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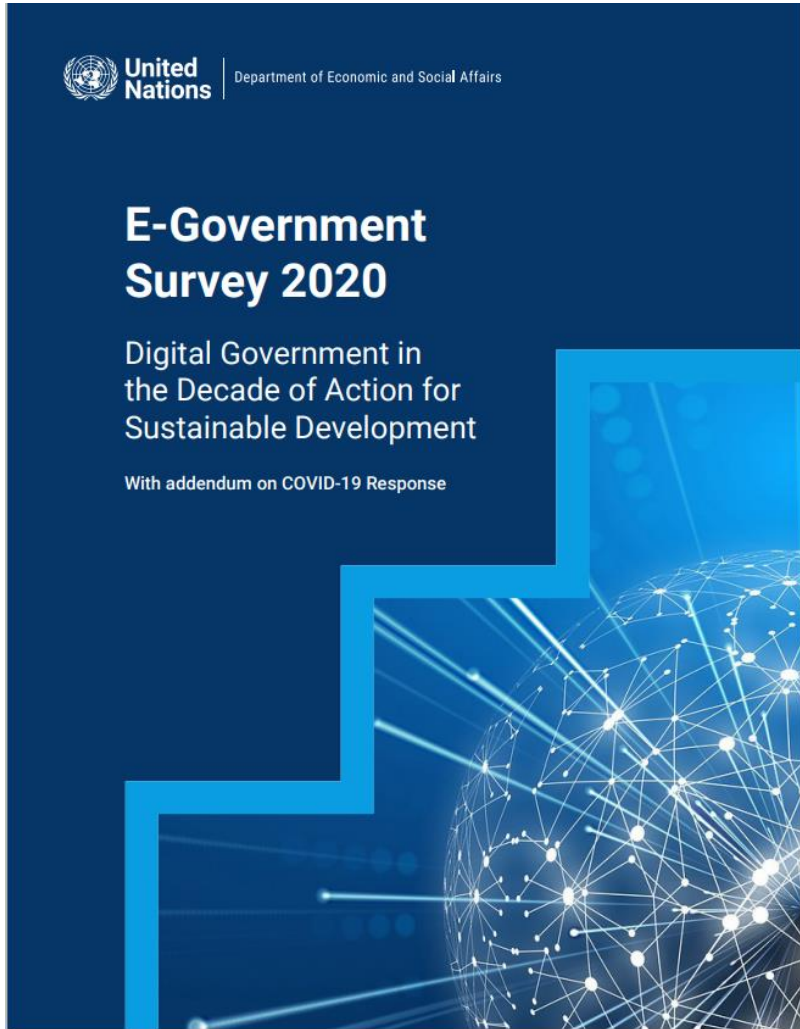
eGovernment Conference: HUMAN-CENTRIC DIGITAL TRANSFORMATION OF THE PUBLIC SECTOR

10 December 2021

online event

Global E-Government Trends, Opportunities and Capacities needed in the post-COVID-19 age of digitalization

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Chief of Digital Government Branch
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and Digital Government



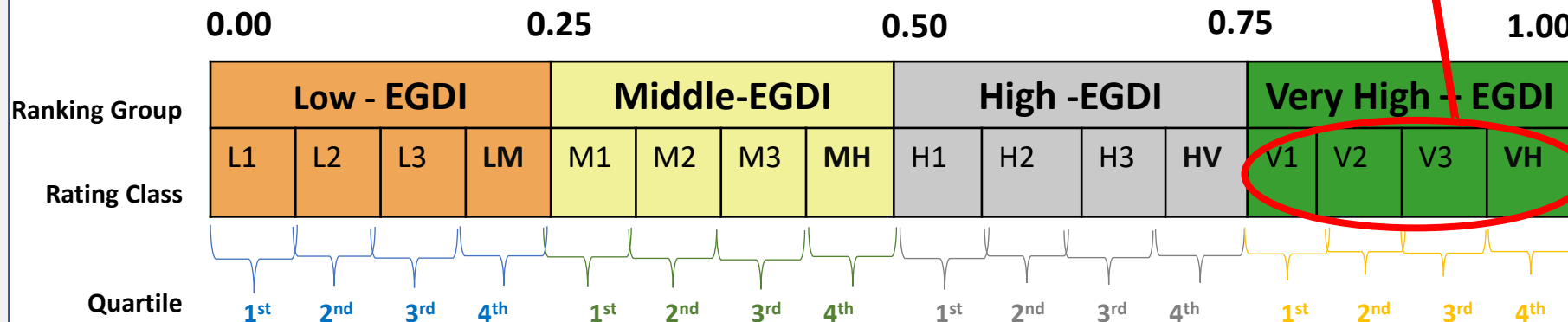


What's new in 2020 EGDI?

- ✓ To provide a more granular cluster analysis of countries with similar performances, each EGDI group has been further broken down into 4 equally defined intervals (rating classes), identified by:

- ☐ the 1st quartile
- ☐ the 2nd quartile
- ☐ the 3rd quartile
- ☐ the 4th – **top quartile in the group**

The leading countries have the 4 highest Rating Classes V1, V2, V3, VH



For instance:

Very High- EGDI group has been further sub-divided into four quartiles:

- ☐ VH - forth **top quartile**, EGDI scores ranging from 0.8989 to 0.9758
- ☐ V3 - third quartile, EGDI scores ranging from 0.8375 to 0.8914
- ☐ V2 - second quartile, EGDI scores ranging from 0.7991 to 0.8361
- ☐ V1 - first quartile EGDI scores ranging from 0.7565 to 0.7980

