

e-Governance Academy

YEARBOOK 2015

YEAR OF GROWTH

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SISEMINISTEERIUM



Kodanikuühiskonna
Sihtkapital

KODANIKUÜHISKONNA TOETUSEKS

Sisukord

| | |
|---|-----------|
| 2015 Was a Year of Growth | 3 |
| What's next? | 4 |
| Highlights of the Year 2015 | 5 |
| In the World | 6 |
| In Estonia | 11 |
| Scope of Activities of eGA | 15 |
| e-Government Academy as an Organisation | 18 |
| Who Are We? | 19 |
| What We do? | 21 |
| e-Governance Academy in Figures | 23 |
| Partners | 24 |
| Areas of Activity | 25 |
| Central e-Government | 26 |
| Development of Organisations | 28 |
| Implementation of Interoperability Architecture and Solutions | 30 |
| Assessment of the e-Governance Situation in Countries | 30 |
| Digital Identities | 30 |
| Improving Access to Information | 30 |
| Development of Common Standards | 31 |
| Promotion of Cooperation | 31 |
| Local e-Government | 31 |
| Creation of e-Services | 31 |
| Promotion of Open Government | 32 |
| Development of Cyber security | 33 |
| Spreading Knowledge | 33 |
| Training in 2015 | 36 |
| Organisational Development | 37 |
| Financial Report | 40 |
| Balance Sheet | 41 |
| Statement of Financial Performance | 42 |
| Cash Flow Statement | 43 |
| Statement of Changes in Net Assets | 44 |



2015 Was a Year of Growth

The scope and geographic reach of e-Governance Academy (eGA) activities expanded considerably in 2015.

We won EU twinning project in Georgia, which was the first time for Estonia, via eGA, to lead a twinning project. The multi-year project was launched for developing e-services for the Armenian Ministry of Justice, in which we participate as a consultant and project manager. We continued to advise the Ukrainian central government on e-governance and implement the e-solutions of local governments.

The share of technology projects for implementing e-solutions has increased year by year in eGA's portfolio. This has accelerated cooperation between eGA and technology companies in Estonia and elsewhere. The two main areas for this cooperation are: the creation of interoperability architectures and solutions based on the Estonian X-Road solution, and the testing of digital identities based on the Estonian ID card and mobile ID. We are proud of having created data exchange systems in Tunisia and Palestine based on X-Road components, and expect to continue this line of work in Namibia, Kyrgyzstan and the Faroe Islands (Denmark).

We began developing a methodology for an international cyber security index in order to enhance the national cyber security of countries. The index will serve as a benchmark and an efficient tool for governments to improve the national cyber security situation. Our goal is to distribute the index in as many countries as possible so as to increase global awareness of Estonia and eGA as a leader in the cyber security field.

In 2015 we made our contribution to the spread of open government principles and practices by organising workshops in Moldova and for Estonian local governments. We also held a forum for local governments and communities in Rakvere titled "Let's make local governments ours!".

As the volume of operations grew, we recruited new members of staff: five new employees plus new foreign experts for projects were recruited in 2015. eGA employed a total of 24 people as of the end of 2015.

The increased volume of operations has also reflected in eGA's sales turnover. The sales for 2015 were 2,582,674 euros and the profit was 209,863 euros.

In 2015 we laid the foundation for establishing similar organisations elsewhere in the world, so as to accelerate the spread of Estonia's and eGA's knowledge and solutions. To promote cooperation and spread e-governance knowledge in African countries, we reached agreements with the African E-Governance Foundation in Tunisia and the governments of Mauritius and the island countries of the Indian Ocean.

Last year also witnessed the renewal of the visual identity and website of eGA. This allows us to provide information on the activities of the organisation and spread e-governance throughout the world even better.

Arvo Ott
Executive Director

What's Next?

We are happy to say that the world has a thirst for Estonia's e-government experience. This is proven by the number of training and introduction visits made to Estonia and abroad, and the diversification of project target countries

In 2016 the e-Governance Academy will focus on cooperation with the Data Exchange Agency of Georgia. The joint goal is to prepare an e-Georgia strategy and develop an action plan. We will continue the development of a national cybersecurity assessment and development index.

We will continue to implement data exchange systems similar to X-Road in Namibia, Kyrgyzstan and the Faroe Islands, to implement e-solutions for the local governments of Western Ukraine and to digitise judicial decisions in Moldova.

We will also continue open government and cyber security trainings in Moldova, Ukraine, Belarus, Armenia, Georgia and Azerbaijan and to organise training visits for officials from Uzbekistan to Estonia.

The positive feedback from participants encourages us to hold another Tallinn e-Governance Conference in 2016. This way we can bring officials, politicians, civil society representatives and IT experts to Estonia to share their experience when developing e-governance elsewhere in the world as well as to learn about those experiences from others.

A region with great potential for the e-Governance Academy is Africa, where essential cooperation will begin with the African E-Governance Foundation and the e-governance academy to be established in Mauritius and the island countries of the Indian Ocean.



This way we expect to intermedate the knowledge of Estonian experts and the solutions developed by IT businesses to African countries more efficiently.

We want to intensify cooperation with international organisations, such as the United Nations Development Programme (UNDP) and the World Bank, as well as national development assistance organisations.

To ensure better conditions for training sessions and visits, eGA will move to new premises in 2016, so as to convey the message about Estonia as a modern e-government and to meet the requirements for state-of-the-art training facilities. Also, a new eGA office will be opened in Tartu.

Hannes Astok

Director for Development



Highlights of the Year 2015

In the World



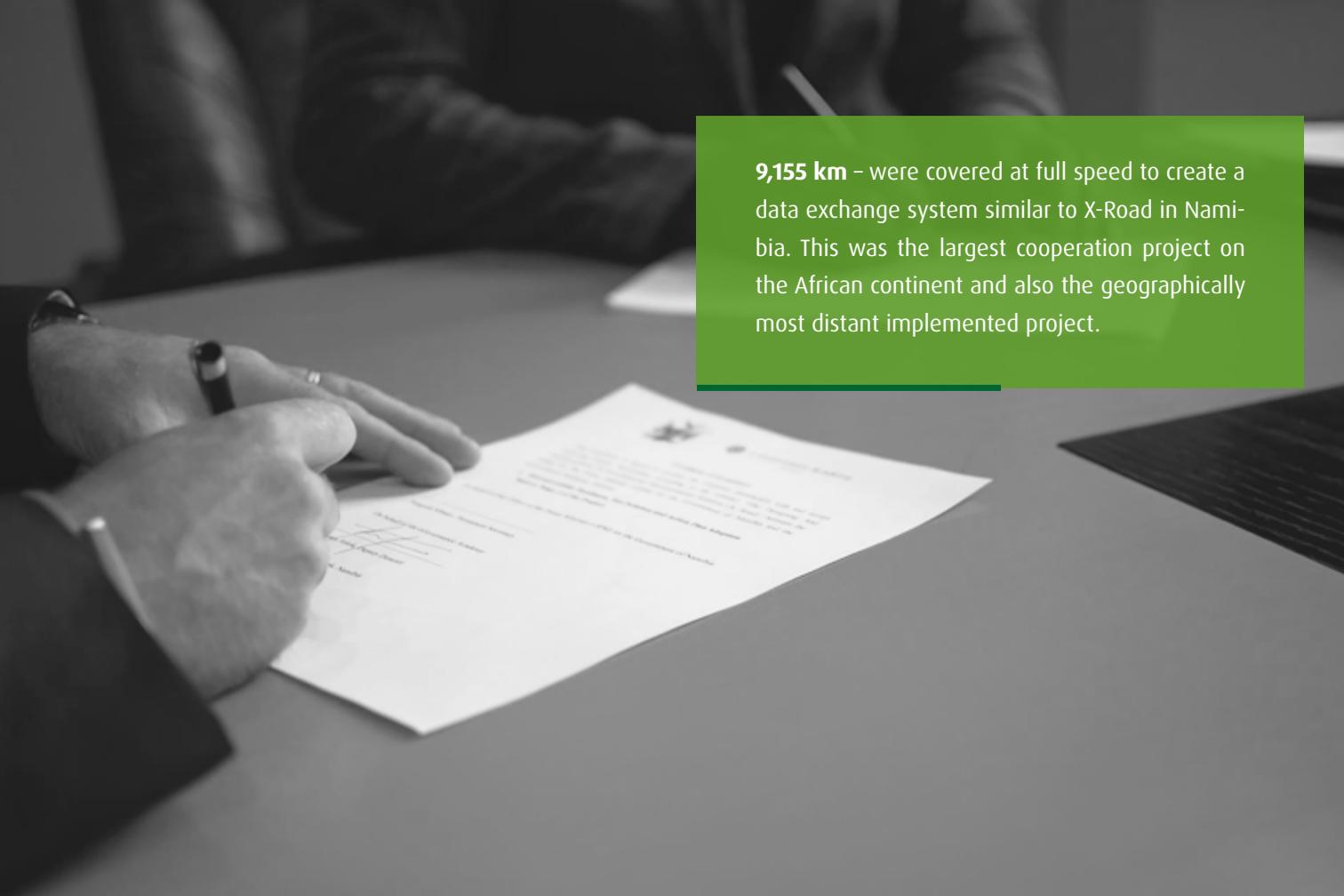
In **Georgia**, eGA launched a twinning project as the leading partner in order to support the renewal of the e-Georgia concept and strategy and to bring the e-government and cyber security of Georgia into compliance with European Union standards. This is the first twinning project in which an organisation representing the Estonian state is the leading partner.



