

PROJECTS PORTFOLIO 2014 - 2024



**UNU
EGOV**



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About UNU-EGOV

The United Nations University, Operating Unit on Policy-Driven Electronic Governance (UNU-EGOV) is a policy-driven think tank within the United Nations University, dedicated to advancing digital governance. Located in Portugal, it serves as a core centre of research, advisory services and capacity development on digital governance, bridging the gap between research and public policy and driving innovation forward. UNU-EGOV strives to solidify its role as an international reference of excellence in this area, bringing together multidisciplinary and multicultural teams around complex problems and emerging challenges.

The mission of UNU-EGOV is to support the United Nations (UN), and its Member States, in enhancing the mechanisms of governance and building effective governance capabilities through the strategic application of digital technologies.

As an international reference in digital governance, UNU-EGOV contributes to innovation in public services and informed decision-making processes to promote transparent, responsible, and accountable institutions while supporting sustainable development, social inclusion, and active citizenship.

UNU-EGOV conducts activities across four pillars:



Research



Advisory and
Consultancy



Capacity
Building



Network
Building





To develop those four areas of action, UNU-EGOV:

- carries out policy-relevant research;
- translates research findings into relevant policy-making instruments;
- develops capacities and competencies to apply such instruments within and across the UN, governments and intergovernmental organisations;
- implements advisory projects tailored to the specific needs of governments and organizations;
- develops and maintains networks of researchers and public policy makers;
- monitors, evaluates, and disseminates the latest developments in digital governance.

UNU-EGOV, as a multidisciplinary organization of experts and scholars, is dedicated to advancing digital governance by fostering the development and impact of digital government to inform and shape effective governance practices for the digital age.

Preface

Since its establishment in 2014, the United Nations University Operating Unit on Policy-Driven Electronic Governance (UNU-EGOV) has been at the forefront of transformative digital governance across the globe. This comprehensive project portfolio encapsulates our firm commitment to innovation, excellence, and the impactful implementation of e-governance initiatives. Through these endeavours, UNU-EGOV has reached significant milestones, cultivated valuable partnerships, and driven enduring positive changes in the digital governance landscape.

UNU-EGOV projects, detailed within these pages, showcase the depth and breadth of our efforts to enhance the capabilities of governments and institutions through cutting-edge technological solutions and thoughtful, research-driven policies. Each project is a testament to the power of collaborative innovation and its profound impact on communities and countries worldwide, including its contribution to the Sustainable Development Goals (SDGs).

As you explore this portfolio, you will find a reflection of our dedication to advancing the field of digital governance, promoting transparency, and fostering inclusive digital services that cater to the needs of all citizens. We hope this record will inform and inspire new collaborations as we continue to build on the unit achievements and push the boundaries of what is possible in digital governance.



Delfina Soares
UNU-EGOV Director



2024





Project Document for the Implementation of the National Digital Transformation Strategy for Guinea-Bissau

Date

Dec 2024 – ongoing

Beneficiary

Government of Guinea Bissau

Location

Guinea Bissau

Donor

UNDP

UNU-EGOV role

Sole contractor

Partner

N/A

Objectives

The aim of this assignment is to develop a Project Document (ProDoc) outlining a strategic framework for the implementation of the National Digital Transformation Strategy in Guinea-Bissau. The ProDoc should identify clear priorities, define governance structures, and identify the key partners and resources needed to support the implementation of the digital transformation strategy.

Deliverables

- D1.** Project Document Draft.
- D2.** Final Project Document.
- D3.** Workshops and training for government stakeholders.





Data Quality Assessment and Improvement Plan and Data Governance Framework in Kenya

Date

Dec 2024 – ongoing

Location

Kenya

UNU-EGOV role

Sole contractor

Beneficiary

National Social Security Fund

Donor

International Labour Organization via UNDP

Partner

N/A

Objectives

The objective of the assignment is to analyse and improve the data quality of the National Social Security Fund (NSSF), including by applying as immediate remedial measures as possible and by proposing ongoing processes for data quality governance and management to ensure continuous data quality. The project will result in a data quality assessment, an improvement plan, and a digital transformation and data governance strategy and roadmap.

Deliverables

- D1.** Presentation on international experiences on digital transformation of social security.
- D2.** Presentation on International experiences on IT governance in public/ social security institutions including interoperability dimension.
- D3.** Four technical documents presenting inputs/peer review of the Digital Strategy and Digital transformation road map and its final document.





National Strategy for Digital Transformation in Guinea Bissau

+ info

Date

Jul 2024 – ongoing

Location

Guinea Bissau

UNU-EGOV role

Sole contractor

Beneficiary

Government of Guinea Bissau

Donor

UNDP

Partner

N/A

Objectives

The project objective is to create a comprehensive, effective strategy and roadmap, promoting public sector digitisation, improving citizen service delivery, and enhancing digital governance. The strategy will assess the current situation, outline the government's vision and objectives for digital transformation, set concrete yearly targets with responsible institutions, and include a budget for implementation. The accompanying Roadmap will detail actions, deadlines, and resources needed up to 2030, and will be publicly presented through a workshop. The work will be conducted locally to ensure a deep understanding of the context and effective collaboration with local stakeholders.

Deliverables

- D1.** Guinea-Bissau's Integrated Citizen-Centred Digital Transformation Strategy.
- D2.** The roadmap for this Strategy (detailed implementation plan).
- D3.** The Strategy and Roadmap validation report.
- D4.** Holding a national workshop to present the strategy and roadmap to the public.
- D5.** Communication materials to disseminate the Strategy and Roadmap.





EU Knowledge Hub Digital | Formulation Support of the Regional Programme Safe Digital Boost Africa

2024

Objectives

The Safe Digital Boost Agenda (SDBA) 2025-2027, funded by the European Union, aims to advance the development of a single digital market in East Africa by enhancing digital trade and commerce, electronic governance, digital government and cybersecurity. The project focuses on identifying the needs, challenges, and synergies within the East African Community (EAC) and its member states. This includes developing country-specific digital government and electronic governance profiles to support regional digital integration and cross-border collaboration. Through desk research, stakeholder interviews, consultations, and engagement, the initiative seeks to inform interventions, create actionable strategies, and integrate findings into a comprehensive national and regional state-of-affairs report with actionable recommendations for each country and for the region. Synthesis of digital government findings with those of parallel assignments on cyber security, electronic commerce and electronic payment in the eight EAC member states into an SDBA concept note with prioritised and actionable recommendations to be presented at the SDBA Co-Design Workshop in Arusha (TZ).

Date

Jul – Dec 2024

Location

Multi

UNU-EGOV role

Sole contractor

Beneficiary

Directorate-General
for International
Partnerships

Donor

European Commission
via STANTEC

Partner

N/A

Deliverables

- D1.** Inception report.
- D2.** Interview guide.
- D3.** Stakeholder consultation report for each of the eight EAC countries.
- D4.** Final country profile and regional overview for each of the eight EAC countries: Burundi, DRC; Kenya; Rwanda; Somalia; South Sudan; Tanzania; and Uganda.
- D5.** Safe Digital Boost Africa concept note and presentation (for digital government, electronic commerce, electronic payment and cybersecurity).
- D6.** Present SDBA concept note at the SDBA Co-Design Workshop, 30 September – 1 October 2024, in Arusha (TZ).
- D7.** SDBA Co-Design Workshop mission report.
- D8.** Final SDBA report on digital government and electronic governance in East Africa.
- D9.** Final SDBA assignment report.





Innovation Labs and Sustainable Development White Paper

+ info

Date

May – Jul 2024

Location

Egypt

UNU-EGOV role

Sole contractor

Beneficiary

National Institute for Governance and Sustainable Development (NIGSD)

Donor

Government of Egypt

Partner

N/A

Objectives

The project, a collaboration between UNU-EGOV and Egypt's National Institute for Governance and Sustainable Development (NIGSD), is focused on producing a white paper on innovation labs working to advance sustainable development. The goal is to conduct a state-of-the-art overview of selected innovation labs from diverse contexts in order to deepen NIGSD and other public sector entities' understanding of a specific modality and/or tool used by various stakeholders to promote and advance sustainable development, with a particular focus on civic, social, and technological innovations and interventions. The white paper aims to provide actionable insights and recommendations to inform the development of NIGSD's first innovation lab prototype or pilot and to support innovation lab scholars, practitioners, and policymakers in implementing policies and practices to more effectively leverage innovation labs to promote sustainable, equitable, and values-based innovation and development.

Deliverables

White paper examining innovation labs as a tool to advance sustainable development.





Portugal EGOV Index | Assessment of Portugal's Performance in the Main International Benchmarks on Digital Governance: Analysis, Recommendations, Monitoring, and Capacity Development

[+ info](#)

Date

Feb 2024 – ongoing

Location

Portugal

UNU-EGOV role

Sole contractor

Beneficiary

Administrative Modernization Agency

Donor

Government of Portugal

Partner

N/A

Objectives

Portugal has a commendable track record in digital governance, often ranking high in international benchmarks due to its strategic initiatives and effective practices. Key projects such as the Citizen and Public Procurement Portal (2004), the SIMPLEX programme (2007), and the Digital Mobile Key (2015) exemplify its success in delivering digital public services. Despite these achievements, there are ongoing challenges in areas like intersectoral coordination, open management, usability of digital services, digital literacy, and engagement with civil society. The dynamic nature of digital governance necessitates continuous efforts to address these challenges and sustain excellence.

