eGA strategy 2025

e-Governance Academy (eGA) is a non-profit foundation that assists public sector and civil society organisations in making digital transformation happen.[1]

1. Mission

eGA's mission is to increase the competitiveness, transparency, and openness of societies through digital transformation and e-governance. For this purpose, we analyse information, create knowledge, and transfer Estonian and international best practices to governments and other stakeholders around the world.

2. Vision

The e-Governance Academy is a leading consultancy organisation for the digital transformation of societies.

3. Values

- **Expertise**. Our internationally recognised and highly experienced digital transformation experts and partners enjoy openly sharing their personal practical experience with others.
- **Independence**. We act and advise independently of our political and economic stakeholders and technology partners.
- **Client focus**. We listen carefully and learn about the specific situation of each country. We take a strategic approach and recommend tailor-made solutions that can be implemented in practice.
- **Impact**. We strive to ensure that our activities have a long-term impact on the society. To achieve the best results, we have an unwavering focus on the quality of our work and meeting agreed deadlines.
- **Sustainability.** We make sure our results are sustainable and work towards reducing the overall environmental footprint of our operations.
- **Respect**. We respect human diversity and value the principle of equal treatment among our employees, partners, and stakeholders.

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[1] Digital transformation is understood as the cultural, organisational and operational change of an organisation, industry or ecosystem through the smart integration of digital technologies, processes and competencies across all levels and functions in a strategic way.

4. Strategic goals for 2025

eGA is a reliable and internationally well-known digital transformation and e-governance consultancy organisation. eGA's services and products are understandable and attractive to its stakeholders. eGA is an opinion leader for international donors, partners, officials, and for international media.

The strategic goals are presented in four views: stakeholder view, process view, competences and development view, and finance view.

4.1. Stakeholder view

eGA provides its services all over the world, including Estonia. Our main **stakeholders** include national governments, regional and local governments, and civil society organisations. We understand the impact of the work we do with our beneficiaries and our intent is to build long-term partnerships.

eGA has an extensive network of trusted and reliable **partners** and contractors. They assist us in the implementation of projects as well as provide maintenance and support. We engage and evaluate our partners in a systematic way. eGA benefits from successful cooperation with universities and other academic institutions. We work actively on building and leading successful consortia.

eGA has a wide **network of external experts** in its field of operations. We engage and evaluate our experts in a systematic way.

eGA maintains a diverse **donor** base to guarantee sustainability. We are aware of the funding priorities of our main donors. We engage with our main donors regularly, also raising their awareness on e-governance issues through communication and training.

eGA maintains an updated internal catalogue of its services. In addition, a public online catalogue of services is available for stakeholders.

eGA's main **services** are:

- development of maturity assessments and indices (e.g. the National Cyber Security Index), strategies and roadmaps for central governments, local governments, specific sectors and organisations, as well as providing implementation support for strategies and roadmaps
- development of e-government frameworks and architecture, implementation of technological solutions related to interoperability, spatial governance, technical government infrastructure, e-services, interoperable solutions, and enablers
- development of digital engagement strategies, implementation of e-participation tools and strategies, promoting open governance.
- capacity building activities and customised e-governance training courses both in Estonia and beneficiary countries, as well as online, to give an overview of the decision-making processes Estonia has faced in building e-governance and showcase the results of the digital transformation journey through the eyes of experts who have practical decision-making experience
- development and implementation of e-government communication strategies and tools, development of promotional materials, as well as intra-governmental and public awareness-raising activities
- applied research on e-governance-related processes and the impact of ICTs on societies

Our focus is on developing and selling products (as opposed to selling expert days).

eGA actively and systematically seeks feedback to its services from beneficiaries and partners and uses it as input to its communication and marketing activities and further development of services.

We strive for excellent and well managed relations with our stakeholders. eGA has a thorough, complete, and up-to-date system for **stakeholder management** (CRM), which is used to facilitate the management of both long-term partners as well as one-off communications with different stakeholders.

eGA has its main office in Estonia. Project-based offices may be opened abroad according to the needs of projects. We strive for regional **representation** in various forms in all parts of the world.

eGA is involved in advocacy, promoting transparent, accountable, and efficient e-governance development both in Estonia and internationally. eGA raises public awareness about e-governance, its benefits, challenges, and risks in the format of public communication, media appearances and public events.

eGA uses locally relevant **communication** channels that meet the needs of its projects and help reach eGA's strategic goals. eGA communication objectives:

- eGA is a well-known digital transformation consultancy organisation for Estonian and international audiences.
- eGA is a trusted partner whose communication towards target groups is precise, regular and understandable
- eGA's services and products are understandable and attractive for target groups
- eGA is an e-government opinion leader for donors, partners and public officials in target groups
- eGA is an expert in international e-government for Estonian and foreign media

4.2.   Process view

eGA's activities are organised in the following **programmes**:

- Smart Governance
- Technology
- E-democracy
- Cyber Security
- E-Governance Training

We develop our programmes consistently by keeping up with the developments in our fields. Key criteria for adding new programmes and services include existence of markets, available competences, and synergies with existing projects and domains.