Tunisia started to implement X-Road, following the example of Estonia.



8 projects have been completed by eGA so far in Moldova – our leader target country in terms of cooperation and development assistance. In 2015 we advised Moldovan officials in the areas of cyber security and participation in the decision-making process.



9,155 km – were covered at full speed to create a data exchange system similar to X-Road in Namibia. This was the largest cooperation project on the African continent and also the geographically most distant implemented project.



In the French-speaking countries of Africa and the Middle East, eGA signed a cooperation agreement with the African E-Governance Foundation.



2.5 years – were required for the development of e-services in Armenia, eGA's longest international project, which was completed in 2015.



Island countries of the Indian Ocean and Mauritius launched cooperation with eGA for knowledge exchange on the information society, a data exchange system similar to X-Road and digital identities.



11 countries – were involved in the Cloud for Europe project in 2015 – more than ever before. These were: Austria, Belgium, Estonia, Germany, Italy, the Netherlands, Portugal, Romania, Slovenia, Turkey, and the United Kingdom.



Highlights of the Year 2015

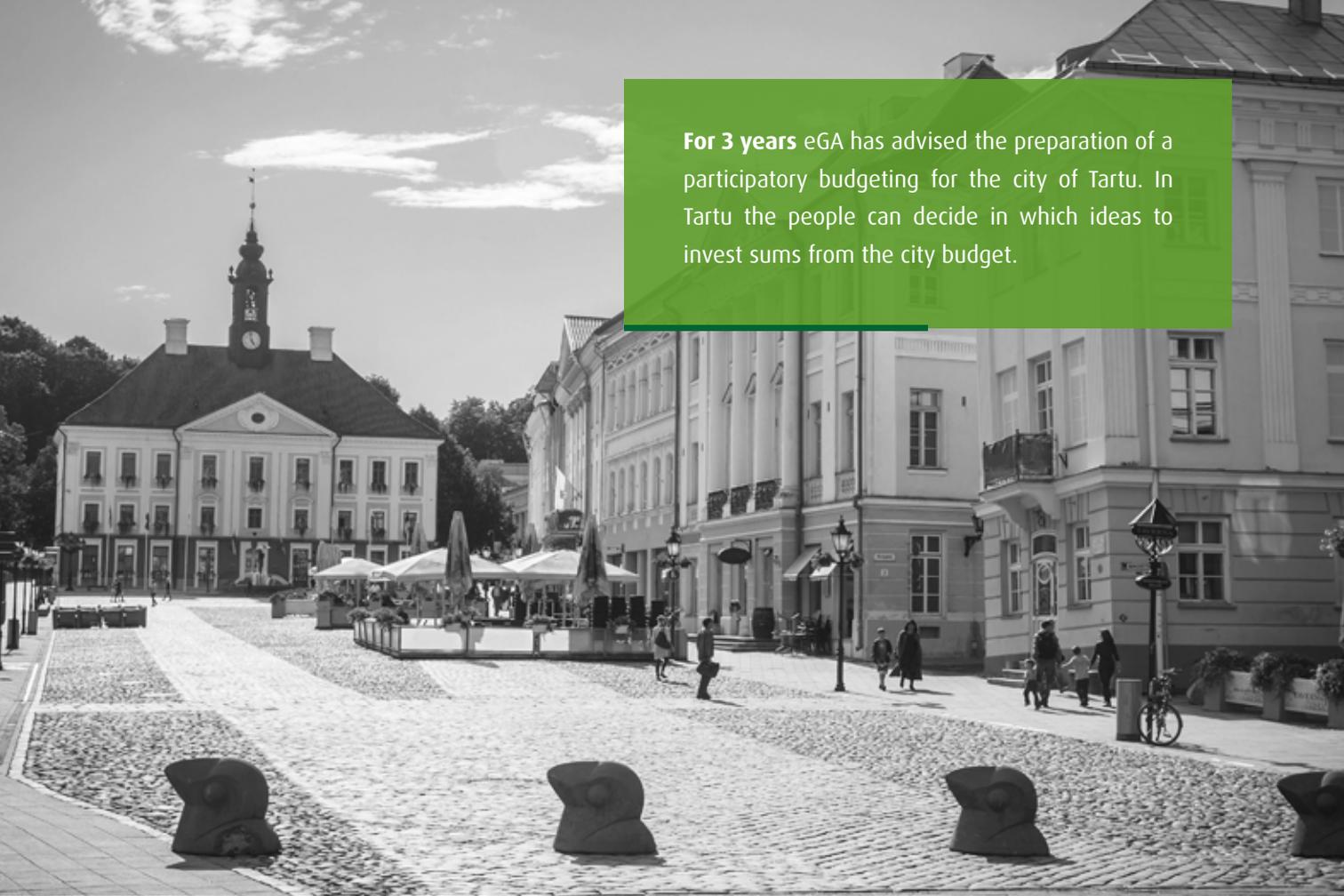
In Estonia



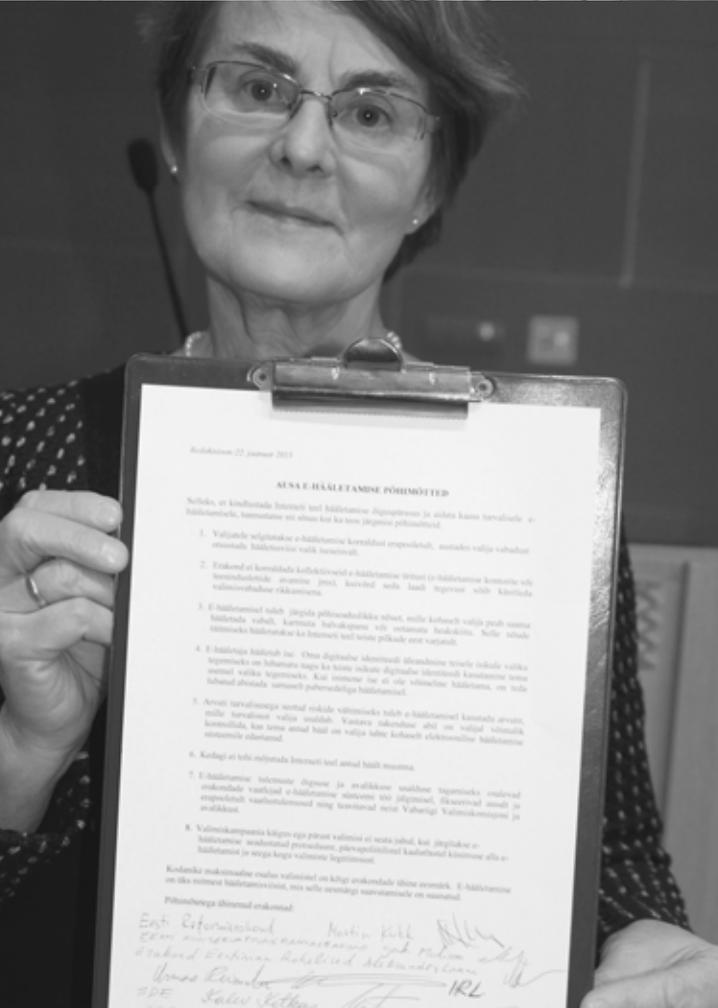
35 countries' representatives attended the Tallinn E-Governance Conference to discuss the efficient organisation of e-governance and cyber security. President of the Republic of Estonia H.E Mr Toomas Hendrik Ilves opened the conference with an address.



150 community and local government representatives participated in the forum titled "Let's make local governments ours!", organised by eGA in cooperation with the Urban Lab (Linnalabor), the Estonian Association of Non-profit Organisations and Foundations and county development centres.



For 3 years eGA has advised the preparation of a participatory budgeting for the city of Tartu. In Tartu the people can decide in which ideas to invest sums from the city budget.