This project aims to enhance Portugal's digital governance by thoroughly analysing its performance in ten significant international benchmarks, including the Digital Economy and Society Index (DESI) and the United Nations eGovernment Survey. By conducting detailed research and developing a comprehensive Action Plan with operationalised recommendations, the project will support the Administrative Modernization Agency (AMA) in improving its strategies. Over a two-year cycle, the project will monitor the implementation of these recommendations, facilitate interactions with national and international stakeholders, and strengthen AMA's institutional capacity, ultimately ensuring that Portugal remains a leader in digital governance.

Deliverables

- D1.** Context Elicitation Report.
- D2.** Analysis, Benchmark and Recommendations Report.
- D3.** Project Repository.
- D4.** Annual Project Report.
- D5.** Capacity Development Seminar Report.





Strengthening Public and Private Actors' Capacities to Operationalise a Laboratory on Innovation in E-Governance in Cabo Verde

+ info

Date

Feb – May 2024

Location

Cabo Verde

UNU-EGOV role

Sole contractor

Beneficiary

Lux-Development S.A.

Donor

European Commission

Partner

N/A

Objectives

The objective of this project is to bolster the capacities of Cabo Verde an public and private actors in delivering innovative digital services by establishing an e-governance innovation lab. This initiative, aligned with Cabo Verde's Strategic Plan for Sustainable Development and Digital Governance Strategy, will involve a participatory co-creation process to incorporate advanced digital technologies into public services, adopt co-creation methodologies, and pilot emergent technologies. By collaborating with external and international institutions, the project aims to ensure the long-term sustainability of public sector modernisation efforts, overcoming the challenges posed by limited financial and human resources. Key beneficiaries include the Ministry of Digital Economy, NOSi, ARME, and other public administration stakeholders, alongside private sector participants.

Deliverables

- D1.** Inception Report.
- D2.** Formulation Report: Design of a tailor-made structure in response to the identified needs with a clear vision and mission, as well as a clear strategy for its integration into the existing ecosystem and a roadmap for its operationalisation with its long-term sustainability and financing strategy
- D3.** Simulation exercise / Workshop.
- D4.** Final Report specifying conducted activities and potential follow-up with identified stakeholders, international actors and donors.





2023



Digital Government Assessment Programme in Saudi Arabia

Date

Dec 2023 – ongoing

Location

Saudi Arabia

UNU-EGOV role

Sole contractor

Beneficiary

Digital Governance Agency

Donor

Kingdom of Saudi Arabia

Partner

Kaizen (lead)

Objectives

This project aims to conduct a comprehensive study of the relevant and available literature and present research findings that will assist the Digital Government Authority (DGA) in enhancing the online presence of key government entities in the Kingdom of Saudi Arabia (KSA). The project seeks to improve the usability and user-friendliness of digital service offerings, thereby contributing to the Vision 2030 initiative to transform the public sector to deliver world-class services online. Through continuous assessment and alignment with the United Nations e-Government Development Index, the project aspires to support KSA in achieving higher standards of accessibility, effectiveness, and quality in public service delivery.

Deliverables

- D1.** Study to determine the digital indicators that should be focused on and identify the targets and the kingdom's state in the reports regarding digital indicators.
- D2.** Roadmap for the Kingdom to achieve the goals in specified international digital indicators (short 2026, mid-2028, and long 2030), focusing on 2026 in detail.
- D3.** Updated online service delivery assessment framework.
- D4.** Regular monthly and quarterly assessments of the online presence of 20 key Saudi ministries.
- D5.** Twenty individual assessment reports, action plans, and one overarching report and action plan.





State-of-Affairs Report on Sustainable Development Goals for Qatar

Date

Dec 2023 – ongoing

Location

Qatar

UNU-EGOV role

Sole contractor

Beneficiary

Ministry of Communication and Information Technology

Donor

Government of Qatar

Partner

N/A

Objectives

The aim of the “Digital Transformation for Sustainable Development: State-of-Affairs Report on Sustainable Development Goals” is to assess the current landscape of digital transformation initiatives in the context of MCIT’s mandate, initiatives, and the SDGs. The report will analyse the progress made by various sectors and regions in integrating digital technologies to achieve sustainable development objectives.

By providing a state-of-affairs analysis, the report seeks to offer valuable insights and recommendations to MCIT. Ultimately, the goal is to foster a deeper understanding of how digital transformation can be harnessed effectively to promote sustainable development, drive innovation, and create positive societal and environmental impact.

Deliverables

- D1.** SDG State-of-Affairs Draft Report.
- D2.** SDG State-of-Affairs Report.
- D3.** Presentation of Report and Recommendations.





Assessment and Recommendation for a National and Regional Digital Service Act

Date

Oct 2023 – Feb 2024

Location

Western Asia

UNU-EGOV role

Sole contractor

Beneficiary

National Telecommunication Regulatory Authority from a country in Western Asia

Donor

N/A

Partner

N/A

Objectives

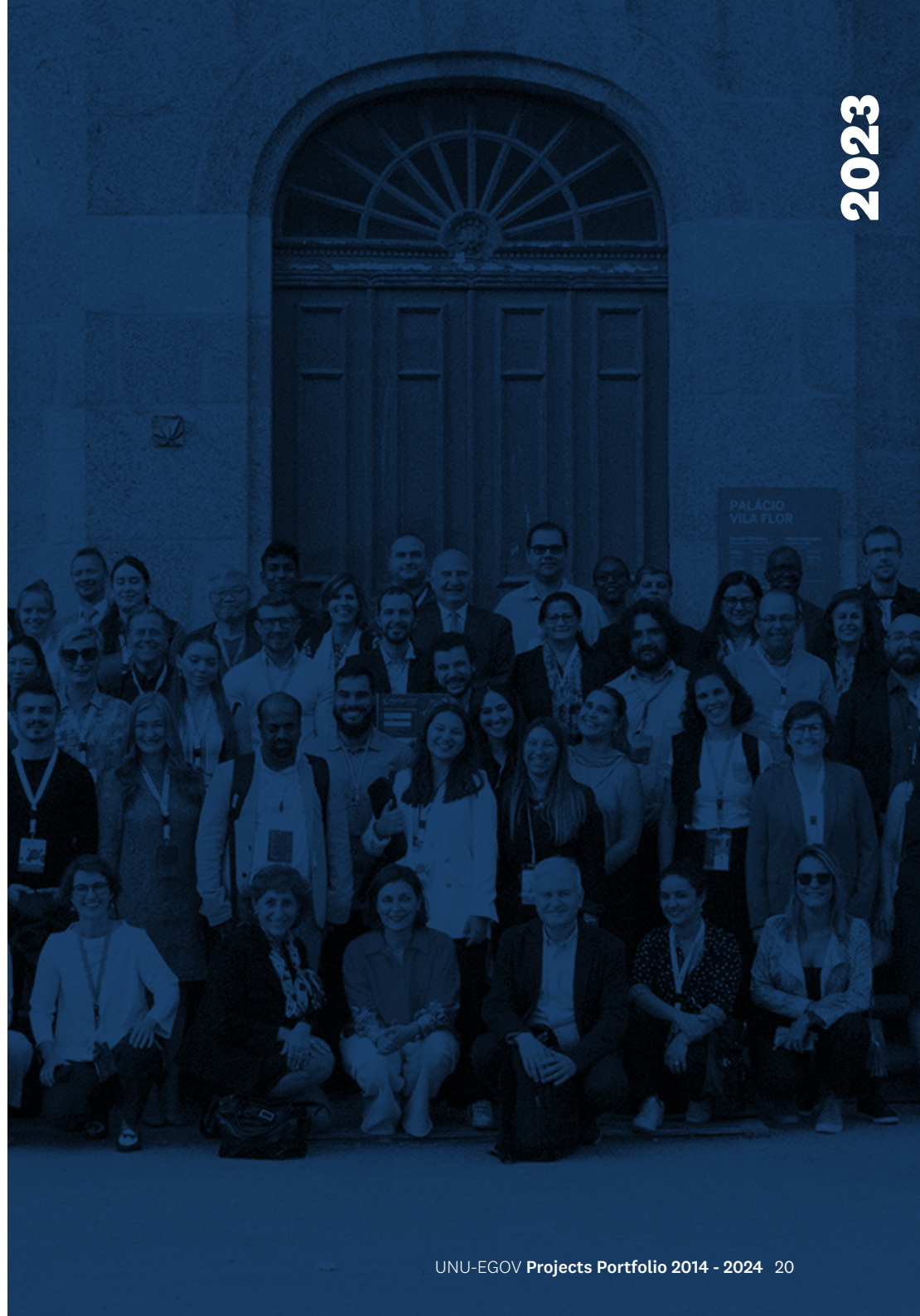
This project aims to evaluate the digital services market and existing regulatory frameworks across Western Asia to enhance user safety and protection online. By drawing comparisons with the EU's Digital Services Act (DSA) and examining best practices from countries such as Germany, France, the United Kingdom, Ireland, Singapore, and Australia, the project seeks to determine the viability and potential benefits of implementing a unified legislative approach similar to the DSA at the national or regional level.

Deliverables

Study on Enhancing Digital Service Regulation and User Protection in Western Asia.



