimagining of a digital society. In this regard, in developed countries, the civic space has changed.

The landscape is different in many other countries, where the digital divide is persistent.

Many jobs cannot be taken offline, remote learning is not possible in many areas. Alongside this is the impact generally in terms of poverty. It is estimated that millions have slid into poverty due to the pandemic and, and that efforts to reduce poverty may have gone back by 20 years. There have been “severe” health, humanitarian and socio-economic impacts from the pandemic, as well noted the Secretary-General’s policy brief on [COVID-19 in an Urban World](#)

Now over half of the world population is online – 54%. We must think of digital divides as a development issue. The reasons for the divides are varied – there are service divides, engagement divides and participation divides.

**Lessons learned:**

- Those who were able to “lean on” digital tools were able to respond to the pressures of the pandemic. Those who were not are facing the risk of being further behind, resulting in many different kinds of issues around the world being exacerbated.
- Our responses to the pandemic now are going to shape how we recover in the times ahead. There will not be a hard line to mark when “response” becomes “recovery” – it will undulate, and the ongoing impacts of this are uncertain.
- There is a strong need for data, and data-based policy, but we need to note that there are many who are “invisible” – those who are not reflected in data. When these data-driven tools are harnessed, we must be mindful of who is missing.
- “Ecosystem, ecosystem, ecosystem”. For sustainable, inclusive digital transformation,

capacity development needs to be built on in-country ecosystems.

In response to the question on the creation of a global network of experts and practitioners on digital government: Agreed, and noted that:

- (i) this kind of network is in line with the recommendations of the SG on digital cooperation,
- (ii) need to consider the structure – is it a network of networks, a system of systems? – it would be good to have a group that is multi-level and deep and wide, because we’re not headed for a “new normal” - a reset is needed.

***Dr. Siope Vakataki Ofa***

***Economic Affairs Officer in the ICT and Development Section, ICT and Disaster Risk Reduction Division of the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP)***

Evidence-based approaches to digital skills and development are key to building back better. We need to connect people and integrate good ideas.

International and regional organizations play an important role in capacity building – but there is no single solution to any challenge. There must be cooperation.

From the ESCAP perspective: the Asia Pacific Information Superhighway has been a coherent, coordinated and intergovernmental effort for effective digital capacity building across the region. It has relied on collaboration with partners in ICT and infrastructure, leveraged synergies and avoided duplications to ensure the greatest benefits. As a model, it could be replicated globally.

In response to the question on the creation of a global network of experts and practitioners on digital government: Agreed, and noted that:

- (i) it will be especially if it involves pooling resources and expertise;
- (ii) ESCAP did something similar in the past with a “regional cooperation initiative”, which led to the creation of the APIS.

***Nibal Idlebi - Chief of Innovation, UN Economic Commission for Western Asia (UN ESCWA)***

Institutional capacity is an essential pillar in all international or regional frameworks for digital transformation and in national digital transformation strategy of all countries. Developing institutional capacity means building the capacity of public service officials, creating appropriate structure and ensuring they are well-functioning.

International Organizations inform leaders of new trends and technologies, advise on the formulation of policy and strategy, advocate on the importance of digital transformation and its new aspects (role of emerging technologies), transfer of knowledge and promote exchange of success stories, and build the capacity of public service officials

The schema for this work - especially with regard to new trends - involves the following steps:

- (i) conducting a literary review of relevant work (often produced by the World Bank, DESA, or other similar organisations, or exploring a new concept (often from expert meetings) and formulating a model;
- (ii) collecting related success stories from developing and developed countries;
- (iii) contextualization and identifying – relating the concept to a country’s specific political situation, digital development settings.

Two key challenges exist in capacity building for digital transformation:

- Various gaps among countries mean that “no one model fits all”. Efforts to address this can involve many countries, organisations and groups in discussions, to ensure that different perspectives are included (this could be based on level of development and types of needs (or both))
- Coherence and coordination among UN agencies. The system has been working together well in recent years, but could also benefit from improved communications on planned capacity building programmes and stronger collaboration among UN entities for the delivery of capacity building.

In response to the question on the creation of a global network of experts and practitioners on digital government: Agreed, and noted that:

- (i) it should be inclusive – ensure there is max representation from various stakeholders and countries;
- (ii) it is not easy to have one approach or model that fits all, but discussing the elements together is useful.