6 political parties: the Estonian Reform Party, the Pro Patria and Res Publica Union, the Social Democratic Party, the Conservative People's Party of Estonia, the Estonian Free Party and the Estonian Greens agreed to follow the good practice of e-voting as renewed on the initiative of eGA.

1st place was achieved by Estonia in the field of involving non-governmental partners according to the Open Government Partnership comparative report. This was recognition of the activities of eGA in 2012–2014 as the initiator and leader of the open government partnership network of NGOs.



The image shows a large, three-dimensional logo for 'eGA' mounted on a light-colored wall. The letters are dark and have a thick, blocky appearance. The 'e' is lowercase, while the 'G' and 'A' are uppercase. The logo is positioned at the top of the page.

A new look – was given to the visual identity and website of eGA.



434 hours of training were organised by us for a total of 214 participants from 18 countries.

In 2015 we operated in 26 countries.

eGA has a wealth of experience in developing e-governance in transitional societies, especially in Central and Eastern Europe, the Balkans and Africa. eGA also cooperates closely with European Union countries (Finland, Latvia, the Netherlands and Sweden). This year we implemented projects in 26 countries.

2015. aasta riigid:

- Estonia
- Belarus
- Moldova
- Ukraine
- Faroe Islands (Denmark)
- Turkey
- Slovenia
- Portugal
- Netherlands
- Belgium
- Italy
- Germany
- Austria
- United Kingdom
- Romania,
- Georgia
- Armenia
- Azerbaijan
- São Tomé and Príncipe
- Tunisia
- Namibia
- Kyrgyzstan
- Uzbekistan
- Palestine
- Cayman Islands
- Nagaland (India)

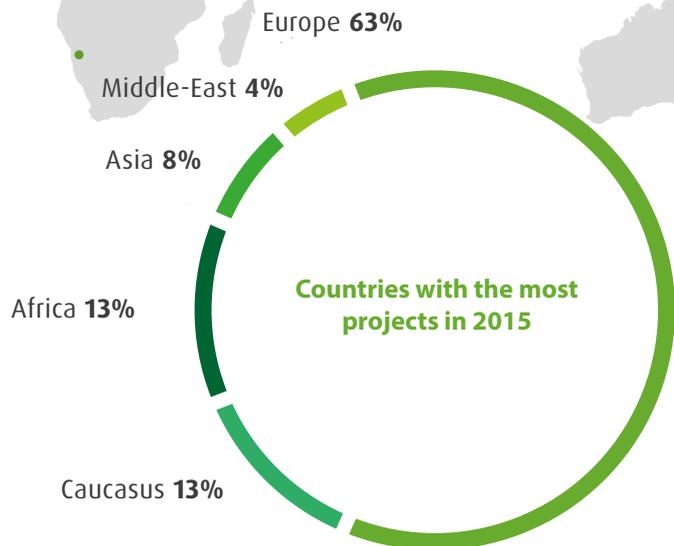


Figure 1. In 2015 we cooperated most with European countries

Figure 2. Target countries of 2015 projects

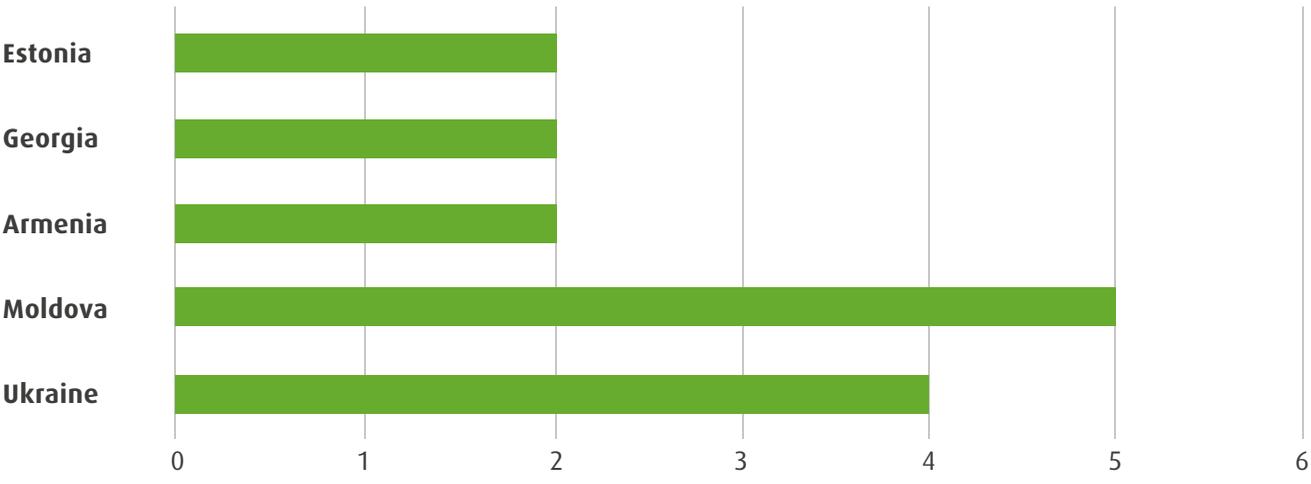


Figure 3. Project donors in 2015 (project scope in euros per donor)