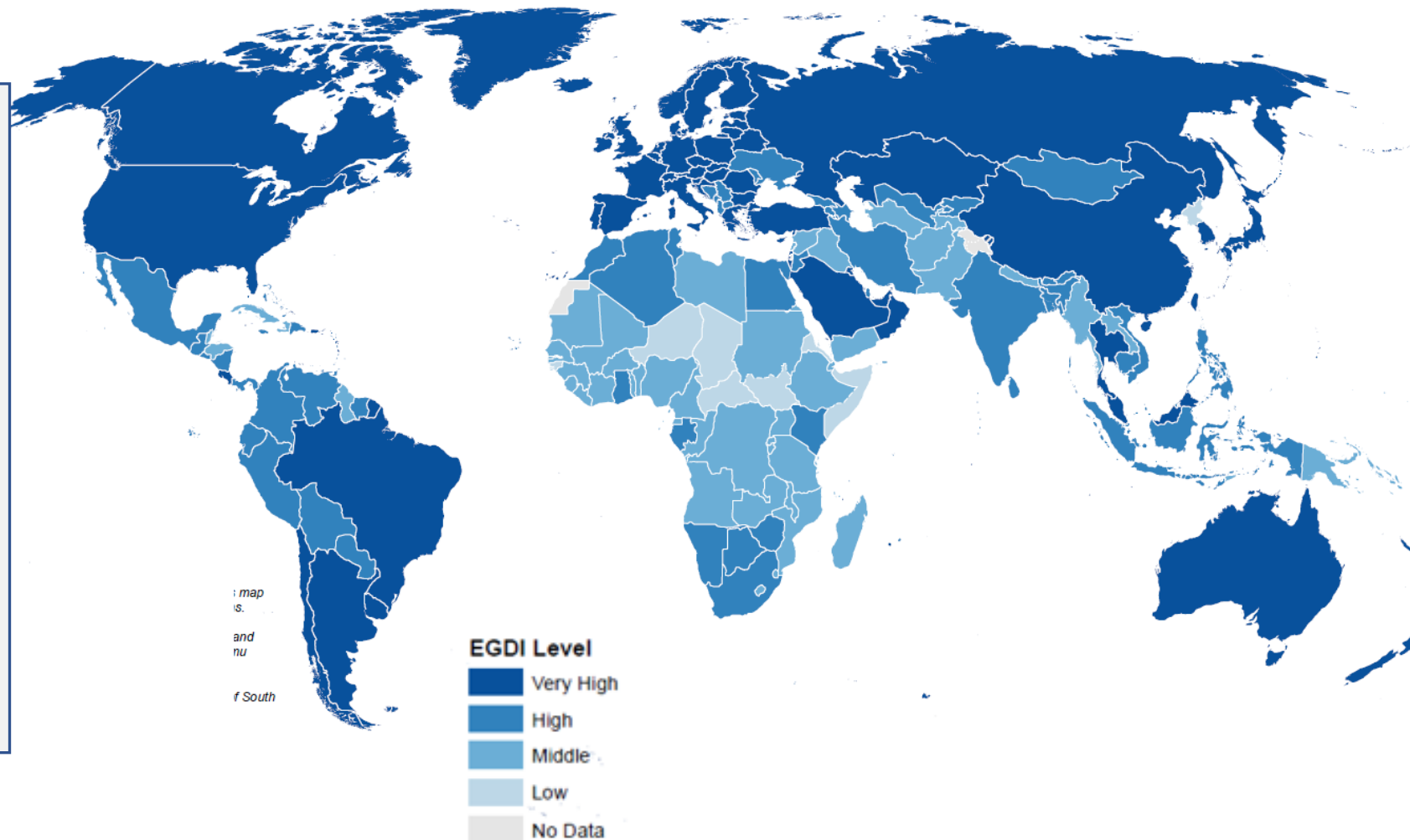


Global E-Government Development at a Glance



2020 Key Findings

- ✓ Global trends in e-government development improved
- ✓ **126** UN Member States have **High and Very-High EGD** levels
- ✓ **57** countries have “**Very-High EGD**” compared to 40 countries in 2018
- ✓ Only **8** countries have “**Low-EGD**” compared to 16 countries in 2018 (7 of them from Africa)





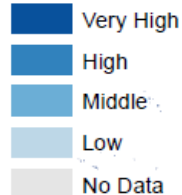
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Global E-Government Development at a Glance



EGDI Level



The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

* Dotted line represents approximately the Line of Control in Jammu and Kashmir agreed upon by India and Pakistan. The final status of Jammu and Kashmir has not yet been agreed upon by the Parties.

** Final boundary between the Republic of Sudan and the Republic of South Sudan has not yet been determined.

Country	Rating class	EGDI Rank	Sub-Region	EGDI Group	EGDI value	ECI value	YSI value	EGDI (2020)	EGDI (2019)
Denmark	VH	1	Northern Europe	Yes	0.9706	0.9488	0.9979	0.9708	0.9515
Estonia	VH	3	Northern Europe	Yes	0.9641	0.9266	0.9212	0.9473	0.8486
Finland	VH	4	Northern Europe	Yes	0.9706	0.9549	0.9161	0.9452	0.8870
Sweden	VH	6	Northern Europe	Yes	0.9600	0.9471	0.9625	0.9365	0.8882
United Kingdom of Great Britain and Northern Ireland	VH	7	Northern Europe	No (**)	0.9588	0.9292	0.9195	0.9358	0.8999
Netherlands	VH	10	Western Europe	Yes	0.9609	0.9449	0.9276	0.9228	0.8767
Iceland	VH	12	Northern Europe	No	0.7941	0.9525	0.9838	0.9101	0.8316
Norway	VH	13	Northern Europe	No	0.8765	0.9392	0.9034	0.9064	0.8552
Austria	VH	15	Western Europe	Yes	0.9471	0.9032	0.8240	0.8914	0.8301
Switzerland	VH	16	Western Europe	No	0.8294	0.8946	0.9482	0.8907	0.852
Spain	VH	17	Southern Europe	Yes	0.8882	0.8989	0.8531	0.8801	0.8415
France	VH	19	Western Europe	Yes	0.8824	0.8612	0.8719	0.8718	0.879
Lithuania	VH	20	Northern Europe	Yes	0.8529	0.9218	0.8249	0.8609	0.7934
Malta	VH	22	Southern Europe	Yes	0.8118	0.8290	0.9232	0.8047	0.8011
Slovenia	VH	23	Southern Europe	Yes	0.8529	0.9218	0.7853	0.8546	0.7714
Poland	VH	24	Eastern Europe	Yes	0.8086	0.9001	0.8005	0.8531	0.7926
Germany	VH	25	Western Europe	Yes	0.7353	0.9362	0.8856	0.8524	0.8765
Ireland	VH	27	Northern Europe	Yes	0.7706	0.8684	0.8140	0.8433	0.8287
Luxembourg	VH	31	Western Europe	No	0.6588	0.8489	1.0000	0.8259	0.8204
Belgium	VH	33	Western Europe	Yes	0.7647	0.8007	0.9072	0.8272	0.8334
Portugal	VH	35	Southern Europe	Yes	0.8353	0.8463	0.7948	0.8255	0.8031
Russian Federation	VH	36	Eastern Europe	No	0.8170	0.8839	0.7722	0.8244	0.7960
Italy	VH	37	Southern Europe	Yes	0.8294	0.8466	0.7932	0.8231	0.8209
Czech Republic*	VH	39	Eastern Europe	Yes	0.7235	0.9030	0.8140	0.8135	0.7084
Belarus	VH	40	Eastern Europe	No	0.7058	0.8912	0.8541	0.8084	0.7411
Belgium	VH	41	Western Europe	Yes	0.6588	0.9121	0.8033	0.8047	0.808
Greece	VH	42	Southern Europe	Yes	0.7058	0.8905	0.8140	0.8021	0.7833
Bulgaria*	VH	44	Eastern Europe	Yes	0.7706	0.8408	0.7826	0.7980	0.7177
Slovakia*	VH	48	Eastern Europe	Yes	0.7176	0.8285	0.7888	0.7817	0.7155
Latvia*	VH	49	Northern Europe	Yes	0.5824	0.9172	0.8399	0.7788	0.6996
Croatia*	VH	51	Southern Europe	Yes	0.7629	0.8414	0.7243	0.7745	0.7018
Hungary*	VH	52	Eastern Europe	Yes	0.7471	0.8509	0.7255	0.7745	0.7265
Romania	VH	55	Eastern Europe	Yes	0.7235	0.7995	0.7586	0.7605	0.6671