***Mr. Emanuele Baldacci***

***Director of Digital Services, European Commission's Directorate-General for Informatics***

Outlined the five main topics to emerge during the pandemic in Europe as:

- (i) paperless systems,
- (ii) the enhanced use of platforms,
- (iii) the use of data to inform responses,
- (iv) hybrid digital workplaces, and
- (v) security - noted that these could be pillars for future cooperation, or form elements of an ecosystem for providing services to citizens).

Europe is now, in the context of the pandemic, moving from “putting out fires” to putting in place the systems that are best able to respond to these kinds of disruptions. These efforts include:

- Redesign services that are digital (i.e., not just building digital layers on top of existing systems).
- A hybrid work-life (and workplace) – combining physical and digital infrastructures to adapt to digital benefits.
- Increased platforms for online exchanges of information – governments are increasingly moving to 2-directional platform devices
- Mitigating increased threats due to increased use of digital and data tools.

***Lessons learned:***

- Interoperability is key
- Government as a platform – government services should be undertaken on generic building blocks that are adapted for use.

- Share and reuse – don't reinvent the wheel. Need to share, have open and interoperable-by-design standards. Example – the EC's [Joinup](#) initiative
- Values should be a foundational frame for these approaches (see the [Berlin Declaration on Digital Society and Value-based Digital Government](#))

In response to the question on the creation of a global network of experts and practitioners on digital government: Agreed, and noted that:

- Europe currently facilitates a network of CIOs that is successful and beneficial,
- A peer-to-peer network cooperation and exchanges across regions to mutually learn and adopt a share and reuse paradigm based on interoperability.

### 3. Overall Key Messages

**Mr. Juwang Zhu, Director of DPIDG** presented concluding messages and recommendations:

#### **Challenges:**

- ✓ The pace and evolution of digitalization surpassing the speed with which governments can put in place *appropriate regulatory and policymaking frameworks* to adapt and reap the benefits.
- ✓ Other challenges include *lack of infrastructure; lack of PCs/tablets; unaffordability* of internet services for low-income groups; *lack of digital literacy and skills* of citizens, and *lack of digital capacity in government* institutions.
- ✓ Many governments have not planned for emergencies like the pandemic.
- ✓ Many countries were not ready or equipped with e-procurement systems (governments) and e-commerce (private sector).
- ✓ Many educational institutions were not ready or equipped with remote learning.
- ✓ The free flow of data: how to *balance the rights of people and the interests of businesses*.

#### **Policy Framework:**

- ✓ Digital government is not only a technical but also a political and social service. Its quality should be measured with the three institutional requirements of SDG 16 - effectiveness, accountability and inclusiveness.
- ✓ The 11 Principles of effective governance for sustainable development endorsed by UN ECOSOC should be used towards guiding digital government and digital governance.
- ✓ The pandemic has given digital government a huge boost; this makes it very important that the transformation is well-integrated with other priorities in order to prevent that digitalization becomes a new silo.
- ✓ We can take advantage of the pressure this crisis puts on all of us to review existing laws and regulations to foster ICTs and to promote a digital government-based innovation ecosystem.
- ✓ Digital government should be people-centered and should revolve around users and deliver effective and inclusive services to all – businesses and individuals alike.



- ✓ Overcoming silo, including data silo, streamlining service delivery, adopting national-wide digital identity and a Whole-of-Government approach is critical.
- ✓ Where feasible, establishing benchmarks and standards of services can help enhance synergies of local and national digital government services.
- ✓ Building resilience and robustness in policy frameworks and institutions is essential. Governments and other stakeholders must be better prepared for future emergencies including pandemics in the future.

### **Leadership**

- ✓ A willing, committed, ethical and competent public leadership is essential to public trust building and successful digital transformation.
- ✓ Along with investments in digital infrastructure, attention should be paid to cultural change associated with digital transformation.
- ✓ More attention to enhancing digital capabilities.

### **Data and Privacy**

- ✓ The legal and ethical frameworks for information processing -- vital for establishing transparency and accountability – should underpin the notion of informed consent.
- ✓ Sharing data across governments and with other non-government actors in a secure way that is respectful of privacy -- is crucial to improving digital government.

