

## Strategy of the e-Governance Academy 2023

The e-Governance Academy (eGA) is a think tank and consultancy organisation that creates and transfers knowledge about e-governance, e-democracy, cybersecurity and open information societies.

The e-Governance Academy is an independent mission-based non-government organisation established in 2002 by the United Nations Development Programme, the Estonian Institute for Open Society Research and the Government of the Republic of Estonia.

eGA empowers central and local government decision-makers to lead digital transformation programs to create smart, sustainable and effective e-government, e-democracy and cyber security solutions. eGA actualises its mission through consultancy, training, networking, research and assisting in the implementation of e-government technical solutions.

### Mission

We create and develop open information societies.

The e-Governance Academy helps governments increase the efficiency of governance and improve democratic processes. For this purpose, we analyse and create information about e-governance and transfer Estonian and international best practice around the world.

### Vision

The e-Governance Academy is a leading e-governance think tank and consultancy organisation.

### Values

1. Independence. We do not depend on any political or economic stakeholders.
2. Personal experience. Our experts and partners have long-term experience in the implementation of e-governance in Estonia and elsewhere in the world, and they share their stories.
3. Openness. We're open-minded and able to learn. We share our best experiences and lessons.
4. Flexibility and practicality. We take the specific features of target countries into account and offer solutions that can be implemented.
5. Customer-orientation. We cooperate with companies, but don't promote any specific technical platforms or providers. We recommend the solutions that comply best with the needs and possibilities of each customer.
6. We carry out our projects extremely well. We all make an effort to ensure that all work is done on time and with success.
7. We treat everyone with respect, we value our employees, and promote a positive working environment.

## Strategic goals for 2023

The e-Governance Academy is an important and internationally well-known **e-governance think tank** and a reliable partner whose services and products are understandable and attractive to the target group. eGA is a formidable opinion leader in the eyes of financiers, partners and officials in target countries, and regarded as an e-governance expert by representatives of international media.

The main **beneficiaries** are central governments, cities, local governments and civic associations. At least half of our projects are follow-up projects.

The **areas of activity** of the e-Governance Academy are:

- smart state;
- smart local government;
- e-democracy;
- national cybersecurity.

We develop our areas of activity consistently by keeping up with the developments in our field. In order to provide our services more efficiently, we package them alongside our competencies in a manner that customers understand and that meets their needs.

The main **products and services** of the e-Governance Academy are:

- advising states about the creation of e-governance road maps as well as policies, legal frameworks and technology;
- organising e-governance training;
- organising the annual e-governance conference;
- carrying out applied research;
- mediating and implementing technology products.

We are well aware of the priorities and funding mechanisms of our main donors. We inform our financiers actively.

In addition to Europe, the e-Governance Academy also has **regional offices** in Latin America, Africa and the Indian Ocean region. Our main activities are supported by strong internal and external communication. The systematic collection and analysis of feedback are very important.

The internal **organisation of work** at the e-Governance Academy is goal and team oriented. Area managers hold an important role in planning and organising substantive work.

A thorough and comprehensive **customer management** system has been implemented, which is used to facilitate loyal customer management as well as one-off communications with customers.

We maintain and develop our internal **competence** in our main fields of operations and, where necessary, add world-class competence from elsewhere to our projects. The staff members working outside the Estonian office are well integrated into the team and organisational culture.

The organisation has managed the constant development and preservation of **knowledge**, both at the level of sharing experience as well as the streamlined retention of information about projects.

All **employees** are committed to the implementation of the strategy, and they are inspired by substantive work, creative freedom and the opportunity to show initiative. Employee satisfaction remains at an extremely high level and is supported by a contemporary performance-oriented organisation of work, recognition and competitive salaries. Opportunities for self-development are created for employees. The annual performance appraisals allow employees to share their suggestions and give both sides the opportunity to give and receive feedback.

The **organisational culture** of the academy is friendly and inclusive. The decision-making processes have been discussed and management decisions are negotiated and justified before they are made.