* Countries that moved from the high to the very high EGDI group in 2020.
(**) Excluded from the EGDI



Countries in Europe with the highest EGD Values



Country	Rating class	EGDI Rank	Sub-Region	EU Group	OSI value	HCI value	TII value	EGDI (2020)	EGDI (2018)
Denmark	VH	1	Northern Europe	Yes	0.9706	0.9588	0.9979	0.9758	0.915
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Iceland	VH	12	Northern Europe	No	0.7941	0.9525	0.9838	0.9101	0.8316
Norway	VH	13	Northern Europe	No	0.8765	0.9392	0.9034	0.9064	0.8557
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Slovakia*	V1	48	Eastern Europe	Yes	0.7176	0.8286	0.7988	0.7817	0.7155
Latvia*	V1	49	Northern Europe	Yes	0.5824	0.9172	0.8399	0.7798	0.6996
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(**) Seceded from the EU



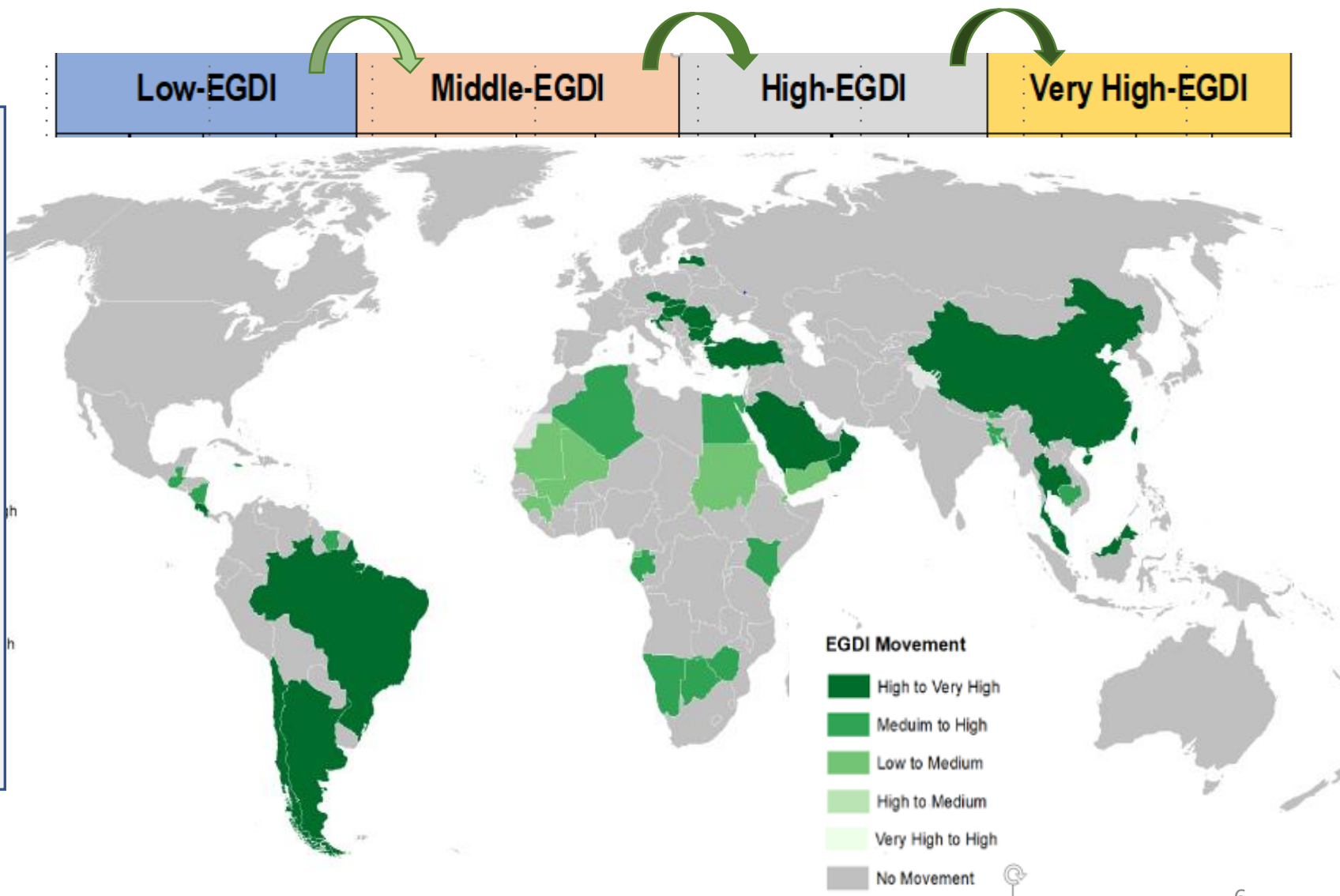
Positive Moves within EGDl Groups



2020 Key findings

✓ **42 MS transitioned from lower to higher levels of EGDl**

- ❑ **Africa:** 15 countries (28%)
- ❑ **Americas:** 9 countries (26%)
- ❑ **Asia:** 11 countries (23.%)
- ❑ **Europe:** 7 countries (16.%)
- ❑ **Oceania:** 0 transitions.