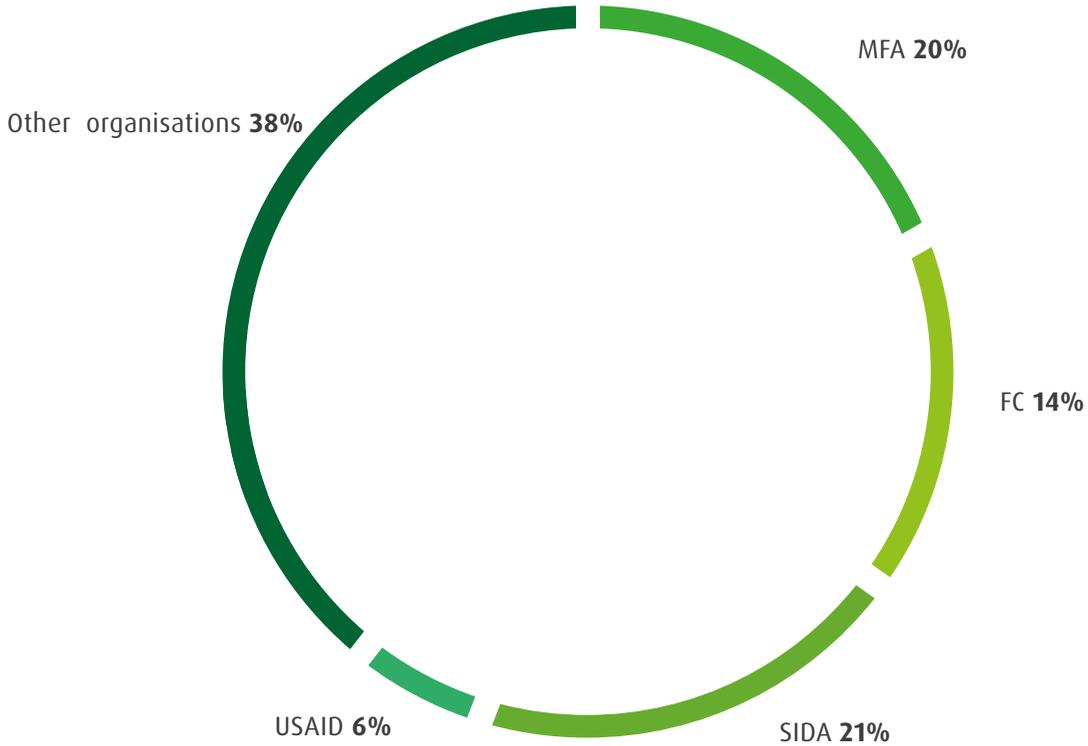


Figure 4. Distribution of income in 2015 by activities (project activities or grants, trainings, other, etc.)

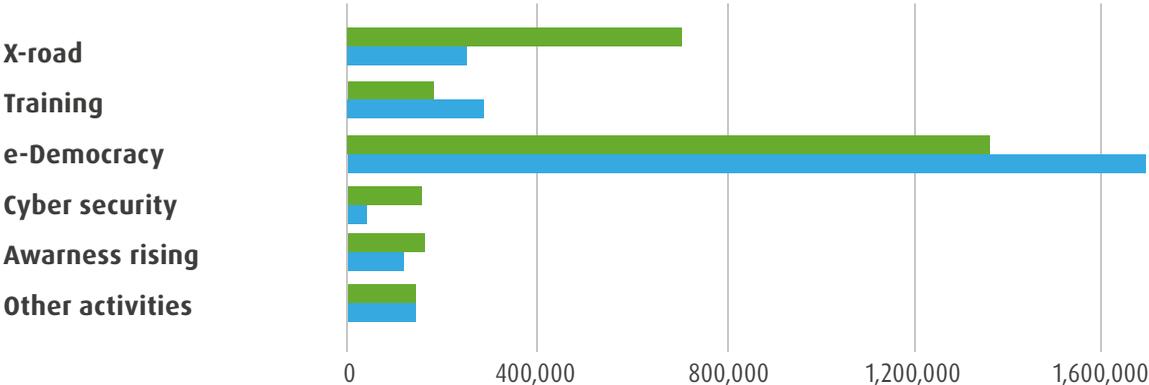
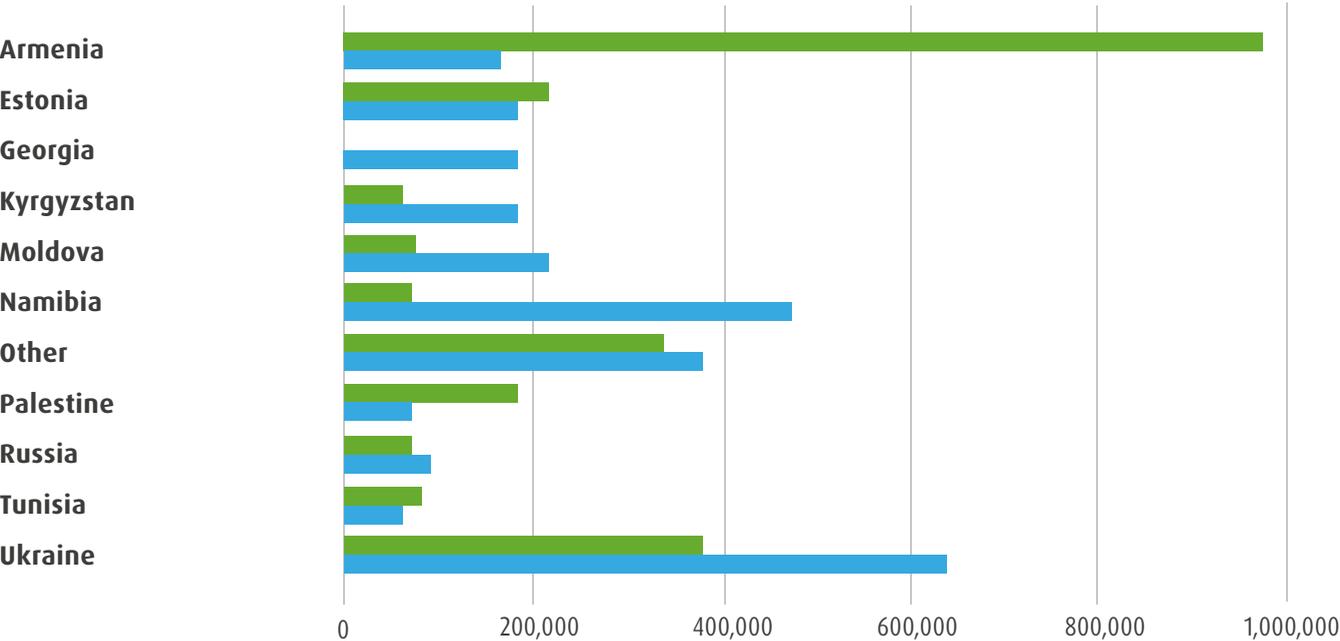


Figure 5. Project scope in euros by country





e-Governance Academy as an Organisation

A Developer and Interpreter of e-Governance and Open Government

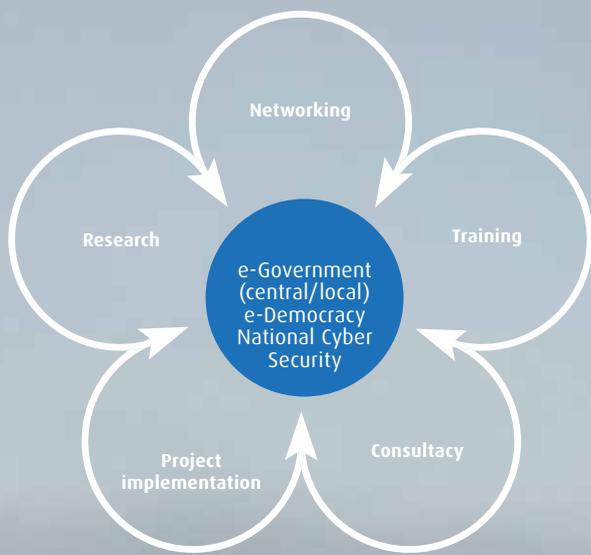


Figure 6. eGA services

Who Are We?

eGA is an independent mission-based non-profit organisation brought into existence by the United Nations Development Programme, the Open Society Institute and the Government of Estonia in 2002.

eGA inspires, trains and advises public sector leaders, officials and stakeholders in using information technology (IT) to increase government efficiency and transparency and improve democratic processes. Additionally, in cooperation with companies eGA assists foreign governments in the design, selection and implementation of e-solutions.

eGA is a member of the Estonian Roundtable for Development Cooperation and the Estonian Association of Non-Profit Organisations and Foundations. In carrying out its activities, eGA follows the Code of Ethics of Estonian non-profit organisations. eGA is audited by an internationally recognised audit firm, currently KPMG Baltics.