2023





EU Knowledge Hub Digital | Overview of Legal Instruments Implementing E-Governance in Different Jurisdictions and Training for E-Governance

Date

Sep 2023 – ongoing

Location

All

UNU-EGOV role

Sole contractor

Beneficiary

Directorate-General for International Partnerships via STANTEC

Donor

European Commission

Partner

N/A

Objectives

The Project's objectives are to identify and analyse the legal instruments implementing e-Governance in ten different jurisdictions (European Union, Estonia, Belgium, African Union, Kenya, Botswana, Ecuador, Jamaica, Singapore, Kyrgyzstan) and prepare interactive and in-person training on the requirements and best practices related to e-Governance implementation with a focus on legal instruments.

Deliverables

- D1.** Analysis of e-Governance development in ten jurisdictions.
- D2.** Identification of best practices and gaps in legal frameworks for e-Governance.
- D3.** Training plan for webinars and in-person sessions.
- D4.** Webinars and Training to enhance legal framework awareness and strengthen institutional capacities.





ePART4GOV | Integrated Project Framework for E-Participation and Governance Mechanisms

Date

May 2023 – ongoing

Location

Saudi Arabia

UNU-EGOV role

Sole contractor

Beneficiary

Digital Governance Agency

Donor

Kingdom of Saudi Arabia

Partner

Kaizen (lead)

Objectives

UNU-EGOV mainly provides its expertise and consultation in the work of the DGA related to digital government, specifically the interaction of government agencies and their response to the observations of beneficiaries by providing technical advisory services in this field to raise the capacities and capabilities of government agencies and meet the requirements of national digital transformation. For this very purpose, the objectives of the integrated project are as follows: UNU-EGOV first aims to support the DGA by providing a governance framework for the functional role responsible for overseeing government agencies' work in responding to beneficiary feedback and supportive organisations in a way that contributes to improving citizens' access to public information and services. Secondly, UNU-EGOV supports the DGA by promoting citizens' participation in public decision-making, which affects society in general and individuals in particular, in addition to activating consultations between citizens and government agencies.

Deliverables

- D1.** Current situation analysis on the operational model for the governance of the job role overseeing government agencies' response to beneficiary feedback and the supporting organisations.
- D2.** Benchmarking Report.
- D3.** Theoretical governance framework.





Study on Country Models for the International Transfer of Digital Government Experiences and Solutions

2023

Date

Mar – Jun 2023

Location

UNU-EGOV role

Sole contractor

Beneficiary

German Agency for International Cooperation (GIZ)

Donor

Government of Germany

Partner

N/A

Objectives

The project aims to develop a robust business model for the international export of advisory services and IT solutions within the GovTech sector, leveraging insights from Denmark, Estonia, India, and the Republic of Korea - countries recognised for their excellence in digital government. By conducting a detailed analysis of these models, the project seeks to identify best practices and generate a set of policy recommendations that can be universally applied yet tailored to specific national contexts. The objective is to optimise a business model that not only maximises opportunities for growth and international collaboration in the ICT sector but also minimises risks associated with launching these services globally. This approach will include engaging a variety of stakeholders to understand the national benefits and value delivered to potential government beneficiaries, thereby supporting GIZ in guiding its beneficiaries and promoting effective digital solutions and GovTech advisory services internationally.

Deliverables

- D1.** Four individual case study reports on Estonia, Denmark, India and the Republic of Korea, including approaches (incl. strengths and improvement potential) to digital collaboration, digital diplomacy and promotion of GovTech advisory services and IT export abroad.
- D2.** Comparative analysis and development of generic business model and associated policy recommendations.
- D3.** Three workshop presentations to the project team and associated public sector representative on case study findings, generic business models and associated policy recommendations.





Accelerating the Digital Transformation of the Public Sector of Qatar: Recommendations, Ongoing Advisory Services, and Capacity Development

2023

Date

Jan 2023 – Mar 2024

Location

Qatar

UNU-EGOV role

Sole contractor

Beneficiary

Ministry of Communication and Information Technology

Donor

Government of Qatar

Partner

N/A

Objectives

One of the main objectives of this project is to support the Ministry of Communication and Information Technology (MCIT) to be more knowledgeable regarding the main global and regional trends regarding the digital transformation of the public sector, the main weaknesses and gaps of the current Qatari online services catalogue, and online user experience in public portals. The other main objective is to, in agreement with the previous objective, provide MCIT and other Qatari public entities involved in providing digital public services with a set of recommendations and ongoing advice that will help them enhance the provision of online services in the country. A final objective is, as a positive side effect of the activities developed in the context of this project, to help the state of Qatar improve its ranking and score in the UNDESA Electronic Government Development Index (EGDI).

Deliverables

- D1.** Analysis, benchmark and recommendations report.
- D2.** Ongoing expertise advisory notes or other files.
- D3.** Capacity development seminar report.
- D4.** Capacity development workshop report.





Digital Maturity Index in Saudi Arabia

Date

Jan – Dec 2023

Location

Saudi Arabia

UNU-EGOV role

Sole contractor

Beneficiary

Digital Governance Agency

Donor

Kingdom of Saudi Arabia

Partner

Kaizen (lead)

Objectives

The project's central objective is to refine and elevate the Digital Experience Maturity Index (DXMI), developed by the Digital Government Authority (DGA) in Saudi Arabia, to better align with international best practices and the strategic goals outlined in Saudi Arabia's Vision 2030. This initiative aims to critically assess and enhance the monitoring and measurement of digital experiences across public sector digital platforms, focusing on factors such as maturity, user-centricity, and overall user satisfaction. The project will not only evaluate the existing methodologies employed by the DXMI but also recommend improvements to its focus, approach, and criteria to ensure its relevance, effectiveness, and sustainability in the long term. By doing so, it seeks to accelerate the digital transformation of government services, making them more responsive to the needs and expectations of users, thereby setting a benchmark for excellence in digital governance.

Deliverables

- D1.** Workshop presentation to AMP members on global and European trends and opportunities for the digitisation of public sector service production and delivery in municipalities.
- D2.** Mapping of proposed projects, advice and recommendations on opportunities for AMP member investment projects to substantiate and proposal for the application and mobilisation of funds channelled by the PRR for the AMP.





2022



Service 360: Dubai Model Centre Expert Advice on Public Sector Innovation, Monitoring, and Measurement

Date

Nov 2022 – May 2023

Location

United Arab Emirates

UNU-EGOV role

Sole contractor

Beneficiary

Dubai Model Centre, Executive Council

Donor

Government of Dubai

Partner

N/A

Objectives

The primary objective of this project is to enhance the Dubai Model Centre (DMC) in its pivotal role in realising the “Services 360” vision outlined by the Executive Council of Dubai. This initiative aims to transform public sector services in Dubai by providing a seamless, proactive, customised, and integrated service delivery model that meets and exceeds customer expectations. The project will leverage the expertise of a multi-expert Advisory Panel, including global specialists and DMC staff, to refine and advance the DMC’s innovation model, develop relevant tools and training materials, and establish robust measurement frameworks. These efforts are directed towards achieving substantial cost savings, reducing customer visits to service centres, increasing operational efficiencies within the Dubai Government, and significantly enhancing user satisfaction.

Deliverables

- D1.** Analysis, benchmark and recommendations for updated DMC public sector innovation model.
- D2.** Ongoing expertise advisory notes and input.





Expert Support for Saudi Arabia on Good Practice Identification, Capacity Development, and Internationalisation

Date

Oct 2022 – May 2023

Location

Saudi Arabia

UNU-EGOV role

Sole contractor

Beneficiary

Digital Governance Authority

Donor

Kingdom of Saudi Arabia

Partner

Kaizen (lead)

Objectives

The primary objective of this project is to support Digital Governance Authority (DGA) in selecting and identifying public sector best practices in digital transformation. This includes equipping the DGA and participating government entities with the skills and capacities to identify, establish priorities, describe and apply for regional and international awards in this area. The secondary objective is to develop the ability and provide DGA documents and materials to support DGA and other government entities with identifying good practice cases and applications to international awards.

Deliverables

- D1.** A document of the most relevant information regarding the awards, including calendar and timelines.
- D2.** A how-to manual containing guidelines for good practice development and awards applications.





Global Assessment of Responsible AI in Cities

2022

Objectives

The project aims to thoroughly assess the opportunities and constraints for local government to responsibly implement, use and govern Artificial Intelligence (AI) technologies in cities. The AI in Cities project is a global survey for people-centred cities that considers the fundamentals of service design and how it applies to the AI field while putting the human side of data at the centre. The research paper aims to propose policy recommendations to address capacity gaps in AI in cities and local governance contexts, critically reflect on the use of AI in real-life case studies and advance reasonings on the related implications.

For that, four main research questions will be addressed throughout this research project:

What are the current aspirations, including plans, of cities with respect to using AI to improve livelihoods? What opportunities are the low-hanging fruit for cities to benefit from AI?

What are cities' current strengths and needs to responsibly use AI to improve public services (e.g., basic urban services, infrastructure, housing, human livelihoods, health and education, etc.) and ultimately improve all living and working conditions?

What are the current capacity gaps, governance structures, and mechanisms to address AI-related challenges and ethical, human rights and inclusion implications?

What are the opportunities for standardisation, cooperation, and multi-stakeholder governance to ensure the responsible use of AI in cities? Given AI cuts across geographical places and governance boundaries, to what extent are new inter-city partnerships and platforms helpful or necessary?