Global and Regional Distribution

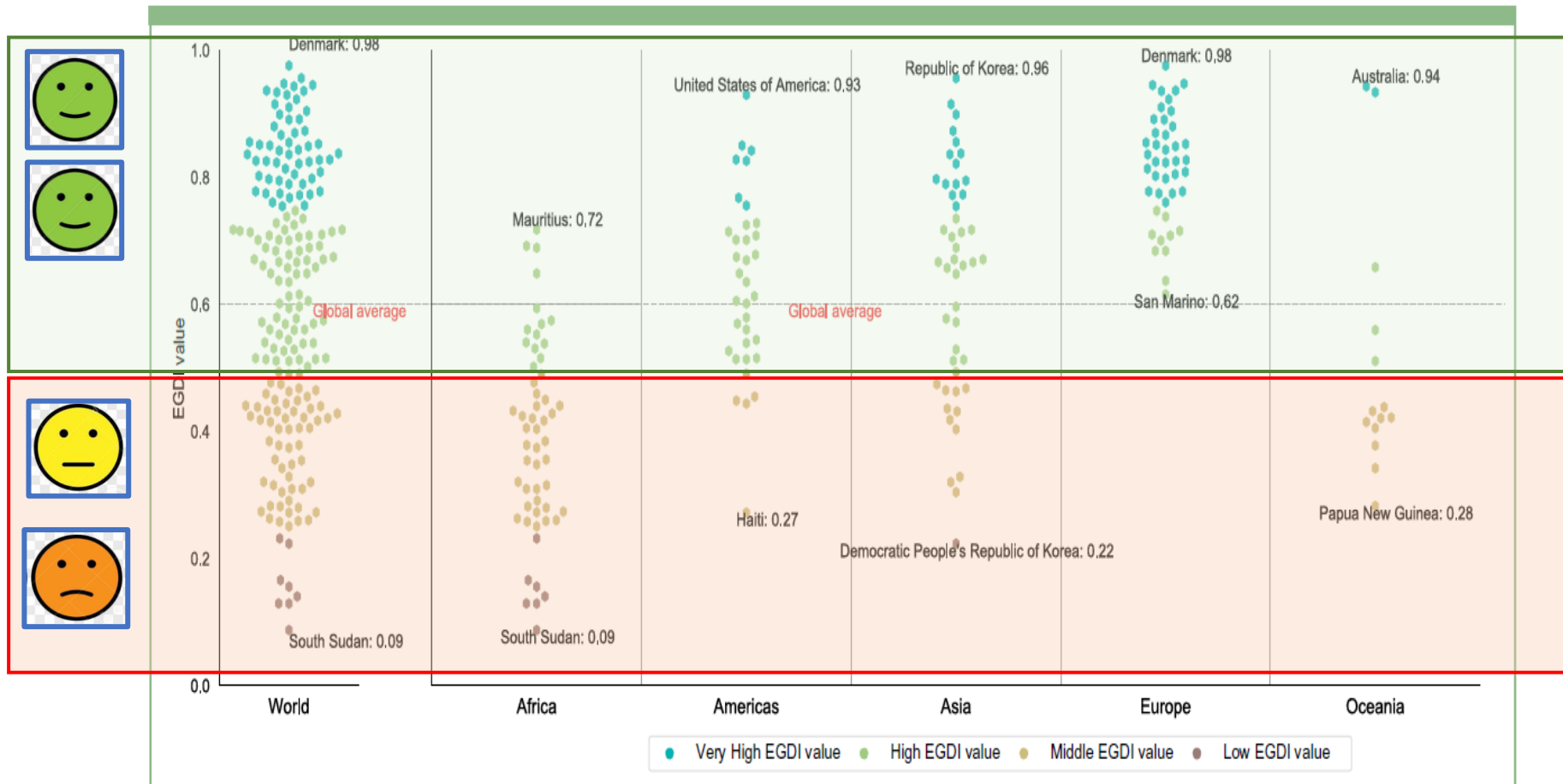


Key Findings

- ✓ **The Global average EGDl increased to 0.60 in 2020, from 0.55 in 2018**
- ✓ **All MS in Europe have EGDl scores above the global average of 0.60**
- ✓ **Oceania and Africa regions remain below the global average of 0.60**

- ❑ Europe - Average EGDl: 0.82
- ❑ Asia - Average EGDl: 0.64
- ❑ Americas – Average EGDl: 0.64
- ❑ Oceania – Average EGDl: 0.53
- ❑ Africa – Average EGDl: 0.39

Figure 2.2 Global and regional distribution of 193 countries according to EGDl level, 2020