Supervisory Board

Siim Raie

Mait Heidelberg

Siim Sikkut

Ivar Tallo

Christine Leitner

Yuri Mišnikov

Management Board

Arvo Ott

Hannes Astok

Heads of Domains

Arvo Ott

Central e-Government

Hannes Astok

Local e-Government

Raul Rikk

National Cyber Security

Kristina Reinsalu

e-Democracy

Annela Kiirats

Training

Katrin Nyman-Metcalf

Research

Experts

Uuno Valner

X-Road Expert

Mari Pedak

ID Expert

Ivar Tallo

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Expert

Liia Hänni

e-Democracy Expert

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Project Manager

Triin Rast

Project Manager

Triinu Raigna

Project Manager

Back Office

Aile Kullerkupp

Finance Manager

Maarja Ulman

Accountant

Liis Saat

Accountant

Evelin Sõluste

Assistant of the
Management Board

Anna Galdun

Assistant (in Kiev)

Mariam Esaiashvili

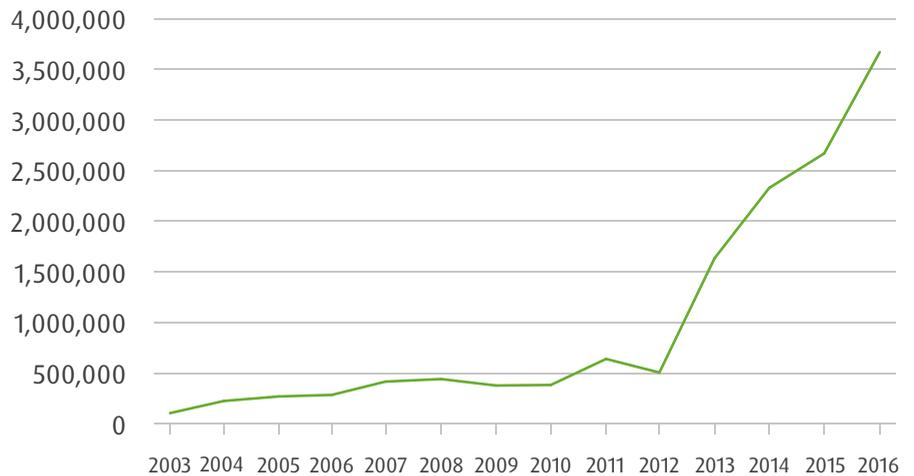
Assistant (in Tbilisi)

What We Do?

We develop and build open digital societies.

We advise governments and organisations about increasing government efficiency and developing an open information society. We analyse, create and spread information on e-governance in Estonia and internationally and intermediate Estonia's e-governance experience to other countries and that of foreign countries to Estonia. We want to grow into the leading e-governance think tank in the world.

| | |
|--------------|-----------|
| 2003 | 121,604 |
| 2004 | 294,341 |
| 2005 | 323,530 |
| 2006 | 334,041 |
| 2007 | 491,885 |
| 2008 | 513,477 |
| 2009 | 440,672 |
| 2010 | 411,941 |
| 2011 | 642,678 |
| 2012 | 500,867 |
| 2013 | 1,625,957 |
| 2014 | 2,380,999 |
| 2015 | 2,582,674 |
| 2016* | 3,604,900 |



Joonis 6. Income 2003 - 2016 (* Expected income 2016)

Our skills and knowledge



e-Governance Academy in Figures



Over **60** information and communication technology (ICT) projects in more than 50 countries in 2003–2015



120 training courses in 2003–2015



201 public sector decision-makers and specialists trained in 2015, over 3000 people trained in 2003–2015



24 employees: 20 in Estonia, 2 in Georgia, 1 in Serbia and 1 in Ukraine



We have significant e-governance experience: $26 + 26 + 26 + 26 + 25 + 24 + 18 + 15 + 13 + 13 + 12 + 12 + 10 + 8 = \mathbf{280}$ years of cumulative XP between 15 experts. Ca 4 average lifespans of an Estonian citizen



60 e-governance experts in Estonia and abroad



We speak 12 languages :  Estonian,  English,  Russian,  Finnish,  Swedish,  German,  Spanish,  French,  Ukrainian,  Georgian,  Bosnian,  Serbian) and **Katrin Nyman-Metcalf** speaks 7 of them (Estonian, Swedish, English, German, French, Spanish, Bosnian)

Partners

Donors



E-governance centres

- **African e-Governance Foundation for Inclusive Development Foundation**
- **Agency for Identification Documents, Registers and Data Exchange of Bosnia and Herzegovina**
- **Data Exchange Agency of Georgia**
- **e-Governance Coordination Centre of the Government of the Kyrgyz Republic**
- **Moldova Open Government Institute**
- **Moldovan e-Government Center**
- **Ukrainian e-Governance Agency**

Technology companies

- **Aktors OÜ** (Estonia)
- **Andmevara AS** (Estonia)
- **B.Est Solution** (Azerbaijan)
- **Cybernetica AS** (Estonia)
- **Datel AS** (Estonia)
- **Effecta Solution** (Serbia)
- **CSI Piemonte ICT Consortium** (Italy)
- **Regio AS** (Estonia)
- **Sertifitseerimiskeskus AS** (Estonia)
- **Signwise AS** (Estonia)
- **Soft Xpansion Ukraine Ltd** (Ukraine)
- **Trüb Baltic AS** (Estonia)



Areas of Activity

Central e-Government

eGA helps to increase the level of skills and awareness of senior government officials in every aspect of e-governance from legislation, organisational structure and awareness-raising to the implementation of digital identities and a data exchange system such as X-Road that lies at the core of an e-government. We also support governments in developing public sector e-services, relying on the e-service development experience of Estonia and other countries.

- 1. Development of Organisations**
- 2. Implementation of interoperability architecture and solutions**
- 3. Assessment of the e-Governance Situation in Countries**
- 4. Digital Identities**
- 5. Improving Access to Information**
- 6. Development of Common Standards**
- 7. Promotion of Cooperation**

Development of Organisations

In 2015 we developed the organisation of the Agency for Identification Documents, Registers and Data Exchange of Bosnia and Herzegovina by delivering expert knowledge and providing training. At the end of the year we began to develop the organisations of the Ukrainian E-Governance Agency and the Armenian Ministry of Justice in order to improve their capacity to coordinate and direct the development of e-government in their respective countries. We also assisted the Ukrainian Government in the coordination and direction of e-governance activities.

Our Work

e-Governance capacity building in Ukraine

2014 - 2016

We advise the Ukrainian State Agency of e-Government in the creation of a communication strategy and planning tactical activities so as to increase the efficiency of the agency's communication with its target groups. The goal of the project is to raise public awareness in Ukraine of e-governance and improve cooperation between agencies and their e-service development capacity.