### **Digital Divides**

- ✓ The world is clearly divided into two main groups with the average EGDI for more than 50% of the countries in the world - well below the global average
- ✓ Africa is the region of the world that suffers the most the digital divide compared to the other 4 regions.
- ✓ Digital haves and have-nots are becoming critical determinants of people's prospect of livelihoods and wellbeing.
- ✓ Interventions such as in ensuring affordable and meaningful connectivity must target rural areas, marginalized neighbourhoods; vulnerable groups (persons with disabilities; older persons; unemployed youth; women, etc.)

### **Local digital government services**

- ✓ Local governments underperform as compared to their national portals with some interesting exceptions.
- ✓ It is important to keep our focus on improving service delivery at the local level and to take advantage of local expertise to scale up digital development. Local enterprises have the potential to become critical partners.
- ✓ Incorporating user experience and feedback in designing e-government services are emphasized by many. The importance of integrating and not duplicating by services at the national level are raised during the discussions.

- ✓ When it comes to measuring local e-government, data gaps are getting bigger as the demand for policy data increases and digitally intensive processes grow. There is definitely more need to measure progress.
- ✓ During designing evaluation systems such as Local Online Service Index, it is important to follow a multi-stakeholder approach.

#### **Using frontier digital technologies/PPP**

- ✓ Incorporate AI, blockchain, etc., in the design and delivery of efficient, inclusive and accountable public services.
- ✓ Tapping into artificial intelligence in designing and improving digital services.
- ✓ Public-private-partnerships have proven an effective avenue to overcome obstacles and enhance quality digital government services.

#### **Capacity building: the way forward**

- ✓ Exchanging local and national experience and building digital capacities through mutual learning are important tools to enhance international cooperation in digital government.
- ✓ This is especially applicable to Africa and countries in special situations, many of whom remain behind in the progress in improving digital government. There is also need for more collaboration among cities/municipalities regardless of geographical location.
- ✓ Capacity building take time. More deliberate efforts could be made in enhancing the digital capacities of governments and the general digital literacy of the public.

# Annex 1: Agenda

## Day One Agenda

<b>Time (EDT)</b>	<b>Monday, 14 December 2020</b>
08:00 - 08:10	<p><b><u>Opening Session</u></b></p> <p><b>Welcome Remarks:</b> Mr. Elliott Harris, Assistant Secretary General for Economic Development, Chief Economist <a href="#">[Bio]</a></p> <p><b>Moderator:</b> Arpine Korekyan <a href="#">[Bio]</a></p>
08:10 - 10:00	<p><b><u>Session 1: Digital Transformation during COVID-19 in public institutions</u></b></p> <p><b>Moderator:</b> Arpine Korekyan <a href="#">[Bio]</a></p> <p><b>Short presentation</b> by Vincenzo Aquaro, Chief of Digital Government Branch, DPIDG <a href="#">[Bio]</a> <a href="#">[Presentation]</a></p> <p>Analytical findings in 2020 UN E-Government Survey and the Compendium</p> <p><b>Discussants/Panelists:</b></p> <ol style="list-style-type: none"><li>1. Louis Meuleman, CEPA Member <a href="#">[Bio]</a> <a href="#">[Presentation]</a></li><li>2. Africa: Mauritius<ul style="list-style-type: none"><li>• Mr. R. Hawabhay, Chief Technical Officer at the Ministry of information Technology, Communication and Innovation of Mauritius <a href="#">[Bio]</a> <a href="#">[Presentation]</a></li></ul></li><li>3. Asia (Singapore; Bangladesh; Kazakhstan)<ul style="list-style-type: none"><li>• Ms. Karen Kee, Government Technology Agency, Singapore <a href="#">[Bio]</a> <a href="#">[Presentation]</a></li><li>• Mr. Anir Chowdhury, PMO, a2i, Bangladesh <a href="#">[Bio]</a></li><li>• Ms Nazgul Bazhayeva, Director of Digital Transformation, MDDIA, Kazakhstan <a href="#">[Bio]</a> <a href="#">[Presentation]</a></li></ul></li><li>4. Europe (Estonia)<ul style="list-style-type: none"><li>• Ms Nele Leosk, Digital Ambassador, MoFA, Estonia <a href="#">[Bio]</a></li></ul></li><li>5. GRULAC (Uruguay)</li></ol>