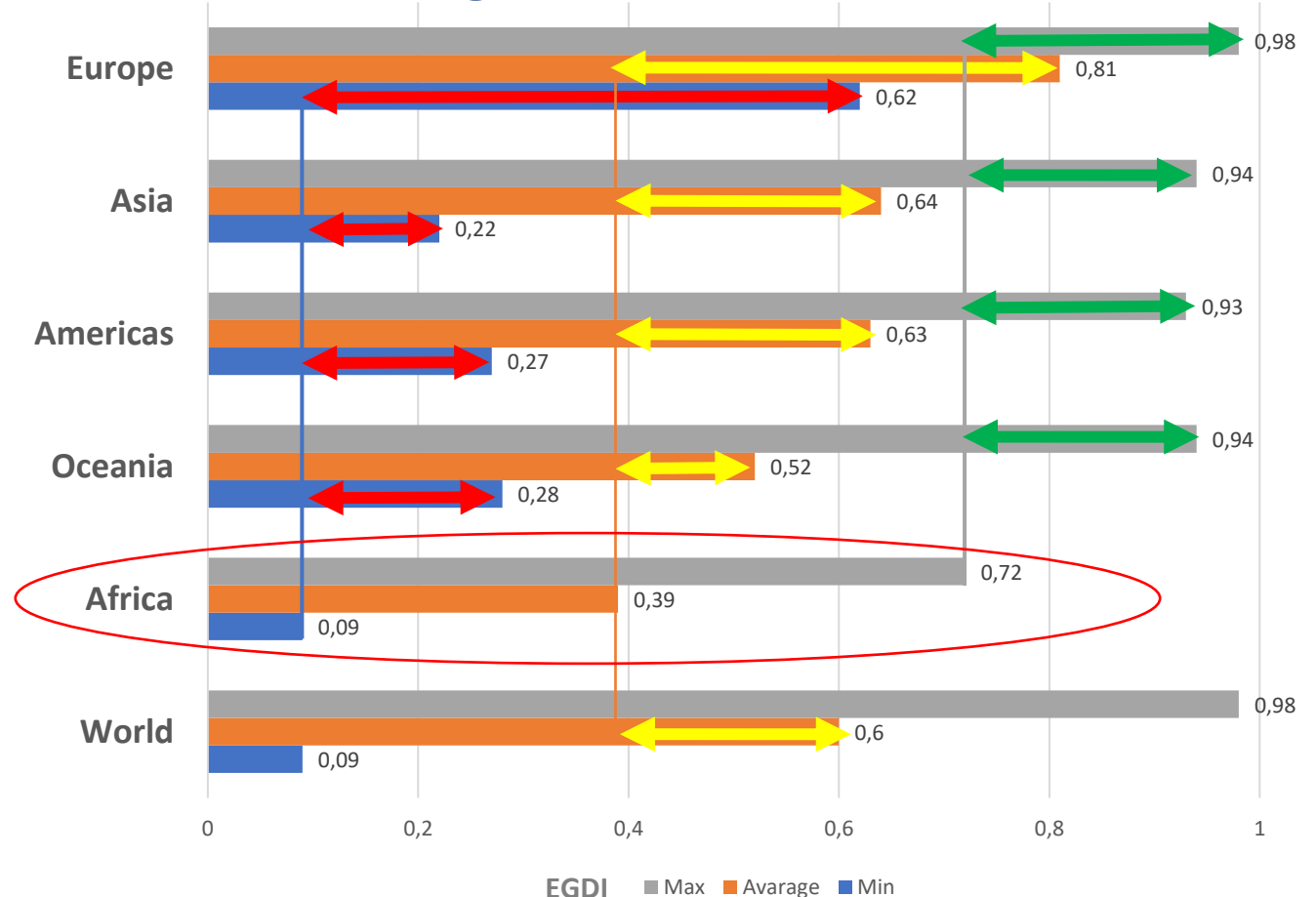




Key Messages

- ❑ On average, 66 % of the UN Member States provide online services, however countries offering the full spectrum of services are in the Very-High and High-OSI level groups (93 % and 81 per % respectively)
- ❑ 7 of the 8 countries with the lowest EGDl scores are least developed and/or landlocked countries in Africa
- ❑ While Africa has made significant progress in e-government development, with only 7 of the region's 54 countries remaining in the low EGDl group, there is still the persistence of digital divides within and between countries and regions.
- ❑ Differences in e-government development exist even in highly developed regions

Digital Divide in Africa





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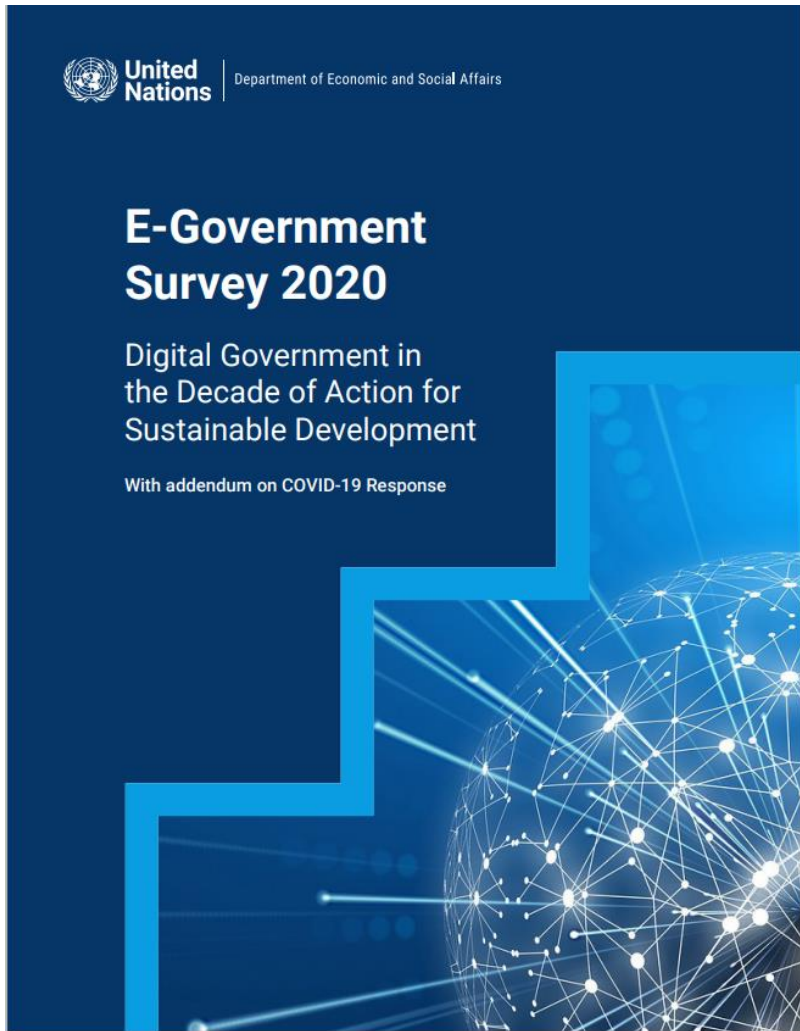
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Global E-Government Trends, Opportunities and Capacities needed in the post-COVID-19 age of digitalization