Donors: The Emerging Donors Challenge Fund (USAID) and the Ministry of Foreign Affairs

Development of the Agency for Identification Documents, Registers and Data Exchange of Bosnia and Herzegovina

2013 - 2015

The goal of the European Union twinning project was to support the creation of a reformed, efficient, transparent and customer-friendly public sector in Bosnia and Herzegovina. The project focused on improving the IT situation, developing the skills and knowledge of IT experts and training officials as end users of new information systems in the Agency for Identification Documents, Registers and Data Exchange of Bosnia and Herzegovina. The task of eGA was to provide nine training sessions to 150 employees of the relevant agencies of Bosnia and Herzegovina and to organise two training visits for them to Estonia. The project was implemented by a joint Italian-Estonian team consisting of the CPI Piemonte ICT Consortium (Italy), the e-Governance Academy and the Ministry of the Interior.

Donor: The European Commission



Support to strengthen e-governance in Georgia

2015 - 2017

The objective of the EU twinning project is to support the creation of the e-Georgia concept and strategy, to bring the e-government and cyber security legislation of Georgia into compliance with European Union standards, and to strengthen the human resources and institutional capacity of the Data Exchange Agency (DEA) of Georgia in the field of e-governance. The project is implemented in cooperation with the Government Office and CSI Piemonte (Italy).

Donor: The European Commission



Assistance to the Ukrainian government in the development of e-governance

2015 - 20156

The project supported the Ukrainian government in the implementation of e-governance: developing policy documents, developing legislation, planning e-governance activities and thus building administrative capacity, increasing participation and developing e-services for individuals and companies.

Donors: The Swedish International Development Cooperation Agency (SIDA) and the Ministry of Foreign Affairs in the framework of development cooperation.

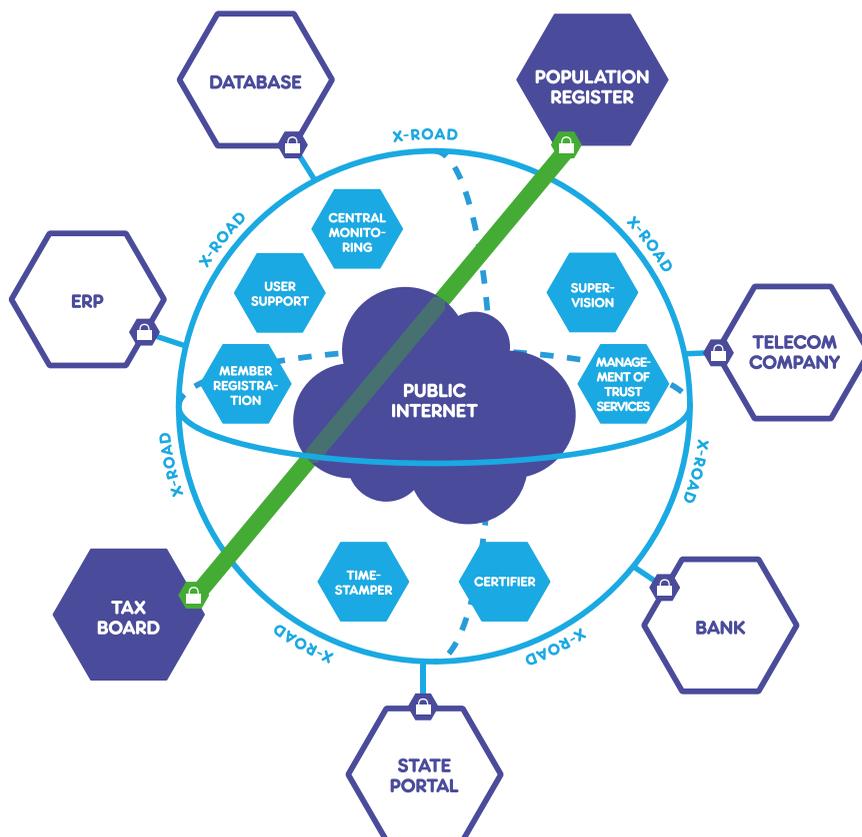


Implementation of interoperability architecture and solutions

We completed an interoperability architecture and solutions pilot project in Tunisia and Palestine in cooperation with Aktors OÜ and Cybernetica AS, providing the preconditions for creating e-services for offices and citizens. A similar task was undertaken in Namibia in cooperation with Cybernetica AS, and Kyrgyzstan and the Faroe Islands (Denmark) in cooperation with Aktors OÜ.

We did the following to implement interoperability architecture and solutions:

- We advised and trained the leaders and employees of the authorities of the target country;
- We developed the X-Road-related organisation and legal environment;
- We procured the necessary hardware for implementing the central system and interfacing the first agencies, and connected government agencies to the central system;
- We opened the databases of these agencies for the development of services;
- We developed e-services based on the new central system and databases.



Our Work

Implementation of an interoperability solution in Namibia

2015–2017

Donor: The Government of Namibia

Interoperability framework for Kyrgyzstan

2015–2016

Donors: The Emerging Donors Challenge Fund (USAID) and the Ministry of Foreign Affairs

Supporting the government of Tunisia in developing e-governance

2013–2016

Donor: The Ministry of Foreign Affairs

Support for Faroe Islands e-government development (Denmark)

2015–2016

Donor: The Government of the Faroe Islands

Implementing intergovernmental online services and the X-road data exchange layer for the Palestinian government

2013–2015

Donor: The Ministry of Foreign Affairs

Assessment of the e-Governance Situation in Countries

Great changes start from identifying the present situation and developing an action plan. We prepare overviews and conduct analyses of the capacity of countries and develop action plans for the implementation of e-government.

Our Work

Evaluation of the e-governance capacity of São Tomé and Príncipe

2015

During the project, we evaluated the e-governance capacity of São Tomé and Príncipe and prepared a report. It contained recommendations for further activities and proposed a 2–3 year action plan with budget projections.

Donor: The Ministry of Foreign Affairs



Digital Identities

Estonia has the most developed ID card in the world, which can be used for online identification and for signing and encrypting documents. We are glad to share Estonia's experience in the implementation of digital identities with other countries.

Improving Access to Information

We help to bring together state agencies and technology companies to increase the transparency of the activities of public organisations and to make access to information and services user-friendly.

Our Work

Supporting the government of Tunisia in developing e-governance

2013-2015

The project continued the cooperation started in 2012 by analysing the legal and organisational setup of e-government in Tunisia and making proposals for improving personal identification management.

Donor: Ministry of Foreign Affairs

Our Work

Improving access to judicial decisions in Moldova

2015-2016

The objective of the project is to digitise the currently paper-based archives of the Supreme Court of Justice of Moldova and the Nisporeni District Court. A total of about 650,000 pages have been digitised. This will provide fast and convenient online access to court information not previously available in digital format and online searches of cases and rulings based on multiple search criteria. The new system will enhance the transparency of the courts' activities and provide public user-friendly access to information and services.

Donors: The Emerging Donors Challenge Fund (USAID) and the Ministry of Foreign Affairs



Development of Common Standards

We contribute to the creation of public service standards in the European Union.

Our Work

Cloud for Europe

2013-2017

The project supports offering of new cloud computing solutions and implementation of cloud computing technologies in the public sector in order to remove obstacles to the implementation of cloud computing and jointly determine a set of international public sector requirements. The project has 23 partners from 10 European countries in addition to eGA.

Donor: The European Commission

Promotion of Cooperation

Our greatest passion is to improve the efficiency of ICT use in government and to increase the cybersecurity of states. We find partners to join our forces and promote e-governance in developed and developing countries.

Our Work

The Norwegian–Estonian e-government initiative

2015-2016

In the course of the project, we develop e-governance and cybersecurity cooperation between the Norwegian and Estonian public and private sectors. We also develop a common platform for an e-government incubator or lab in order to carry out new Norwegian and Estonian e-government initiatives and to develop a common model for promoting collaboration in developing countries.

Donors: Norwegian funds





Areas of Activity

Creation of e-Services

E-services are a tangible output of e-governance: they help to efficiently organise the communication between public authorities, local governments and citizens. We help local governments to develop e-services based on the relevant experience of Estonia and other countries.