Date

Oct 2022 – Feb 2024

Location

All

UNU-EGOV role

Sole contractor

Beneficiary

Canada's International Development Research Centre (IDRC)

Donor

Government of Canada

Partner

Kibabii University, Kenya



Deliverables

D0. Inception report.

D1. Research Plan.

D2. Communication and outreach material.

D3. Desk review of the use of AI in cities.

D4. Draft version of the research paper.

D5. Expert Group Meeting.

D6. Research paper (English version).

D7. Research paper (French Version).



Measuring the Margins: A Global Framework for Digital Inclusion

+ info

Date

Oct – Dec 2022

Location

All

UNU-EGOV role

Sole contractor

Beneficiary

Digital Future Society

Donor

Government of Spain

Partner

Barcelona Mobile World Capital Foundation

Objectives

The project aims to develop a comprehensive framework for measuring digital inclusion, focusing on creating and validating clear metrics that assess the inclusiveness of digital technologies. This initiative responds to the urgent need for policy frameworks that enhance social and economic inclusion, particularly for traditionally marginalised groups. Through a detailed exploration of case studies and multi-stakeholder consultations, the project seeks to establish a global standard for digital inclusivity metrics that can guide policymakers worldwide.

Deliverables

- D1.** Validation workshop at Digital Future Society Summit, November 2019, in Barcelona (ES).
- D2.** Policy report titled “Measuring the margins: A global framework for digital inclusion”.





Action Plan to Implement the EGDCV – Cabo Verde Digital Governance Strategy

Date

Oct 2022 – Jul 2023

Location

Cabo Verde

UNU-EGOV role

Sole contractor

Beneficiary

Ministry of State Modernization and Public Administration

Donor

Government of Cabo Verde

Partner

N/A

Objectives

The objective of this project is to develop a comprehensive Action Plan following the adopted Digital Governance Strategy for Cabo Verde, towards modernising and enhancing the efficiency, transparency, and accessibility of government services through the strategic integration of digital technologies. This plan encompasses the development of methodology and policies to leverage digital tools and platforms effectively, ensuring the delivery of citizen-centric services, fostering economic growth, and promoting social inclusion.

Deliverables

- D1.** Methodology for the development of the Action Plan to implement the EGDCV – Cabo Verde Digital Governance Strategy.
- D2.** Online and onsite workshops on the methodologies, SWOT analysis, diagnosis and context analysis, and deliveries, for high-level meetings with government authorities.
- D3.** Action Plan of the Digital Governance Strategy for Cabo Verde.





White Paper on Digital Access as a Human Right in Cities

+ info

Date

Sep 2022 – Jun 2023

Location

All

UNU-EGOV role

Sole contractor

Beneficiary

Digital Future Society

Donor

Government of Spain

Partner

N/A

Objectives

The project, a collaboration between UNU-EGOV and the Digital Future Society, is focused on producing a white paper that explores the complexities of urban digital divides and the concept of digital access as a human right. The goal is to foster a deeper understanding of urban digital transformation and its impacts, highlighting the challenges and successful strategies employed across various global cities. The white paper aims to provide actionable insights and recommendations to help city administrators, policymakers, and civil society effectively address and bridge digital divides.

Deliverables

Beyond digital access as a human right in cities: proposing an integrated, multi-dimensional approach.





Comparative study on the Digitalisation of Public Service Delivery in the Western Balkans, the Eastern Partnership (EaP) and Beyond

Date

Sep – June 2022

Location

Multi

UNU-EGOV role

Sole contractor

Beneficiary

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Donor

Government of Germany

Partner

N/A

Objectives

The Study's objective is to undertake a comparative study on the digitalisation of specific public services, grouped by life events, in the selected countries compared against requirements and standards set by the EU Single Digital Gateway Regulation (SDGR). The aim is to identify and assess how the information, services, and processes for two life events ('birth' and 'starting, running and closing a business') are defined and delivered in the selected countries. This is compared to the EU SDGR requirements and standards to assess the individual preparedness of each life event and for each country.

Deliverables

Study on the digital public service delivery across Western Balkans, Eastern Partnership countries, and selected EU Member States, evaluating key factors like ICT infrastructure and user experience, with policy recommendations to enhance digital transformation.





How-to-Note Guide on Civic Tech

2022

Date

May – Jun 2022

Beneficiary

World Bank

Location

Egypt

Donor

World Bank

UNU-EGOV role

Sole contractor

Partner

N/A

Objectives

The primary goal of this project is to create a comprehensive “How-to” note on CivicTech that facilitates citizen engagement through technology. This publication aims to provide practical, actionable insights and a deep understanding of CivicTech applications to support World Bank Group projects and government initiatives, enhancing transparency, enabling public feedback, and fostering collaboration.

Deliverables

How-to-Note Guide on CivicTech, designed to be a practical guide for implementing citizen engagement technologies in government operations and World Bank Group projects.





EU Technical Assistance Framework (TAF) for Digital for Development (D4D) and Science, Technology, and Innovation

2022

Objectives

The overarching objective of the Technical Assistance Framework (TAF) for Digital for Development (D4D) and Science, Technology, and Innovation (STI) is to improve the quality of EU external assistance, primarily through the enhancement of programming and implementation strategies within the framework of the 11th European Development Fund. This initiative is strategically designed to support the Directorate-General for International Partnerships (DG INTPA) and EU Delegations in African, Caribbean, and Pacific (ACP) countries, focusing on improving digital governance, increasing digital literacy, enhancing connectivity, and accelerating the adoption of digital services. Specifically, the project seeks to align digital transformation efforts with the national strategic directives of the participating countries, provide technical support and tailored advice, and facilitate meaningful collaborations and policy dialogues between the EU and relevant stakeholders. This comprehensive approach is expected to not only ensure effective project management and coordination but also enhance the visibility and impact of the EU's Digital4Development policies and initiatives within the field of STI. By focusing on these key areas, the project aims to significantly contribute to the achievement of the 2030 Sustainable Development Goals and support the external policy objectives of the European Union.

Date

May 2022 – ongoing

Location

Multi

UNU-EGOV role

Sole contractor

Beneficiary

Directorate-General for International Partnerships and EU Delegations in African, Caribbean, and Pacific (ACP) countries via AETS Consultants

Donor

European Commission

Partner

N/A

Deliverables

- D1.** EU Delegation in Botswana: co-formulate the EC Multi-Annual Initiatives Programme (MIP) 2024-2027, supporting Botswana's digitalisation and economic goals.
- D2.** EU Delegation in Jamaica: co-develop the Action Document for the Digital Jamaica Budget Support Programme, enhancing digital infrastructure and education.
- D3.** EU Delegation in Tanzania: co-creating the "Digital4Tanzania (D4T) e-Governance Support Programme", focusing on governance improvements and digital transformation advice.





Barometer: Monitoring the 2021-2025 Action Plan of the University of Minho

Date

Mar 2022 – Mar 2024

Location

Portugal

UNU-EGOV role

Sole contractor

Beneficiary

University of Minho

Donor

Government of Portugal

Partner

N/A

Objectives

The objective of this project is to develop and implement an instrument to measure and monitor the initiatives inscribed in the University Action Plan and proposed by the Rectorate for the period 2021-2025.

Deliverables

- D1.** Report on the development of the monitoring instrument and procedures.
- D2.** UM Barometer Portal specifications document.
- D3.** Up and running UM Barometer web portal.



2022



AI4PA Portugal | Artificial Intelligence & Data Science for Public Administration Portugal Innovation Hub

2022

Date

Jan 2022 – ongoing

Location

Portugal

UNU-EGOV role

Sole contractor

Beneficiary

Administrative Modernization Agency
– AMA

Donor

Government of Portugal

Partner

Various

Objectives

The AI4PA's mission is to support the digital transformation of Public Administration, namely through the fulfilment of the following general objectives:

- a) Testing and experimentation with digital technologies before deciding to invest;
- b) Qualification and training in digital skills;
- c) Support to find funding opportunities and investment in digital technologies;
- d) Act as a facilitator, bringing together industry, companies and Public Administration entities that need to adopt new technological solutions, with companies, namely, start-ups and SMEs, that already have digital solutions ready for the market.



Deliverables

Benchmarking Report on AI in Public Administration.



2021



Digital Government Assessment Programme (Vision 2030) in Saudi Arabia

2021

Date

Oct 2021 – Oct 2023

Location

Saudi Arabia

UNU-EGOV role

Partner

Beneficiary

Digital Governance Agency

Donor

Kingdom of Saudi Arabia

Partner

Kaizen (lead)

Objectives

The primary objective of this project is to conduct a comprehensive review of existing literature pertinent to the digital transformation initiatives in the Kingdom of Saudi Arabia (KSA), particularly focusing on the objectives outlined by the Vision2030 program and the efforts of the Digital Government Authority (DGA). By synthesising research findings, the project aims to provide actionable insights to enhance the online presence of crucial government entities and elevate the usability and user-friendliness of digital services.