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UN Department of Economic and Social Affairs





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The critical role of human-centric digital government transformation to build back better from the Covid-19 pandemic

① Goal 16 of the 2030 Agenda for Sustainable Development



16 PEACE, JUSTICE AND
STRONG INSTITUTIONS



Effective, accountable and inclusive institutions

② 11 Principles of Effective Governance for Sustainable Development

Principles of Effective Governance for Sustainable Development

Effectiveness

- » Competence
- » Sound policymaking
- » Collaboration

Accountability

- » Integrity
- » Transparency
- » Independent oversight

Inclusiveness

- » Leaving no one behind
- » Non-discrimination
- » Participation
- » Subsidiarity
- » Intergenerational equity

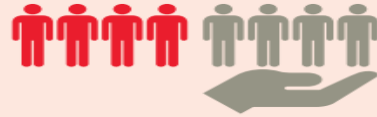


Tracking the Status of Inequality

COVID-19 IMPLICATIONS

**COVID-19 CAUSES
THE FIRST INCREASE
IN GLOBAL POVERTY IN DECADES**

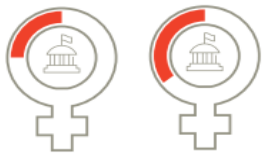
**+71 MILLION PEOPLE ARE PUSHED
INTO EXTREME POVERTY IN 2020**



**4 BILLION PEOPLE
DID NOT BENEFIT
FROM ANY FORM OF
SOCIAL PROTECTION IN 2016**

**WOMEN
MUST BE REPRESENTED FAIRLY
IN PANDEMIC-RELATED LEADERSHIP ROLES**

WOMEN REPRESENT



25%
IN NATIONAL
PARLIAMENTS
(2020)

36%
IN LOCAL
GOVERNMENT
(2020)

COVID-19 IMPLICATIONS

**THE MOST VULNERABLE GROUPS
ARE BEING HIT HARDEST BY THE PANDEMIC**



OLDER PERSONS

PERSONS WITH
DISABILITIES

CHILDREN

WOMEN

MIGRANTS AND
REFUGEES

**FEWER THAN 1 IN 5 PEOPLE
USE THE INTERNET IN LDCs (2019)**



**LESS THAN HALF
OF THE GLOBAL POPULATION**



**IS COVERED BY
ESSENTIAL HEALTH SERVICES
(2017)**



Mindsets, Capacities and Skills

**People-centered
and inclusive
mindset**

**Innovative
mindset**

**Leadership &
Commitment for
inclusion**

**Flexibility &
Adaptability**

**Accountability &
Transparency**

**Design thinking &
Integrative
approach**

**Empathy &
Communication
skills**

**Digital skills for
innovative
services and
collaboration**

Source: UN Sustainable Development Goals Report 2020



What new capacities, mindsets, and competencies are needed to promote human-centric digital government?



Capacity - The ability to achieve intended development results through desired change

Mindset – A mindset consists of beliefs and attitudes that a person has assimilated throughout a lifetime about themselves and the world around them.