We follow financing opportunities and procurement notices systematically. We develop new proposals that are aligned with eGA's core competences and strategy or are interesting and promising to develop new competences and are realistic to implement in terms of financing conditions and timeframe. We are an active partner to our **beneficiaries**, helping to develop terms of references, find donors, implement suitable solutions, and ensure the quality of service. Our services are certified to the ISO 9001 standard. Our **project implementation** process is standardised from start to end. Risk assessments and periodic reviews are performed for all projects. Our projects adhere to agreed objectives, budgets, and deadlines. eGA's preference is to implement

projects that have a substantial duration and budget. Our projects are cost-effective and support eGA's strategic objectives.

Internal **organisation of work** at eGA is goal and team oriented. Programme directors hold an important role in planning and organising substantive work. All teams are well integrated into the processes of proposal development and organisation of training. A project management system is implemented that is flexible and takes the different nature of projects into account.

Staff have relevant hardware, software, and tools available, which allow for teleworking and videoconferencing, which also helps reduce the need for travelling within the projects. Basic principles for project planning and a related system for planning the involvement of experts in projects are in use. All systems in use are understandable to English speakers.

To assure a high **quality** of services provided, eGA has obtained the ISO 9001:2015 certificate and follows the policies, rules, regulations and agreed procedures of the quality manual.

eGA actively works on reducing its ecological footprint.

4.3. Competences and development view

eGA's **core competences** include:

- Hands-on knowledge of Estonia's and international experience in implementing digital transformation and e-government, e-democracy, and cyber security, and its application potential in other countries.
- Deep understanding of transition societies, including political, economic, and cultural aspects.
- Flexibility in designing training courses, consultancy activities, and projects.
- Ability to set up projects in a short time and implement these to a high standard.
- Wide network of international experts and ability to mobilise external expertise.
- Access to networks, competencies, and resources of international development organisations as well as Estonian and other governments at national, regional, and local level.
- Multilingual staff of highly educated, experienced, and motivated e-government practitioners and an efficient back office.

Different competences of staff are dynamically used in different teams: back office, project managers, project developers, etc. We maintain and develop our **internal competence** in our main fields of operations and, where necessary, add external world-class competence to our projects. Staff members working outside the Estonian office are well integrated into the team and organisational culture. Our strengths lie in high-level topics such as the organisational, legislative, and financial frameworks, set-up of institutions, technological interoperability, and dividing larger processes into smaller parts.

In each strategic field, eGA has a sufficient number of **in-house and external experts**, who can share first-hand experience and know how to do it in the most efficient and effective manner. External experts are aware of eGA's core values and activities. Programme directors are in regular contact with external experts in their field.

All employees are committed to the implementation of the strategy. They are inspired by substantive work, creative freedom, and the opportunity to show initiative. **Employee satisfaction** remains at a very high level and is supported by a contemporary performance-oriented organisation of work,

recognition, and competitive salaries. Employees are capable of learning and using new work methods and tools (incl. technological solutions, communication tools, platforms, databases, etc.).

Opportunities for self-development are created for employees (e.g. self-development days, training, participation in international networks, etc.). Annual performance reviews allow employees to share their suggestions and give both sides the opportunity to give and receive feedback.

eGA manages the constant **development and preservation of knowledge,** both at the level of sharing experience as well as the streamlined retention of information about projects. Methodologies are developed and updated to guide the development of products and provision of services (e.g. assessment methodologies, X-Road implementation methodology, etc.).

Opportunities are created for internal sharing of experience and competences: regular Brown Bag Lunches, weekly general meetings, weekly preview of upcoming activities for employees by e-mail, etc. We coordinate, manage, and motivate colleagues working abroad.

eGA contributes to recording the history of the development of Estonian e-society.

The **organisational culture** of the academy is friendly and inclusive. Decision-making processes are clear and understandable to employees, management decisions are negotiated and justified before they are made. eGA staff is increasingly more international. Several working languages are used. We treat everyone with respect. We value our employees and partners and promote a positive working environment in all projects.

4.4. Finance view

Financial management is organized in accordance with good accounting practices and respecting donor rules. Continuous oversight of the Management Board on both turnover and financial stability issues.

We avoid conflicts of interest in our activities, exercise adequate supervision and submit timely and **high-quality financial reports** to various parties.

Our financial reports have been prepared to a high standard and there are no significant findings by auditors or donors that would conflict with the project financing agreement.

Standardized and automated **accounting system**, correct databases and well-functioning rules of procedure and transparent transactions. We aim for paperless accounting.