Deliverables

- D1.** Updated the online service delivery assessment framework.
- D2.** Regular monthly and quarterly assessments of the online presence of 20 key Saudi ministries.
- D3.** Twenty individual assessment reports and action plans plus one overarching report and action plan.
- D4.** One information meeting plus 20 individual workshops for each of the Saudi ministries were assessed.
- D5.** Two research and policy reports on Saudi performance, global good practices, and medium- to long-term policy recommendations.
- D6.** Up to 6 one-day workshops on specific topics related to the digital transformation of the public sector.
- D7.** Up to 6 international study trips of 3-5 days duration on current and future trends and practices with respect to the digital transformation of the public sector and society at large.
- D8.** 3 full-time digital transformation experts embedded into the Digital Government Authority for ongoing advice.





Digital Transformation Within Security Forces for Extensive Urban Areas in Argentina

Date

Oct 2021 – Aug 2022

Location

Argentina

UNU-EGOV role

Sole contractor

Beneficiary

Telecom Argentina S.A.

Donor

Government of Argentina

Partner

N/A

Objectives

This project responds to the request received by UNU-EGOV from Telecom Argentina, S. A. for conducting a study to assess and analyse new solutions, their context, limits, and challenges concerning digital transformation opportunities for the security forces and emergency services in the context of a big metropolis. The survey will help Telecom Argentina, S. A. to advise their potential application to the city of Buenos Aires. This study aims to gather worldwide expertise on digital transformation opportunities for the security forces and emergency services in extensive urban areas, the associated technologies and application context. It will produce a survey study addressing the following main issues:

1. Technological solutions: concrete experiences, challenges, limits;
2. Adoption processes: implementation and deployment contexts, integration with other infrastructures, timeframe, social impact, etc.;
3. Ecosystem: key roles and actors (suppliers, general public, security forces, municipalities, communication infrastructure, telecommunication players).

Deliverables

- D1. Draft version of the report.
- D2. Final version of the report.
- D3. Presentation seminar (in a non-face-to-face meeting).





Re-Designing my.gov.ge

Date

Sep 2021 – Jan 2022

Location

Georgia

UNU-EGOV role

Sole contractor

Beneficiary

Digital Governance Agency

Donor

UNDP

Partner

N/A

Objectives

The project aims to enhance the efficiency, effectiveness, user-centricity, and web accessibility of the national one-stop portal, my.gov.ge, for both citizens and businesses in Georgia. By optimising the concept, design, structure, form, and function of the portal, the project seeks to elevate its role as the primary gateway for government entities delivering information, data, and transactional services to stakeholders. Through strategic enhancements informed by past successes and research, the project will contribute to the ongoing digital transformation efforts of the Government of Georgia.

Deliverables

- D1.** Workshop with relevant stakeholders to collect feedback on My gov.ge.
- D2.** Document on best international practice on one-stop-shop governmental portals for electronic public services.
- D3.** Draft Concept Paper on My.Gov.ge and its presentation to stakeholders.
- D4.** Final report.





Improving Electronic Engagement and Participation in Saudi Arabia

Date

Aug 2021 – Aug 2022

Location

Saudi Arabia

UNU-EGOV role

Partner

Beneficiary

SURE Global Tech

Donor

Kingdom of Saudi Arabia

Partner

EY Saudi Arabia (Lead)

Objectives

The Electronic Participation Project (EPP) aims to support the Digital Government Authority (DGA) in the Kingdom of Saudi Arabia (KSA) by developing a global best practice framework and eParticipation solution. The primary objective is to foster active engagement and innovation as outlined in Vision 2030, thereby enhancing opportunities for all societal groups, including traditionally marginalised ones such as girls, women, persons with disabilities, low-income, and rural communities. By successfully achieving this objective, the project seeks to establish a robust eParticipation framework, assess the eParticipation landscape in KSA, cultivate an engagement culture, and elevate the quality and utilisation of eParticipation platforms. Additionally, the project aims to contribute to KSA's performance on the UNDESA E-Participation Index while aligning with the overarching goals of Vision 2030.

Deliverables

- D1.** Co-development of a global best practice framework and eParticipation Portal for KSA.
- D2.** Global best practice eParticipation framework for KSA.



2021





Improving China's Institutional Capacity Towards Universal Social Protection

Date

Jul 2021 – Dec 2022

Location

China

UNU-EGOV role

Sole contractor

Beneficiary

International Labour Organization

Donor

European Commission

Partner

N/A

Objectives

The project aims to facilitate the digital transformation of social insurance administration and services in the People's Republic of China, aligning them with global best practices and ensuring universal social security coverage, by:

1. Conducting a comprehensive study to identify and synthesise international and European experiences in successful digital transformations of social security systems;
2. Supporting the digital transformation of China's social insurance administration and services to meet global standards;
3. Enhancing the capacity of social insurance administration to deliver efficient and robust social security services for universal coverage in China.

Deliverables

- D1.** A situation analysis of social security in China.
- D2.** Four global good practice cases, with a mapping of trends and lessons for China. Cases include Australia, Canada, Denmark, and France. Complimented with a fifth case on the European Union plus a summary and comparisons of the four national cases.
- D3.** Digital transformation strategy for social insurance in China.
- D4.** A digital transformation and data governance action plan for social insurance in China.
- D5.** Five learning events on digital transformation.





Association of Metropolitan Porto 2030: Digital Transformation of the Production and Delivery of Local Services

Date

Jun 2021

Location

Portugal

UNU-EGOV role

Sole contractor

Beneficiary

JPQ consulting

Donor

European Commission

Partner

N/A

Objectives

The project aims to facilitate the development of a comprehensive regional proposal for the Portuguese Recovery and Resilience Plan (RRP) 2024-2026 for the North-West Region, aligning with national digital transformation priorities set forth by the European Union (EU) and the Portuguese Government. This initiative seeks to raise awareness among AMP members about the PRR programme, pertinent funding opportunities, and strategic alignment with EU and national objectives. Additionally, the project endeavours to inspire and support AMP members in crafting a tailored PRR proposal, maximising financial assistance opportunities to propel a sustainable digital transition within the region, thereby contributing to the broader AMP 2030 strategy.

Deliverables

- D1.** Workshop presentation to AMP members on global and European trends and opportunities for the digitisation of public sector service production and delivery in municipalities.
- D2** Mapping of proposed projects, advice, and recommendations on opportunities for AMP member investment projects to substantiate and proposal for the application and mobilisation of funds channelled by the PRR for the AMP.





Digital4Justice: Accelerating Digital Transition in Sao Tome and Principe Within the Scope of the Justice Modernisation Programme

2021

Date

May 2021 – Feb 2022

Location

Sao Tome and Principe

UNU-EGOV role

Sole contractor

Beneficiary

United Nations Development Programme (UNDP)

Donor

UNDP

Partner

N/A

Objectives

The project “Digital4Justice” aims to enhance the country’s Justice Modernization Programme by developing a process management system for the Justice sector. This system is set to facilitate the digitisation of judicial procedures, standardise procedural records organisation, improve communication among entities, automate process initiation and monitoring, and progressively dematerialise judicial procedures at all stages, complemented with an integrated police management component.

Deliverables

- D1.** The National Interoperability Framework Report: Interviews with key actors.
- D2.** The National Interoperability Framework Report: Comparative Analysis.
- D3.** The National Interoperability Framework of Sao Tome and Principe.





Digital Governance Strategy of Cabo Verde

Date

Apr 2021 – Sep 2022

Location

Cabo Verde

UNU-EGOV role

Sole contractor

Beneficiary

Ministry of State Modernization and Public Administration

Donor

Government of Cabo Verde

Partner

N/A

Objectives

The objective of this project is to develop a comprehensive Digital Governance Strategy for Cabo Verde, towards modernizing and enhancing the efficiency, transparency, and accessibility of government services through the strategic integration of digital technologies. This strategy encompasses the development of methodology and policies to leverage digital tools and platforms effectively, ensuring the delivery of citizen-centric services, fostering economic growth, and promoting social inclusion. Through stakeholder engagement, rigorous analysis, and international best practices, the Digital Governance Strategy will serve as the base for Cabo Verde's digital transformation journey, facilitating sustainable development, innovation, and effective governance in the digital age.

Deliverables

- D1.** Methodology for the development of the EGDCV – Cabo Verde Digital Governance Strategy.
- D2.** Online and onsite workshops on the methodologies, SWOT analysis, diagnosis and context analysis, deliveries, for high-level meetings with government authorities.
- D3.** Digital Governance Strategy for Cabo Verde.





Knowledge to transform the world

2020



E-Governance and Digital Transformation in Guinea-Bissau

2020

Date

Dec 2020 – Apr 2022

Location

Guinea-Bissau

UNU-EGOV role

Sole contractor

Beneficiary

United Nations Development Programme (UNDP)

Donor

UNDP

Partner

N/A

Objectives

This project responds to the request received by UNU-EGOV from UNDP in Guinea-Bissau to support the country in comprehending the potential, limitations, and challenges of digital governance. Its overarching goal is to identify optimal entry points that can foster transformative change within Guinea-Bissau's governance landscape.

Deliverables

- D1.** Study on the Limits, Challenges and Opportunities of Digital Transformation of the Bissau-Guinean Governance System.
- D2.** Roadmap for the Digital Transformation of the Governance Sector in Guinea-Bissau.
- D3.** Three Consultation Workshops Reports.