Competency - Specific knowledge, skills, and attributes

Individual

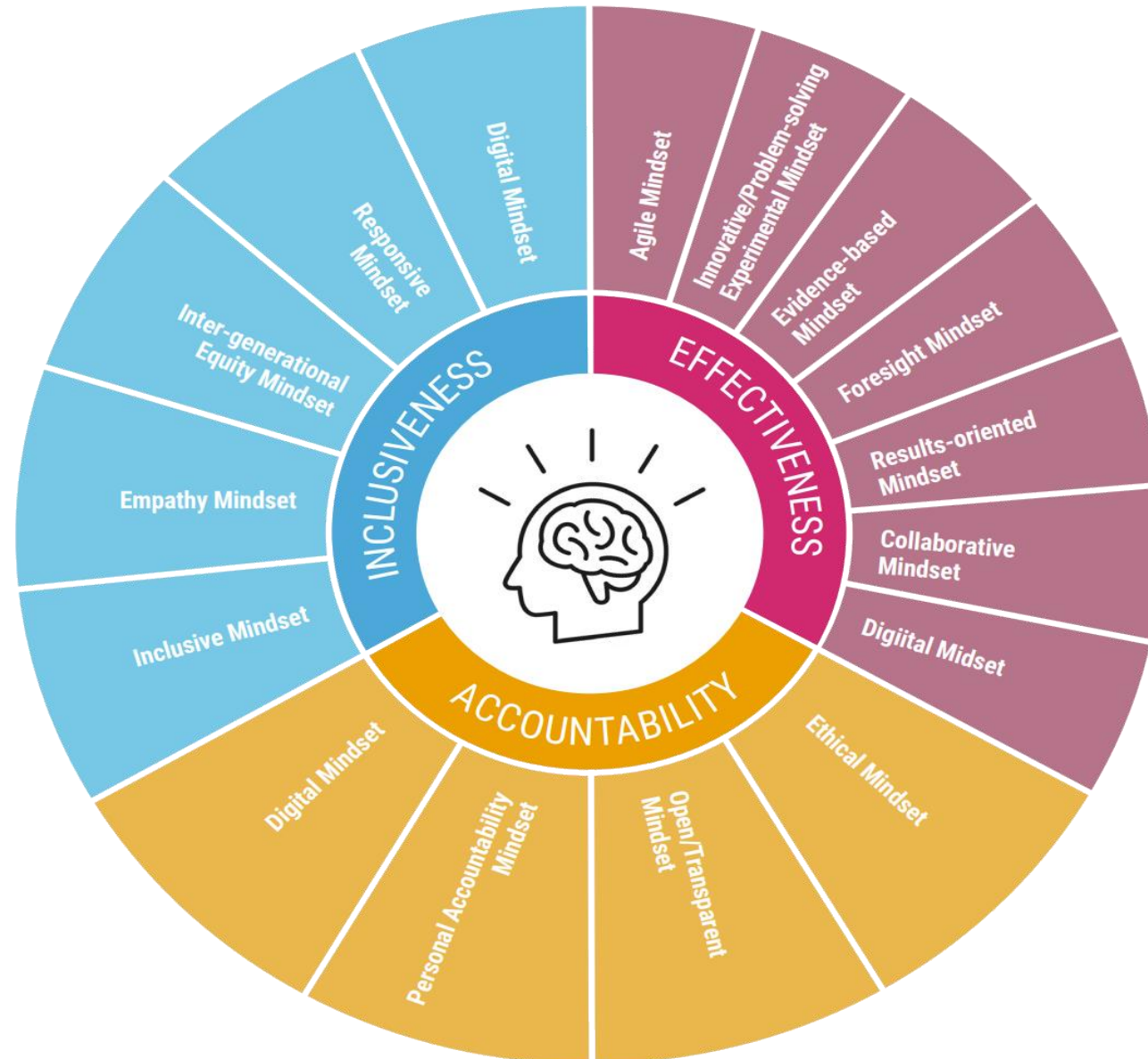
Organizational

Institutional
and Enabling
Environment



What new capacities, mindsets, and competencies are needed to implement the SDGs?

Figure 1.3: Mindsets for SDGs implementation





What new capacities, mindsets, and competencies are needed to implement the SDGs?



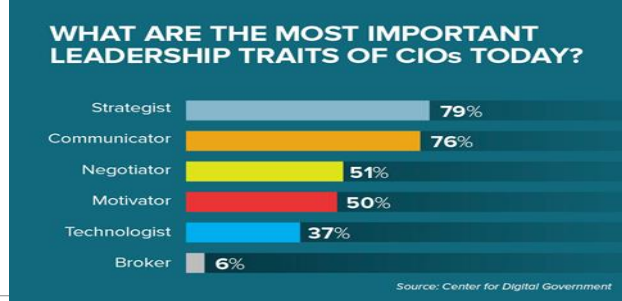
Table 1.4: Mindsets and Competency Framework for SDGs Implementation²⁷

INSTITUTIONAL EFFECTIVENESS			
MINDSETS	BELIEFS	ATTITUDES	COMPETENCIES
Agile Mindset 	Change is possible and necessary to address multiple possibilities before quickly reaching a solution; failure is momentary, and any obstacles can be quickly overcome.	Is proactive, comfortable with the uncomfortable and complexity, uses inquisitive thinking and critical reasoning, adopts a holistic view of challenges, eager to learn and improve, willing to fail, and embrace constant change and encourage collaboration and trust.	To have an agile mindset, public servants need to develop competencies in systems-thinking to perceive the links, cause-effect relations, and dynamics affecting sustainable development; risk-informed adaptation to maintain effectiveness when experiencing change and continue delivering results within new structures or despite external shocks; and collaboration to perceive problems of common interest and positively conceive that dialogue, coordination, partnerships, and networks can address problems.
Innovative/ Problem-solving Experimental Mindset 	Human capacities are not fixed; it is possible to continuously improve through efforts and learning. ²⁸	Is a risk-taker, eager to experiment, problem-solver, creative, resilient, driven and motivated to achieve excellence, thinking outside of the box.	An experimental problem-solving/experimental mindset is characterized by strategic problem-solving to develop and break down problem scenarios to ensure solutions that can be presented in a stepwise approach towards the achievement of a target; creativity to actively seek to improve programmes or services, offering new and different options to solve problems and meet client/citizen needs and innovation to value the improvement of process and new solutions in work situations, while perceiving different and novel ways to deal with public challenges and opportunities.
Evidence-based Mindset 	Data is critical to make good decisions.	Is driven and motivated to using, validating, and documenting data.	A competency associated with the evidence-based mindset is data and information literacy to recognize the need to locate, retrieve, analyze, and utilize data and information for problem solving as well as to promote transparency for better public policy and service design and delivery. Public Financial Management (PFM) competency is also needed for effective public administration and service delivery, especially in fragile and post conflict environments (see chapter 12).
Foresight Mindset 	Present and future transformation in support of the SDG is possible. The future can be influenced, and trends anticipated if we ask the right questions, plan, and prepare for the future.	Is open to using techniques and methodologies for discovering and designing future trends to anticipate challenges and solutions.	A foresight mindset includes short and long-term planning to develop clear goals that are consistent with agreed strategies such as the 2030 Agenda and specific SDG targets; forward looking and proactivity to ensure anticipatory, flexible and action-oriented behaviors to implement potential solutions and address challenges, as well as risk-management competencies to identify and assess issues and risks and create a plan that allows to contain or control those identified and their consequences.

INSTITUTIONAL EFFECTIVENESS			
MINDSETS	BELIEFS	ATTITUDES	COMPETENCIES
Results-oriented Mindset 	Good decisions are those that are focused on results.	Is focused on taking actions and achieving results.	To develop a results-oriented mindset, public servants need to possess results-based management competencies to manage for results. Also, public servants need to have a life-long learning competency to share and apply knowledge learned across the organization to advance the realization of the SDGs. Finally, public servants need to manage performance , ensure that a set of outputs meet the goals effectively and efficiently, define strategic and operational objectives, and link them to resources.
Collaborative Mindset 	Working with others results in higher impact.	Is willing to learn, co-create, share experiences, and have a dialogue with others.	By developing a collaborative mindset, public servants are better prepared to develop a skillset that focuses on coordination, integration, and dialogue across teams, levels of government, and functional areas. Public servants will be able to build multi-stakeholder partnerships by bringing together a range of partners with the opportunity to interact, learn from others, and collectively help strive to achieve the same goals.
Digital Mindset 	If properly leveraged, digital technology can help address a multiplicity of challenges.	Is focused on leveraging the advantages of technology in support of governance transformation while addressing its risks.	A digital mindset is not just the ability to use technology, but it is a set of behaviors and attitudes; it is a change of public institutions' capacities needed to keep abreast of technological developments and understand the applicability (benefits and risks) of digital technologies to solve complex problems (digital literacy). Digital transformation requires abilities to apply technology to appropriate tasks within government, seeking effectiveness, and transparency of government processes, reorganization of work, and continuous training. It also requires the ability to secure sensitive data.