Local e-Government

We help local governments use IT and communication tools to improve open government and e-participation.

Our Work

E-services for Ukrainian local governments 2012-2016

The goal of the project was to improve the efficiency of the public services of Western Ukrainian local governments. We implemented the following e-solutions to achieve this goal: 1) an electronic document management system for the Kalush and Lviv city governments and the Ivano-Frankivsk regional government; 2) a call centre for the Kalush city government; 3) an m-solution for tourists to find information and acquaint themselves with sights in Ivano-Frankivsk, Dolynia and Kalush; 4) a GIS system for the Ivano-Frankivsk region, which serves as the basis for a number of e-services.

Donors: The Swedish International Development Cooperation Agency (SIDA) and the Ministry of Foreign Affairs



Areas of Activity

Promotion of Open Government

We help to make government more open, participatory and responsible and to increase the participation of citizens in decision-making and in organising community affairs.

Our Work

Implementation of the principles of open government in engaging citizens in legislative drafting and decision-making processes in Moldova

2014-2015

The project supported and trained Moldovan government and civil society organisations in making legislative drafting and decision-making processes more open and transparent and engaging civil society organisations and citizens in the government process. During the project we held workshops for 90 representatives of public authorities and civil society organisations and prepared a manual that gives a brief overview of the main stages of involvement in order to secure openness.

Donor: The Ministry of Foreign Affairs

Open Government Partnership in the Estonian local governments

2014-2016

The objective of the project is to facilitate the development of transparent and participatory governance in Estonian rural municipalities and cities. The local governments and NGOs involved in the project set themselves a goal of making the execution of power more transparent and open to cooperation with the community. Besides think tanks and other local workshops, a number of project events were held for the broader public. In cooperation with the Estonian Association of Non-profit Organisations and Foundations and City Lab we held a competition of good cooperation examples to find and share the best examples of community cooperation, and a nationwide local government and community forum in which the local democracy spokespersons of Estonia and other countries (including Norway and Iceland) spoke. The forum shared the cooperation experience of local governments and communities in the promotion of open government and gave inspiration for new initiatives.

Donor: The Open Estonia Foundation



Areas of Activity

Development of Cyber Security

We help governments understand the current risks of digital society and develop national cybersecurity.

Our Work

National cyber security capacity building in Moldova

2014-2016

During the project we supported the systematic development of cyber security in Moldova in order to building the country's capacity for efficiently managing cyber incidents and cooperating internally and internationally. We prepared an implementation plan corresponding to the Moldovan national cyber security strategy and an area-specific cybersecurity action plan for one ministry. We also promoted cybersecurity knowledge and a modern cyber security culture in Moldovan society by holding a cyber security exercise and seminar for IT specialists.

Donor: The Ministry of Foreign Affairs

Implementation of a national cybersecurity index in Moldova

2015-2016

During the project we developed a national cyber security assessment methodology, the systematic implementation of which is first tested in Moldova. The outcome of the project was a universal methodology (index) that allows assessing a country's cyber security situation and defines the areas of development for national cyber security. The index also reflects a country's readiness to prevent cyberattacks and cybercrime.

Donor: The Ministry of Foreign Affairs



Areas of Activity

Spreading Knowledge

We intermediate e-governance knowledge from Estonia to the world and vice versa by organising training and an annual conference that brings experts and opinion leaders together in Estonia.

Our Work

Tallinn e-Governance Conference 2015

A total of 223 people from 35 countries attended the Tallinn e-Governance Conference on 12–13 May 2015. President Toomas Hendrik Ilves gave the opening speech. Participants included the minister, e-governance agency leaders and officials of many countries, as well as civil society representatives. The conference was preceded by a preparatory seminar for Eastern Partnership countries on 11 May.

Donors: The Ministry of Foreign Affairs, the European Commission and sponsors

Organising two discussions at the Opinion Festival

August 2015

In the “Effective e-Governance” section of the popular Estonian Opinion Festival, eGA organised an important discussion with a view to improving the sustainability of the Estonian e-government for making e-governance attractive for young people and attracting them to use e-services and e-participation. Another discussion in the “Estonia in the World” section concerned the aspects for which Estonia continues to be the global flagship of e-governance and how to maintain the leading position. eGA also participated in the discussion on the role of think tanks, organised by the open government senior expert Liia Hänni, and the discussion on the publication of the work of parliament committees.



Advising the Government of Nagaland

December 2015

Our experts advised the politicians, officials and IT experts of the State of Nagaland (India) in e-governance and e-solutions on matters that Nagaland wants to start implementing by following the Estonian example. We also participated in the opening of the State's new e-services by showcasing the Estonian e-services to 80 IT professionals, and met with members of the Government of Nagaland.

Donor: The Government of Nagaland



Advising the Cayman Islands

September 2015

We guided the Government of the Cayman Islands on further decisions concerning the development of e-governance. The Government of the Cayman Islands wants to establish uniformed principles for the development of e-governance and we organised a week of discussions, seminars, workshops and a conference at which the eGA experts explained the foundations of Estonian e-governance and showed how different solutions work in practice.

Donor: The State Chancellery of the Cayman Islands

Training civil society representatives from Uzbekistan in e-governance and use of ICT solutions