Digital Transformation Strategy of Georgia 2021-2025

Date

Dec 2020 – Jan 2021

Beneficiary

Digital Governance Agency

Location

Georgia

Donor

UNDP

UNU-EGOV role

Sole contractor

Partner

N/A

Objectives

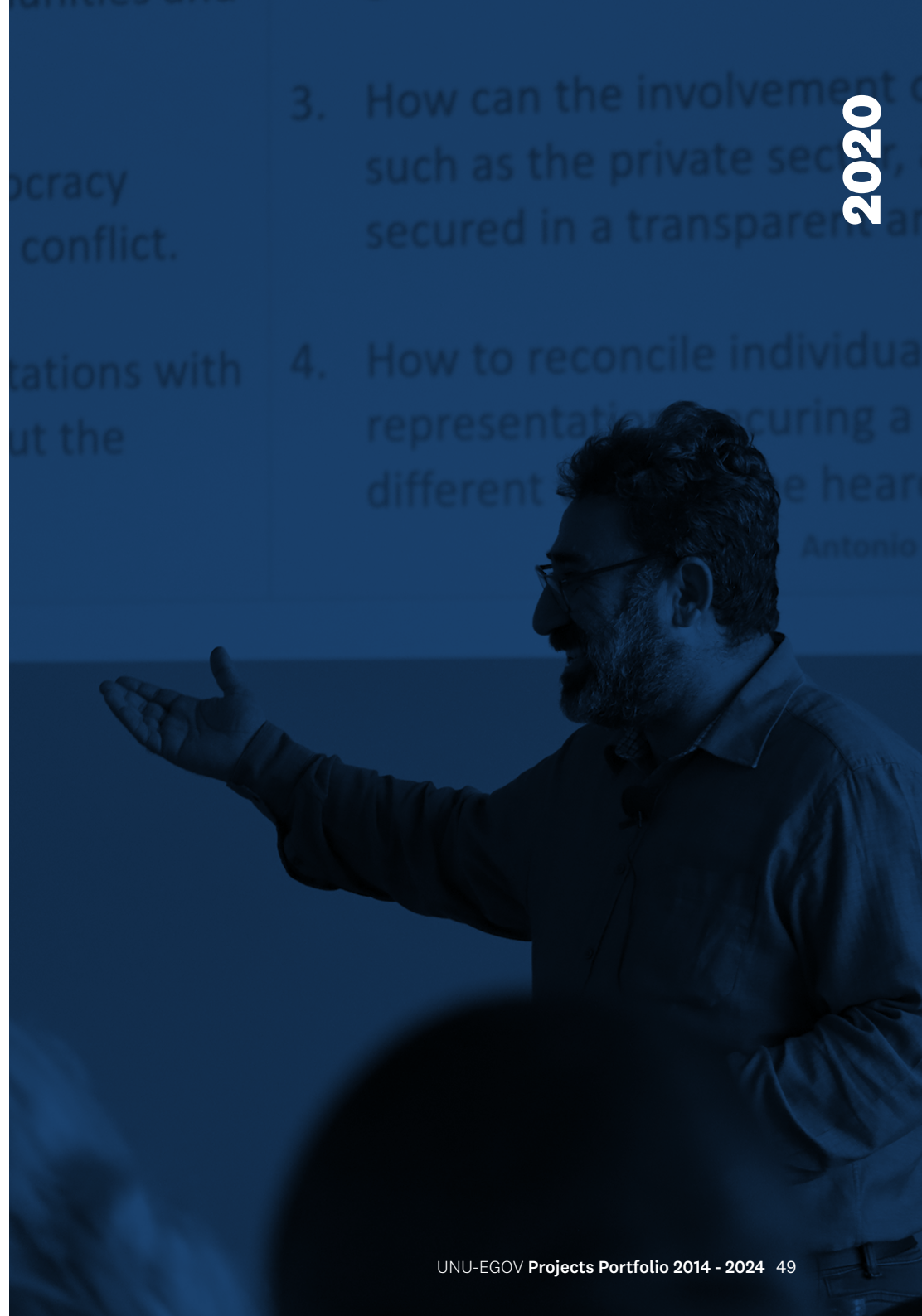
The project aims to develop a Digital Transformation Strategy for Georgia 2021-2025. The key aim of the project is to produce a 36-month strategy for the digital transformation of the public sector service production and delivery in Georgia and the Georgian society at large. The project was built on past initiatives and success through a new Strategy. Upon completion, the strategy developed will set the strategic direction for the Government of Georgia and its digital transformation in the coming years.

Deliverables

- D1.** Consultation Workshop Report.
- D2.** Georgian eGovernment / Digital Transformation Strategy 2021-2024.



2020





Assessing the State of Application of the Digital Economy and Society Index in the Western Balkans

Date

Dec 2020 – Jan 2021

Location

Multi

UNU-EGOV role

Sole contractor

Beneficiary

Regional Cooperation Council

Donor

European Commission

Partner

N/A

Objectives

The overall objective of the project is to provide an analysis of the application of Digital Economy and Society Index (DESI) indicators in the individual Western Balkan (WB) economies. More specifically, this project aims to establish the foundations of the DESI methodology in the six WB economies. This includes the identification and analysis of associated indicators, data sources, the methodologies used for data collection, the frequency of data collection, and all other relevant statistical operations. The final report will assist the Regional Cooperation Council (RCC) and the responsible authorities in the WB economies in their process of harmonisation the data collection for all DESI indicators, and thus ensure reliable monitoring and evaluation, aligned to the DESI methodology, of the performance in digital competitiveness in all WB economies. Lastly, the study will provide an analysis of the identified gaps, needs and challenges faced by the relevant WB authorities and provide short-term recommendations to the relevant WB authorities.

Deliverables

Report on the state of application of the Digital Economy and Society Index in Western Balkan economies.





Introduction of Blockchain in Public Service Delivery in Uzbekistan

Date

Nov 2020 – Dec 2021

Location

Uzbekistan

UNU-EGOV role

Sole contractor

Beneficiary

UNDP

Donor

UNDP

Partner

N/A

Objectives

The overall goal of the project is to improve the quality of life of vulnerable sectors of the population in rural areas – such as women, youth and children, the elderly and people with disabilities – by enhancing their access to public services, and the quality of their provision. Equally, the project aims to strengthen citizen participation in the decision-making processes at the local level and increase their access to information, effectively increasing the transparency of the local governance system. In the context of this project, UNU-EGOV will produce a policy paper on how to introduce blockchain technologies to public service delivery.

Deliverables

- D1.** Report of research on preparing a new approach for Uzbekistan to apply blockchain technology in the public service delivery system.
- D2.** Consultation process with key stakeholders.
- D3.** Final policy paper on the opportunities for distributed ledger technologies in the transformation of selected public services.



2020



Foresight Book Chapter in South Africa

2020

Date

Oct 2020 – Dec 2020

Location

South Africa

UNU-EGOV role

Sole contractor

Beneficiary

National Advisory Council on Innovation

Donor

Government of South Africa

Partner

N/A

Objectives

The project aims to produce a chapter on the ICT and Smart systems domain for the Foresight Exercise Report, providing insightful analysis and recommendations to inform strategic decision-making in this rapidly evolving technological landscape.



Deliverables

Book chapter on the ICT and Smart systems.



Web Accessibility for People with Disabilities in Georgia

Date

Oct 2020 – Jul 2021

Beneficiary

UNDP

Location

Georgia

Donor

UNDP

UNU-EGOV role

Sole contractor

Partner

N/A

Objectives

The objective of the “Web Accessibility for People with Disabilities in Georgia” project is to make specific recommendations for the improvement of web accessibility for People with Disabilities (PwDs) and make government online content, websites, apps, and services easier to use for all Georgians. The findings of this survey will be used to formulate the project’s recommendations and facilitate Georgia’s commitments to the United Nations Convention on the Rights of Persons with Disabilities. The recommendations are to be submitted to the Parliament of Georgia, the Government of Georgia, and key civil society organisations.

Deliverables

- D1.** Report on the Georgian state-of-affairs and global best practices.
- D2.** Report with recommended guidelines plus an executive summary presentation of the final report.
- D3.** Consultation workshop including workshop agenda, invitation letter, slide deck, plus summary report.





Smart Cities Position Paper

2020

Date

Mar 2020 – Apr 2020

Location

South Africa

UNU-EGOV role

Sole contractor

Beneficiary

South African Cities
Network (SACN)

Donor

Government of South
Africa

Partner

N/A

Objectives

The objective of the project is to develop a position paper that should attempt to provide a suitable definition for smart cities in South Africa, consider how they might go about defining and developing effective smart city strategies that respond to their context and the developmental challenges facing South Africa, and the relevant plans or framework for implementation.

Deliverables

Position Paper on Smart Cities.





Barometer | Monitoring the 2017-2021 Action Plan of the University of Minho

Date

Jan 2020 – Jan 2022

Location

Portugal

UNU-EGOV role

Sole contractor

Beneficiary

University of Minho

Donor

Government of Portugal

Partner

N/A

Objectives

The objective of the project is to develop and implement an instrument to measure and monitor the initiatives inscribed in the University Action Plan and proposed by the Rectorate for the period 2017-2021.

The four priorities of future development and growth of the University are Education, Research & Innovation, Interaction with Society and Internationalization, which are laid down in framework areas (Institutional Quality, Life Quality in Campi and Infrastructure, and Financial Sustainability). This was the frame for the research and tasks conducted, to be reflected in the monitoring instrument and subsequent web portal. This way, all interested can follow up on the current stage of implementation of each measure inscribed in the Action Plan, with valuable contributions to institutional transparency as well as to internal management.