Capacities at the individual level



- ✓ **One of the most vital, yet underestimated factors, for the success of digital government transformation is strengthening transformational leadership, digital capacities, and changing mindsets within government and across society.**

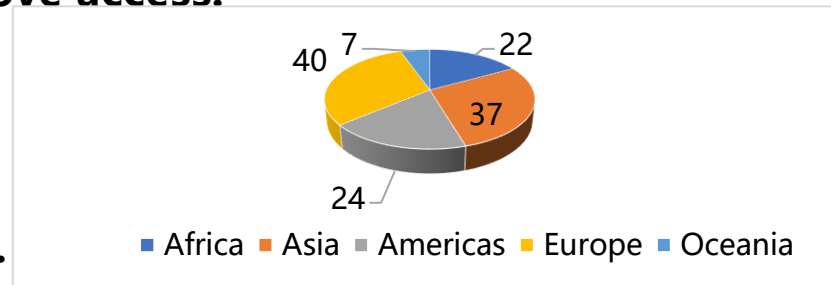
The following steps are critical in building individual capacity for digital government transformation:

- Ensure leadership commitment to digital government transformation
- Enhance digital literacy of senior and middle-level government officials
- Instill new mindsets and competencies through ongoing training programmes
- Create multidisciplinary and multi-sector teams
- Attract the best digital talent in the country through incentives and other programmes
- Develop clear career development paths and ensure proper succession planning
- Design entry-level programmes to attract young talents
- Ensure a high ratio of ICT experts vis-à-vis other experts in government
- Create multidisciplinary and multi-sector teams
- Ensure safe spaces for innovation and experimentation (Govtech for start-ups)

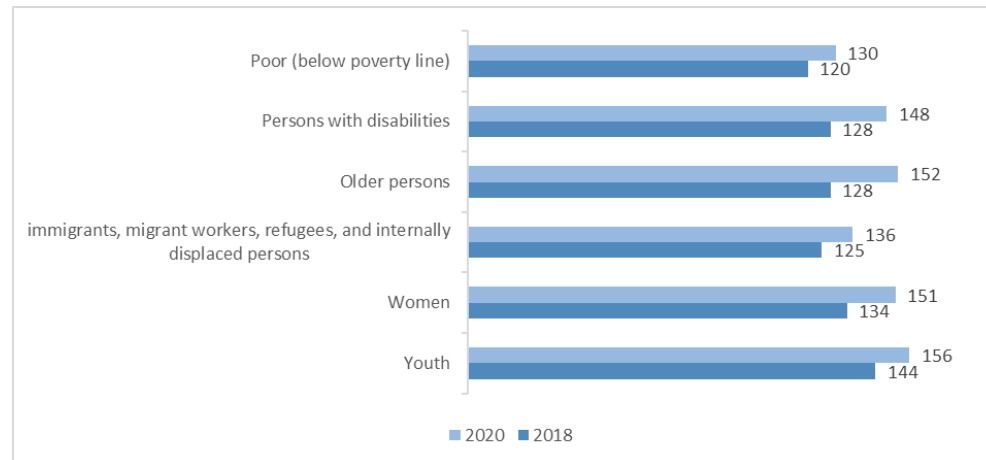


Digital capacities at societal level to leave no one behind

- ✓ To promote digital inclusion and ensure that more people can benefit from digital government, many governments focus on providing opportunities for digital literacy training, and quality education to improve access.
- ✓ Countries are increasingly providing specific online services to vulnerable groups.



Number of countries with at least 1 service for vulnerable groups, per region

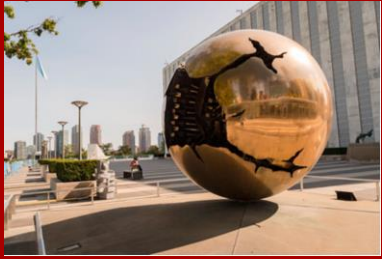


Number of countries with specific online government services available to vulnerable group

In 91 states, they can also have free access to online government services through kiosks, community centers, post offices, libraries, public spaces, or free Wi-Fi. In 59 countries, the national portal offers live chat support functionality, and in 107 countries, the national portal offers guidance or tutorials to persons in understanding and using online services. Moreover, 107 countries offer a "Help" link. In 140 countries, the national portal makes information available about payments for government services through channels other than online.

- ✓ **Digital capacities** can be developed in many ways, for example, through civil society organization's hackathons, awareness-raising workshops, training, and informational meetings with an array of stakeholders.

Curriculum on Governance for the SDGs



CHANGING MINDSETS IN PUBLIC INSTITUTIONS TO IMPLEMENT THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

UN DESA | DPIDG
Training of Trainers | English



TRANSPARENCY, ACCOUNTABILITY AND ETHICS IN PUBLIC INSTITUTIONS

UN DESA | DPIDG
Training of Trainers | English



INSTITUTIONAL ARRANGEMENTS AND GOVERNANCE CAPACITIES FOR POLICY COHERENCE

UN DESA | DPIDG
Training of Trainers | English



EFFECTIVE NATIONAL TO LOCAL PUBLIC GOVERNANCE FOR SDG IMPLEMENTATION

UN DESA | DPIDG | UNPOG
Training of Trainers | English



GOVERNMENT INNOVATION FOR SOCIAL INCLUSION OF VULNERABLE GROUPS

UN DESA | DPIDG | UNPOG
Training of Trainers | English



RISK-INFORMED GOVERNANCE AND INNOVATIVE TECHNOLOGY FOR DISASTER RISK REDUCTION AND RESILIENCE

UN DESA | DPIDG | UNPOG
Training of Trainers | English



INNOVATION AND DIGITAL GOVERNMENT FOR PUBLIC SERVICE DELIVERY

UN DESA | DPIDG
Training of Trainers | English



E-GOVERNMENT FOR WOMEN'S EMPOWERMENT

UN ESCAP & UN DESA | DPIDG | UNPOG
Training of Trainers | English



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