	<p>• Mr. Hebert Paguas, Executive Director, AGESIC, Uruguay <a href="#">[Bio]</a></p> <p><b>Open Discussion (30 minutes)</b></p>
10:00 - 10:15	<b>Virtual Coffee Break</b>
10:15 - 11:30	<p><b><u>Session 2: Measuring national and local online public services provision</u></b></p> <p><b>Moderator:</b> Deniz Susar <a href="#">[Bio]</a></p> <p><b>Presenters/Panelists:</b></p> <ol style="list-style-type: none"> <li>1. Ms. Arpine Korekyan, Governance and Public Administration Officer, DGB, DPIDG, UN DESA <a href="#">[Bio]</a> <a href="#">[Presentation]</a></li> <li>2. Mr. Dimitrios Sarantis, Senior Academic Fellow, United Nations University (UNU-EGOV), Portugal <a href="#">[Bio]</a> <a href="#">[Presentation]</a></li> <li>3. Prof. Liu Mixia, Associate Professor, E-Government Research Center, China National Academy of Governance (CNAG) <a href="#">[Bio]</a> <a href="#">[Presentation]</a></li> <li>4. Mr. Dustin Haisler, Chief Information Officer, eRepublic's Center for Digital Government, USA <a href="#">[Bio]</a> <a href="#">[Presentation]</a></li> <li>5. Dr. Alexandre Barbosa, Head of the Regional Center for Studies on the Development of Information Society, Cetic.br, Brazil <a href="#">[Bio]</a> <a href="#">[Presentation]</a></li> </ol> <p><b>Open Discussion</b></p>

## **Day Two Agenda**

<b>Time (EDT)</b>	<b>Tuesday, 15 December 2020</b>
08:00 - 09:30	<p><b><u>Session 3: Designing Digital Transformation for Inclusion</u></b> <i>(ensuring digital inclusion of women, youth and marginalized communities)</i></p> <p><b>Moderator:</b> Wai Min Kwok, Senior Governance and Public Administration Officer, Division for Public Institutions and Digital Government, UN DESA <a href="#">[Bio]</a></p> <p><b>Presenters/Panelists:</b></p> <ol style="list-style-type: none"> <li>1. Mr. David Le Blanc, Chief, Institutions for Sustainable Development Goals Branch, Division for Public Institution and Digital Government, UN DESA <a href="#">[Bio]</a> <a href="#">[Presentation]</a></li> <li>2. Ms. Paula Martins, Policy Advocacy Lead, Association for Progressive Communications <a href="#">[Bio]</a> <a href="#">[Presentation]</a></li> <li>3. Dr. Dawit Bekele, Regional Vice President (Africa), Internet Society (tbc) <a href="#">[Bio]</a> <a href="#">[Presentation]</a></li> <li>4. Ms. Sinead Bovell, Futurist, WAYE Founder <a href="#">[Bio]</a> <a href="#">[Statement]</a></li> </ol>

	<p>5. John O'Toole, Inter-Regional Adviser, Division for Inclusive Social Development (DISD), UN DESA [<a href="#">Bio</a>] [<a href="#">Presentation</a>]</p> <p><b>Open Discussion</b></p>
09:30 - 10:00	<b>Virtual Coffee Break</b>
10:00 - 11:10	<p><b><u>Session 4: Post-COVID: The New “Digital” Normal</u></b></p> <p><b>Moderator:</b> Vincenzo Aquaro [<a href="#">Bio</a>]</p> <p><b>Panelists (8 min each)</b></p> <ol style="list-style-type: none"> <li>1. Ms. Samia Melhem (World Bank) [<a href="#">Bio</a>]</li> <li>2. Ms. Minerva Novero (UNDP) TBC [<a href="#">Bio</a>] [<a href="#">Presentation</a>]</li> <li>3. Mr. Siopé Vakataki Ofa (ESCAP/IDD) [<a href="#">Bio</a>]</li> <li>4. Nibal Idlebi (ESCWA) [<a href="#">Bio</a>] [<a href="#">Presentation</a>]</li> <li>5. Mr. Emanuele Baldacci (EC- DG DIGIT, Digital Services Directorate) [<a href="#">Bio</a>] [<a href="#">Presentation</a>]</li> </ol> <p><b>Open Discussion</b></p>
11:10-11:30	<p><b><u>Closing Session</u></b></p> <p><b>Mr. Juwang Zhu, Director, DPIDG –Recommendations and the way forward</b></p>