Deliverables

- D1.** Report on the development of the monitoring instrument and procedures.
- D2.** UM Barometer Portal specifications document.





National Strategy for Digital Governance in Sao Tome and Principe

2020

+ info

Date

Jan 2020 – Jun 2022

Location

Portugal

UNU-EGOV role

Sole contractor

Beneficiary

Government of Sao Tome and Principe

Donor

N/A

Partner

N/A

Objectives

The primary objective of the National Strategy for Digital Governance in Sao Tome and Principe is to align public policy goals across different governance sectors for digital transformation. The strategy aims to mobilise the necessary material and human resources to improve the provision of digital public services.

Deliverables

National Strategy for Digital Governance in Sao Tome and Principe.





2019



Public Service Quality Index Georgia | A Good Governance Initiative

Date

Nov 2019 – Dec 2019

Location

Georgia

UNU-EGOV role

Sole contractor

Beneficiary

Tetra Tech ARD

Donor

United States Agency for
International Development
(USAID)

Partner

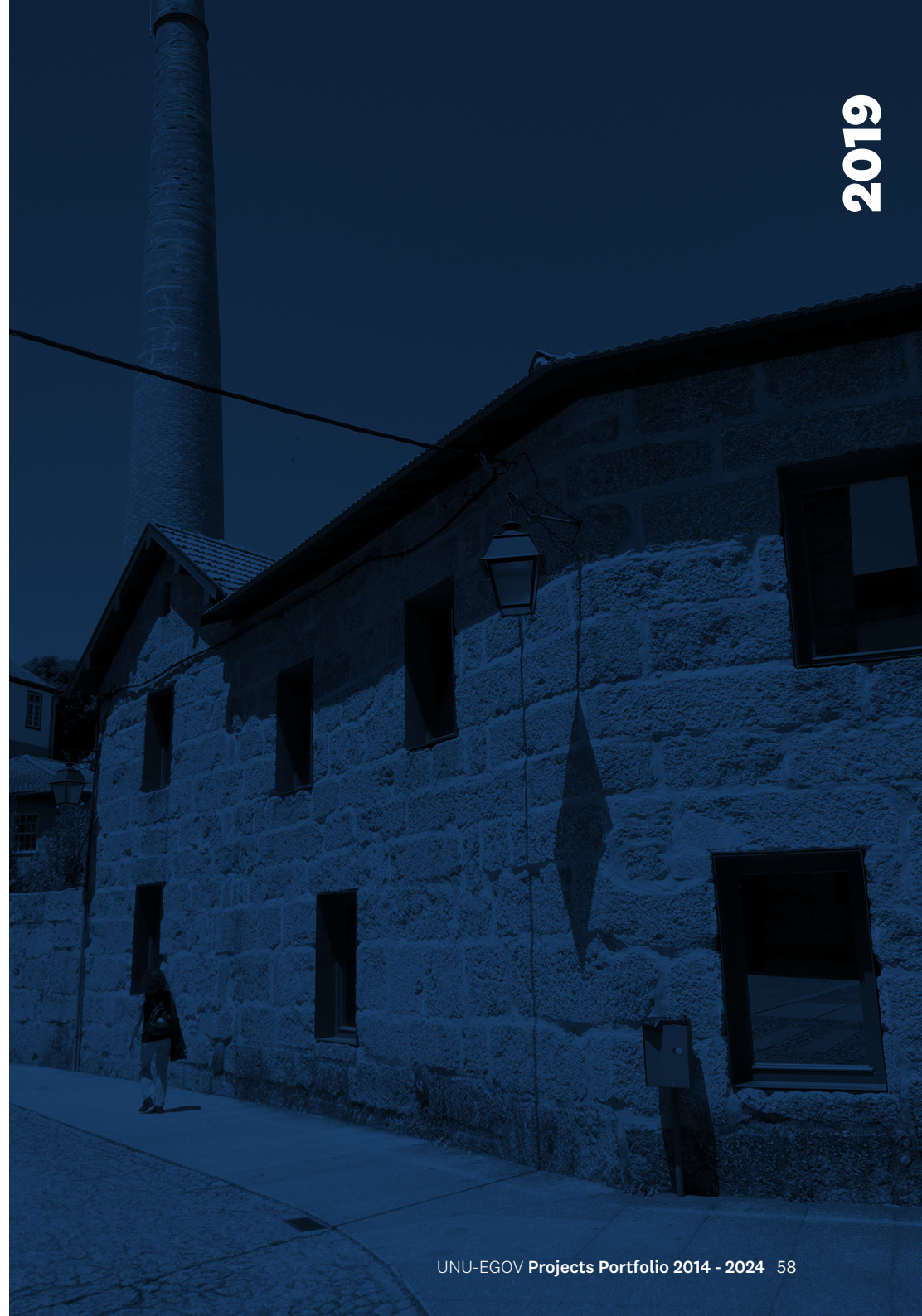
N/A

Objectives

The project sought to establish a comprehensive Public Service Quality Index spanning the entirety of the Georgian government. This index comprises a structured framework and specific criteria designed to evaluate efficiency and effectiveness, focusing on end-user satisfaction and internal productivity. Its overarching goal is to enhance governance throughout the public sector by implementing a unified assessment model and framework.

Deliverables

- D1.** An international good practice report.
- D2.** Policy Report recommending a Public Service Index framework for the Government of Georgia.





StratICT | Development of a Strategy to Enhance and Sustain the ICT Function in the Government of Uganda

2019

Date

Jun 2019 – Sep 2021

Location

Uganda

UNU-EGOV role

Lead

Beneficiary

Ministry of Information and Communication Technology and National Guidance (MoICT&NG) & National Information Technology Authority – Uganda (NITA-U), Government of Uganda

Donor

World Bank

Partner

Uganda Technology and Management University (UTAMU)

Objectives

UNU-EGOV was contracted to develop a strategy to enhance and sustain the Information and Communications Technology (ICT) function in the Government of Uganda – StratICT project. The project aims to strengthen the capacity of ministries, central government agencies and local authorities in Uganda's pursuit of sound and sustainable ICT-related public policy. With a focus on the digital transformation of both the public sector and society at large, the project underpins the national development goals set out in strategies such as Vision 2040, the 2nd National Development Plan (NDP II), the current eGovernment Strategy and eGovernment Master Plan, and the ICT Sector Strategy and Investment Plan (2015-2020) – in short, to deliver real value to the public through the strategic use of ICT.

Deliverables

- D1.** Situation Analysis Report.
- D2.** Stakeholder Analysis and Engagement Report.
- D3.** International Best Practice Report.
- D4.** Gap Analysis Report.
- D5.** Visioning and Strategy Report.
- D6.** Architecture of the envisioned ICT Function.
- D7.** Recommendations for ICT Framework Report.
- D8.** Terms of References.
- D9.** Local and International Collaboration Framework Report.
- D10.** Final Strategy.
- D11.** Capacity Building Programme.
- D12.** Roadmap for the Operationalization of the Strategy.





Yesser Research Project in Saudi Arabia

Date

Feb 2019 – Feb 2022

Location

Saudi Arabia

UNU-EGOV role

Partner

Beneficiary

Arrowad International Group

Donor

Kingdom of Saudi Arabia

Partner

Kaizen Institute

Objectives

The objective of this project is to study the relevant and available literature and to provide research findings that will help the Ministry of Communications and Information Technology (MCIT) to improve the online presence of key government entities and, not least, the usability and user-friendliness of digital service offers.

Deliverables

- D1.** Updated the Yesser assessment framework.
- D2.** Assessment of the online presence of ten key Saudi ministries: ten individual assessment reports and action plans plus one overarching report and action plan.
- D3.** Ten individual workshops for each of the Saudi ministries assessed.
- D4.** Three research and policy reports on Saudi performance, global good practices, and medium- to long-term policy recommendations.
- D5.** Three workshops on specific topics related to the digital transformation of the public sector in three international study trips (recommended countries, agendas, etc).





2018



IPIC Local E-Government in Portugal | Good Practices for Government Institutions' Websites

Date

May 2018 – June 2019

Location

Portugal

UNU-EGOV role

Partner

Beneficiary

University of Minho

Donor

Government of Portugal

Partner

Administrative Modernization Agency

Objectives

This project aims to comprehensively understand local e-government in Portugal, focusing on the web presence of local governments and the conditions and resources available. Conducted through a partnership between the Portuguese Agency for Administrative Modernization (AMA) and the University of Minho, the assessment of Portuguese local government web presence employed a methodology covering content, accessibility, online services, and participation criteria. The project produced a global ranking (IPIC – Index of Local Government Online Presence) and sectoral rankings, providing evidence-based insights into local government maturity levels and highlighting good practices. Additionally, an analysis of the Information and Technology (IT) function within each municipality was conducted via an online questionnaire, and guidelines for website development and maintenance were provided and discussed with public officials.



Deliverables

2019 Municipalities Internet Presence Index (IPIC 2019).



Report on Trade and Investment in Portugal

Date

Apr 2018 – Oct 2018

Location

Indonesia

UNU-EGOV role

Sole contractor

Beneficiary

Ministry of Communications and Information Technology

Donor

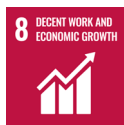
Government of Indonesia

Partner

N/A

Objectives

The report attempts to understand the current progress of the relationship between Indonesia and Portugal, taking into particular consideration the trade and investment concerning palm oil.