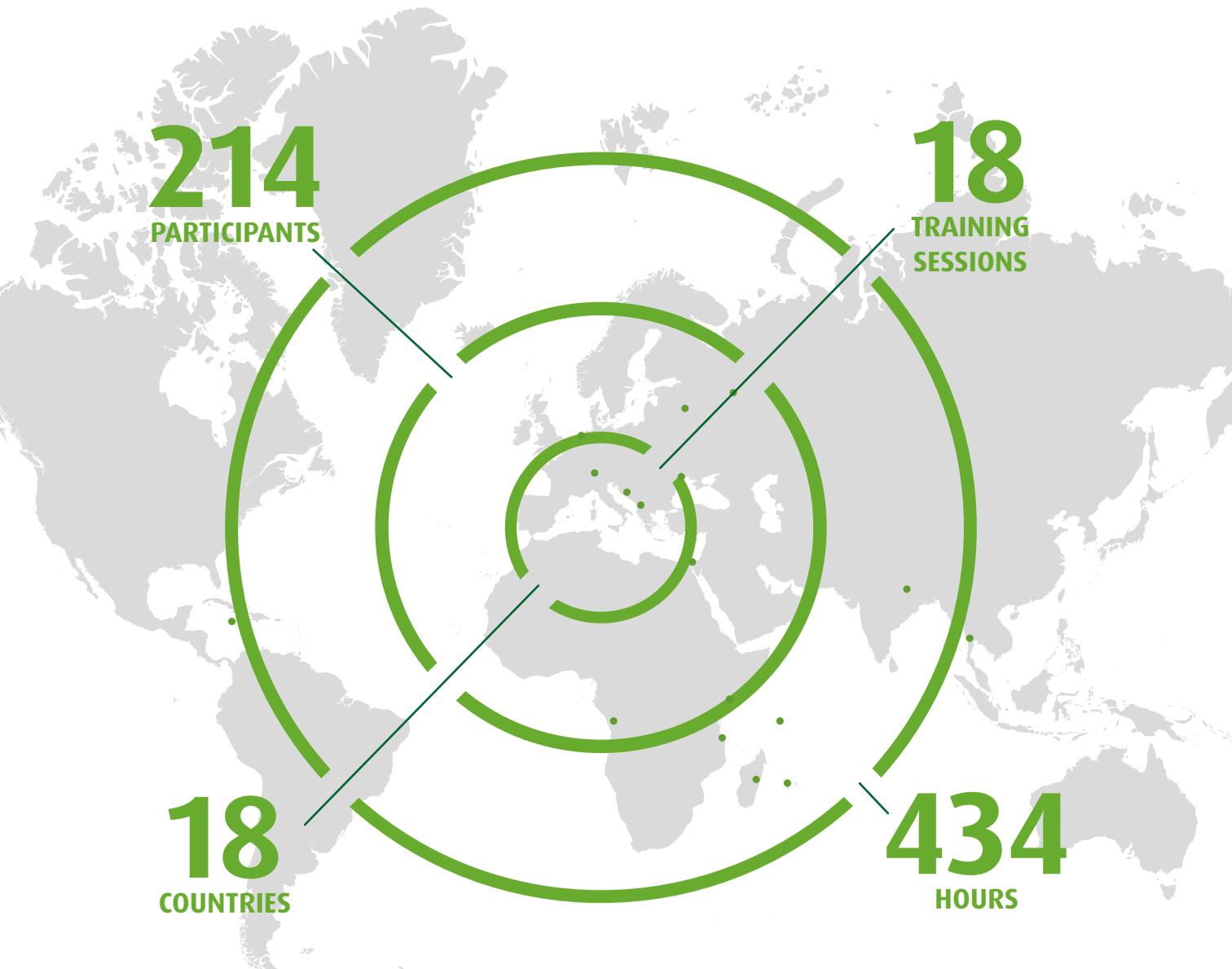
2015-2016

The objective of the project is to train civil society representatives from Uzbekistan in the field of ICT to increase their knowledge of IT developments and capacity for using e-services.

Donors: The Emerging Donors Challenge Fund (USAID) and the Ministry of Foreign Affairs

Training in 2015

At eGA training events we share our knowledge on how to use ICT and open government to improve daily affairs, increase public participation in decision-making, increase the competitiveness of a country and accelerate overall economic growth.





Organisational Development

Thirteen years is a time during which an organisation establishes its face and actions, that is, establishes its focal operations and markets and the partners with whom it achieves the best results.

The rapid growth of the eGA team led us to redefine our organisation together: who we are, who and what we focus on, and where and how we should go. This is why we initiated the Energy Days exercise involving all employees and discussing the short and longer term strategies and activities of the organisation.

The discussions triggered the development of the eGA communications strategy and the renewal of the organisation's visual identity in order to better address our target groups.

The new identity brings under a single mark the organisation name used in Estonia (E-riigi Akadeemia) and the world (e-Governance Academy) and expresses the essence and activity of the organisation in the global promotion of e-governance.

Although our organisation's name contains the word 'academy', our main strength lies in practical knowledge on how to implement e-governance on the central and local government levels, and how to ensure national cyber security and use ICT tools in open government. The green colour in our visual identity stands for the fresh breath we offer to central and local governments in the form of change management and ICT, relying on the experience of Estonia and other countries.

The communication strategy and visual identity change were implemented within the framework of the development leap project conducted by the National Foundation of Civil Society. The goal of the project was to build the communication capacity of eGA and it was financed by the Ministry of the Interior and the National Foundation of Civil Society.



A fresh look and structure were also given to eGA's website at www.ega.ee.

New recruitments

In 2015 Uno Vallner joined our team. He has initiated a number of e-governance projects in Estonia (X-Road, the state portal eesti.ee, e-elections, an open data portal) and led the drafting of several information policy documents (interoperability frameworks, a green paper on open data). We also recruited new project managers: Triin Rast and Triinu Raigna in Estonia, and assistants: Anna Gladun in Ukraine and Mariam Esaishvili in Georgia.



Financial Report

Statement of financial position

(In euros)

| As at 31 December | 2015 | 2014 |
|---|------------------|------------------|
| Assets | | |
| Current assets | | |
| Cash and cash equivalents | 1,510,121 | 936,206 |
| Receivables and prepayments | 158,382 | 720,370 |
| Total current assets | 1,668,503 | 1,656,576 |
| Non-current assets | | |
| Receivables and prepayments | 14,901 | 0 |
| Property, plant and equipment | 67,604 | 9,732 |
| Total non-current assets | 82,505 | 9,732 |
| Total assets | 1,751,008 | 1,666,308 |
| Liabilities and net assets | | |
| Liabilities | | |
| Current liabilities | | |
| Loan liabilities | 0 | 47 |
| Payables and advances received | 142,494 | 808,142 |
| Deferred grants and transfers | 1,317,604 | 777,072 |
| Total current liabilities | 1,460,098 | 1,585,261 |
| Total liabilities | 1,460,098 | 1,585,261 |
| Net assets | | |
| Capital of the foundation at par value | 383 | 383 |
| Accumulated surpluses | 80,664 | 79,099 |
| Surplus for the year | 209,863 | 1,565 |
| Total net assets | 290,910 | 81,047 |
| Total liabilities and net assets | 1,751,008 | 1,666,308 |

Statement of financial performance

(In euros)

| | 2015 | 2014 |
|--|-------------------|-------------------|
| Revenue and other income | | |
| Grants and transfers | 1,766,928 | 2,172,010 |
| Revenue from trading activities | 747,332 | 91,572 |
| Other income | 68,414 | 117,417 |
| Total revenue and other income | 2,582,674 | 2,380,999 |
| Expenses | | |
| Direct expenses of projects funded with grants and transfers | -1,779,691 | -2,196,334 |
| Other operating expenses | -408,752 | -107,411 |
| Personnel expenses | -216,573 | -101,378 |
| Depreciation and impairment losses | -2,787 | -4,254 |
| Total expenses | -2,407,803 | -2,409,377 |
| Surplus/deficit on operating activities | 174,871 | -28,378 |
| Other finance income and costs | 34,992 | 29,943 |
| Surplus for the year | 209,863 | 1,565 |

Statement of cash flows

(In euros)

| | 2015 | 2014 |
|--|----------------|----------------|
| Cash flows from operating activities | | |
| Surplus/deficit on operating activities | 174,871 | -28,378 |
| Adjustments for | | |
| Depreciation and impairment losses | 2,787 | 4,254 |
| Other adjustments | 149 | 0 |
| Total adjustments | 2,936 | 4,254 |
| Change in receivables and prepayments | 509,024 | -10,223 |
| Change in payables and advances received | -665,648 | 503,126 |
| Interest received | 75 | 275 |
| Interest paid | -267 | -355 |
| Proceeds from grants and transfers received | 540,532 | -233,500 |
| Other cash flows from operating activities | 5,743 | 10,214 |
| Net cash from operating activities | 567,266 | 245,413 |
| Cash flows from investing activities | | |
| Paid on acquisition of property, plant and equipment | -22,746 | -5,175 |
| Net cash used in investing activities | -22,746 | -5,175 |
| Cash flows from financing activities | | |
| Repayment of loans received | -47 | -360 |
| Payment of finance lease principal | 0 | -47 |
| Net cash used in financing activities | -47 | -407 |
| Net cash flow | 544,473 | 239,831 |
| Cash and cash equivalents at beginning of period | 936,206 | 676,567 |
| Increase in cash and cash equivalents | 544,473 | 239,831 |
| Effect of movements in foreign exchange rates | 29,442 | 19,808 |
| Cash and cash equivalents at end of period | 1,510,121 | 936,206 |

Statement of changes in net assets

(In euros)

| | Capital of the foundation at par value | Accumulated surpluses | Total net assets |
|-------------------------------|---|--------------------------|------------------|
| As at 31 December 2013 | 383 | 79,099 | 79,482 |
| Surplus for the year | 0 | 1,565 | 1,565 |
| As at 31 December 2014 | 383 | 80,664 | 81,047 |
| Surplus for the year | 0 | 209,863 | 209,863 |
| As at 31 December 2015 | 383 | 290,527 | 290,910 |

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