## Annex 2: Participants' list

Name	Organization	Country
Abdul Ghani Amin	UNDP	Afghanistan
Jaagz Bajaj	UNESCO	Albania
Athmane DJILLALI	prive	Algérie
Andrea Andrew	UNOPS	Antigua & Barbuda
WALTON WEBSON	PERMANENT MISSION OF ANTIGUA AND BARBUDA TO THE UNITED NATIONS	ANTIGUA AND BARBUDA
Suren Krmoyan	Prime Minister Staff	Armenia
Jocelyne Croes	Government of Aruba	Aruba
Ghislaine Nicolaas	Department of Foreign Affairs	Aruba
Guido Picus	Futura Lab	Aruba
Jane Treadwell	Amazon Web Services	Australia
Steven Miller	Digital Transformation Agency	Australia
Himali Kaniyal		Australia
Lauren Baird	IAEA	Austria
Rifat Khan	IAEA	Austria
Christian Rupp	Joint eGov and Open Data Innovation Lab	Austria
Javid	State Agency for Public Service and Social Innovations under the President of Azerbaijan	Azerbaijan
Bakhtiyar Islamov	State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan	Azerbaijan
Semral Aliyev	State Agency for Public Service and Social Innovation	Azerbaijan
Abdul	The State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan	Azerbaijan
Inji Jafarli	State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan	Azerbaijan
Lynn Williams	Dept. of Transformation and Digitization	Bahamas
CAROL ROACH	DEPT TRANSFROAMTION AND DIGIHzATION	BAHAMAS
Kathleen Riviere	OOCUR	Bahamas
Sooraj Varma	Information amd eGovernment Authority	Bahrain
Ramiz Uddin	UNDP	Bangladesh
Fahmid Farhan	Permanent Mission of Bangladesh to the UN	Bangladesh
Manik Mahmud	a2i	Bangladesh
Devon Rowe	CARICAD	Barbados
Trudy Waterman	CARICAD	Barbados
Oronde Lambert	CDEMA	Barbados
Rosemund Warrington	CARICAD	Barbados
Frank LEYMAN	FPS Policy & Support - Digital Transformation	Belgium
PARAISO Isabelle	Programme Associate	BENIN
Elisabeth TOSSOU	UNDP	BENIN
Hadirou SANOUSSI	MTFP	Bénin

ADAMOU Amidou	INNOVATECH AFRIC INSTITUT	Bénin
DURAND Rosette	Observatoire des Fonctions Publiques Africaines (OFPA)	Bénin
Lobzang Jamtsho	Department of IT and Telecom	Bhutan
Sonam Penjor	Department of IT and Telecom, Ministry of Information and Communication	Bhutan
Ganga Ram Ghimiray	Royal Civil Service Commission	Bhutan
Sonam Yeshi	Royal Civil Service Commission	Bhutan
TUMELO	MINISTRY OF INTERNATIONAL AFFAIRS AND COOPERATION	BOTSWANA
Masimba Gasebatho	Government	Botswana
Kennedy Segobye	Ministry of Defence Justice and Security	Botswana
everson lopes de aguiar	secretaria de governo digital do brasil	brasil
Fabio Senne	<a href="http://Cetic.br/NIC.br">Cetic.br/NIC.br</a>	Brazil
Alexandre Barbosa	Cetic.br NIC.br	Brazil
Koh Chun Hock	E-Government National Center	Brunei
Laure Gnassou	United Nations	Burkina Faso
Prof. Alexis Ndabarushimana	National School of Administration	Burundi
viviane Bampassy	Etat du Sénégal	Canada
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## Annex 3: Evaluation Outcome

Please rate the quality and clarity of this capacity development webinar?

Answer 1: Unsatisfactory	0
Answer 2: Poor	0
Answer 3: Satisfactory	1
Answer 4: Good	11
Answer 5: Excellent	27
<b>Total Responds</b>	<b>39</b>