**Deliverables**

Report on Trade and Investment in Portugal: Special Focus on Palm Oil.

2018



Case Studies Development and Updating for the India-Korea Smart Cities Knowledge Platform

Date

Feb 2018 – May 2018

Beneficiary

World Bank

Location

Multi

Donor

World Bank

UNU-EGOV role

Sole contractor

Partner

N/A

Objectives

In the quest to be the central knowledge source for Indian smart cities, it is imperative for the current knowledge platform to have relevant content and the right tools to benefit from the learnings of practitioners from across the world. Under this project, UNU-EGOV contextualised smart city case studies for the Indian audience and appended the same to the knowledge portal. In addition, UNU-EGOV, along with the World Bank team, analysed the capacity-building needs of Indian Smart City stakeholders and proposed appropriate training materials for formally building the capacity of Indian smart city SPVs in implementing their smart city plans.

Deliverables

D1. 40 full Smart City Case Studies.

D2. 60 short Smart City Case Studies.

D3. Final Report, including the list of materials uploaded and recommendations.





Key Performance Indicators for the Ministry of Justice in Portugal

Date

Jan 2018 – Aug 2018

Location

Portugal

UNU-EGOV role

Sole contractor

Beneficiary

Ministry of Communications and Information Technology

Donor

Government of Portugal

Partner

N/A

Objectives

The study “Key Indicators for Measuring the Effectiveness of the Ministry of Justice” aimed to describe the situation of Portugal in international rankings, studies and reports and present the strengths and weaknesses of the Justice system. It provided an extensive list of indicators for the assessment of justice systems at the international level, a detailed qualitative and quantitative analysis of Portugal’s situation, and, based on the results achieved, a set of priority indicators and recommendations.

Deliverables

Study on Key Indicators for Measuring the Effectiveness of the Ministry of Justice.





2017



Gov 3.0 Scientific Foundations, Training, and Entrepreneurship Activities in the Domain of ICT-Enabled Governance

Date

Nov 2017 – Oct 2020

Location

Multi

UNU-EGOV role

Partner

Beneficiary

European Commission

Donor

Erasmus+ Knowledge Alliance, European Commission

Partner

University of the Aegean, Greece (lead)

Objectives

The envisaged impact of the project related to the establishment of Government 3.0 as a vivid scientific domain, encompassing Electronic Government, ICT-enabled Governance and Digital Government towards decision support for public value creation. The Universities were to strengthen their capabilities as providers of high-level education in this important area of e-government and become members of a big e-governance network. Citizens, too, benefited in the long term due to the developments coming from the knowledge produced by this partnership.

Deliverables

D1. Electronic Governance research and practice worldwide.

D1.1. Report for Electronic Governance research and practice worldwide.

D1.2. Worldwide training needs on Electronic Governance.

D2.1. Government 3.0 Roadmap.

D3.1. Pre-Graduate Modules on ICT-enabled Governance.

D4.1. MOOC for Gov 3.0.

D4.2. MOOC Report.





Digital Transformation Agenda for the Republic of Armenia

Date

Sep 2017 – Dec 2017

Location

Armenia

UNU-EGOV role

Sole contractor

Beneficiary

DADA6 OU

Donor

European Commission

Partner

N/A

Objectives

The overarching aim of the Digital Transformation Agenda for the Republic of Armenia (DTAA) was to develop a national strategy to position Armenia as an internationally competitive digital country. The growing importance of digitalisation for economic growth required building a strong strategy to transform Armenia into one of the digital champions in the region.

Deliverables

- D1.** Consultation Report.
- D2.** Digital Transformation Agenda/Strategy for the Republic of Armenia 2018-2030.
- D3.** Training session on the implementation of the Agenda/Strategy.



2017



Digital Certification Systems in Portuguese-Speaking African Countries and Timor-Leste

2017

Date

Jul 2017 – Dec 2017

Location

Portugal

UNU-EGOV role

Sole contractor

Beneficiary

Imprensa Nacional – Casa da Moeda

Donor

Government of Portugal

Partner

N/A

Objectives

The project aimed to present a clear picture of the existing conditions, challenges, and prospects related to the implementation of digital certification systems in PALOP-TL countries. By delving into the technical intricacies of the issue, the final report provided stakeholders with valuable insights into the nature of the challenges and the opportunities respective to the implementation of standardised digital certification systems.

Deliverables

Report on the current state of readiness for the adoption of digital certification systems in PALOP-TL countries.





2016



Policy Monitoring on Digital Technology for Inclusive Education in Uganda

Date

Apr 2016 – Nov 2016

Location

Uganda

UNU-EGOV role

Sole contractor

Beneficiary

National Information Technology Authority-Uganda (NITA-U) and Ministry of Education and Sports

Donor

United Nations Educational Scientific and Cultural Organization (UNESCO)

Partner

N/A

Objectives

The project aimed to enhance access to lifelong learning opportunities for people with disabilities, aligning with the UN's 2030 Agenda for Sustainable Development. Focused on leveraging digital technology, particularly Information and Communication Technologies (ICT), the objectives included supporting the implementation and monitoring of inclusive education policies, such as the UNESCO Model Policy. Through research, stakeholder engagement, and courseware development, the project seeks to empower Uganda in effectively implementing and evaluating policies on accessible digital technologies in education, thereby fostering greater social inclusion and participation.

Deliverables

Final Report defining requirements for a web-based tool to support policy implementation on ICT-enabled inclusive education in Uganda.



2016





2015



Education System for Government Technology Leadership in Colombia

Date

Nov 2015 – Nov 2016

Location

Colombia

UNU-EGOV role

Partner

Beneficiary

Ministry of Information Technologies and Communications (MINTIC), Government of Colombia

Donor

United Nations Development Programme (UNDP)

Partner

University of Minho/A

Objectives

The project aimed to enhance institutional capacity for educating and facilitating peer-to-peer support among Government Chief Information Officer (GCIO) professionals. Through targeted activities, it seeks to address the unique challenges faced by GCIOs in effectively managing digital capabilities within government organisations, aligning these capabilities with overarching business objectives, and navigating the evolving landscape of digital technology adoption.

Deliverables

- D1.** Strategic guidelines for establishing a network of universities delivering EGOV- and GCIO-related education, including case studies and best practices from other countries.
- D2.** Description of plans, pedagogy and content of the EGOV and GCIO-related training, specialisation, diploma and master degree programmes.
- D3.** Updated GCIO curriculum based on the CIO University's curriculum and state-of-the-art to be adopted in Colombia.
- D4.** Assessment criteria for academic programmes and Incentives model for educational institutions.
- D5.** Best practices for the establishment and operation of university networks, with strategic guidelines for developing network-based activities.
- D6.** Strategic guidelines for EGOV practitioners' networks.
- D7.** Methodology for assessing EGOV- and GCIO-related educational programmes.





Knowledge Society Policy Handbook

Date

Sep 2015 – Dec 2015

Location

Global

UNU-EGOV role

Sole contractor

Beneficiary

UNESCO/ IFAP (Information for All Programme)

Donor

United Nations Educational Scientific and Cultural Organization (UNESCO)

Partner

N/A

Objectives

The project aimed to address the global concern surrounding the construction of Knowledge Societies by providing methodological support through the development of a comprehensive Handbook. This Handbook served three primary objectives: firstly, to update and transform existing publications into a modernised “Knowledge Society Policy Handbook”; secondly, to establish a digital platform for knowledge sharing, facilitating the exchange of tools, resources, and case studies to support the development and implementation of Knowledge Society policies; and thirdly, to foster a global research and policy community around this platform, encouraging collaboration and adoption of effective strategies across different contexts and levels of development.

Deliverables

- D1.** Knowledge Societies Policy Handbook.
- D2.** Knowledge Societies Policy Library.
- D3.** Knowledge Societies Policy Platform.
- D4.** Knowledge Societies Policy Community.





Smart Cities for Sustainable Development

+ info

Date

Jan 2015 – Jun 2015

Location

Global

UNU-EGOV role

Sole contractor

Beneficiary

IDRC – International Development Research Centre

Donor

Government of Canada

Partner

N/A

Objectives

The objectives of the project were to address the escalating challenges posed by rapid urbanization, particularly in developing countries, by leveraging digital technologies within urban environments. This involved exploring the potential of Smart Cities initiatives to enhance sustainability and socio-economic development while mitigating issues such as inadequate infrastructure, environmental degradation, and social disparities. Additionally, the project aimed to bridge the gap between the theoretical potential of Smart Cities and their practical implementation, particularly in developing countries, by providing comprehensive research findings and policy recommendations to support informed decision-making and foster indigenous capacity building in Smart City development.



Deliverables

Smart City Implementation Framework Report.

Endnote

UNU-EGOV’s comprehensive project portfolio represents our commitment to innovation, excellence, and impactful e-governance initiatives. Through them, UNU-EGOV has not only achieved significant milestones but has also forged meaningful partnerships and created lasting positive change.

These endeavours showcase the unit dedication to sustainable practices, cutting-edge technology, and social impact, reflecting UNU-EGOV core values as part of the UN system. UNU-EGOV track record is a testament to the dedication of our team, the support of our stakeholders, and the opportunities we have embraced. The figures are represented below:



Please feel free to reach out UNU-EGOV for any inquiries.

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