



e-Governance Academy
Yearbook 2020/2021

A Digital Decade in One Year



Copyright e-Governance Academy 2021

Compiled by: Anu Vahtra-Hellat

Proofreading: Radu Serrano

Design: Dada AD

Photos: Helen Aasa, eGA, Raigo Pajula, Adobe Stock

Contents

4	Introduction
5	2020 at a glance
6	Can you hear me?
8	The world's best driver of digital transformation
10	Digital trends to watch out for in 2021
12	Highlights of the Year 2020
15	Partnerships in 2020
16	Smart Governance in 2020
20	Technology Programme 2020
22	E-democracy 2020: Transparency, open and timely communication needed more than ever before
26	Cyber Security Programme
29	160 Countries in the NCSI: Barriers, Lessons Learnt, and Interesting Facts
32	E-governance training courses to boost your country's digital transformation
34	eGA's Activities in Figures 2002 – 2020
37	We are the e-Governance Academy!
38	eGA Team
40	Ukrainian team



e-Governance Academy - Increasing the competitiveness of societies

eGA is a non-profit foundation, founded in 2002 to assist public sector organisations make digital transformation happen.

eGA's mission is to increase the competitiveness of societies through digital transformation, transparency, and openness. For this purpose, we analyse information, create knowledge



about e-governance and digital transformation, and transfer Estonian and international best practices to governments and other stakeholders around the world.

2020 at a glance

EU4DigitalUA

the largest project by activities and funding that reaches a total of 9,6 M euros

The Kingdom of Tonga

the farthest country eGA has consulted and assisted

1100+

e-Governance Conference participants from 135 countries and territories

307

participants in total took part in our study visits and e-courses

236

partner organisations eGA has collaborated with

160

countries and territories are ranked by the National Cyber Security Index (NCSI)

132 countries

used eGA's expertise in e-government policy planning and implementation

55

projects implemented in 2020

31%

increase in the number of eGA employees in 2020. In total, eGA has 46 employees working in Estonia, Ukraine and Serbia

7

countries' digital maturity have been assessed

7

memoranda of understanding have been signed with organisations of the EU, Ghana, Spain, Sri Lanka, Suriname and Ukraine.

5,8 M

euros in turnover

Can you hear me?



Hannes Astok

Executive Director and Chairman
of the Management Board

During the last year, we probably all had moments when it seemed that this year could have been skipped as a whole. The offices were empty, we worked remotely and online more than ever. The most common phrases in meetings were “Can you hear me?” or “Your microphone is muted”. We travelled less than ever. But despite of all this, the year 2020 was one of the best years in the e-Governance Academy’s (eGA) history.

It is because we have excellent team members, both experts and back-office staff. To fulfil all tasks, we increased our in-house expertise. In total, there was a **31% increase in the number of eGA’s employees** within the year 2020. By the end of the year, eGA had 46 team members in three countries, and all of them are committed to making the world a better place every day - more transparent, open and hassle-free.

I want to highlight our **Ukrainian team**, which, despite difficult circumstances and mobility restrictions, is about to successfully complete the very significant digital transformation project **EGOV4UKRAINE** and is launching a new

The year 2020 was one of the best years in the e-Governance Academy’s history.

Hannes Astok

The digital solutions are much more resilient than brick and mortar during a time of crisis.

Hannes Astok

one – the EU4DigitalUA project. Both projects have a budget of almost **10 million euros** with funding from the European Union and **European Union Member States**.

In 2020, we raised the horizon of our activities. To bring our expertise closer to the Asia-Pacific markets, together with the Japanese think-tank Mitsubishi UFJ Research and Consulting we established a joint venture, **the Digital Governance Academy Asia-Pacific**.

Our goal is to **increase the competitiveness of societies** by supporting governments and civil society organisations on their digital transformation journey. The digital change itself is not the goal. The aim is transparent, efficient, and democratic governance that benefits citizens and businesses. eGA has shared Estonia’s better experiences for years. Now, we are increasingly sharing other **countries’ success stories**. The Mongolian Government is eager to learn from the fresh experience of the Government of Ukraine, the Government of Kazakhstan from Kyrgyzstan. eGA’s role is to be both a guide and a matchmaker.

eGA’s customers are present in almost all continents. In 2020, for example, we worked with the government of **Mongolia** in Asia, the **Kingdom of Tonga** in Oceania, **Ukraine** and the **Republic of Moldova** in Europe, **Benin** in Africa and **Brazil** in South America, and we did much

Can
you all
hear us
well?

more on each of these continents.
In total, we implemented **55 projects**.

The year 2020 became the year that **accelerated digital transformation**. Due to the pandemic, governments have had to reconsider the format and procedures of existing coordination frameworks and move online.

The most important takeaway from 2020 is that the digital solutions are much more resilient than brick and mortar during a time of crisis. Digital solutions support working from home, learning from home, and even medical treatments at home. But clearer than ever, many governments realised the need for a **solid foundation for the digital solutions** created in a hurry. Establishing this foundation should start immediately to avoid the risk of cementing the temporary, insecure solutions.

To take a look at the new normality revealed in 2020 and seek the new perspectives, we invite all of you to participate in our **online e-Governance Conference in May 2021**. Let's make digital transformation happen! Everywhere.

Interested in the e-Governance Conference 2021?

Register to the conference to be a member of the international e-governance community, with the opportunity to take part in all sessions, interact, network and visit the EXPO!

The registration, conference programme, information about the speakers and practical information is available at egovconference.ee!



The world's best driver of digital transformation



Federico Plantera

WordsMatter OÜ

Due to
COVID19

The year had started as usual, with no significant indication of a need to push harder on digitalization. Action plans were set, all governments we work with had something already lined out for the months to come.

Then, the COVID-19 pandemic struck with full force. In this case, it is worth recovering a word that we've heard over and over in the past years in relation to the digital economy – **disruption**. Beyond any PR or marketing rhetoric, the epidemic truly played the role of a disrupting agent, more than anything else. It keeps affecting our economies, social relations, and habits, aggressively impacting old ones and forming new.

“Shifting to working and providing services remotely has been a key element in this crisis. From the governments' side, some were digitally ready to do so, others much less.

Digital transformation is not a sprint, but we may call it a marathon where progress is the sum of many, continuous small sprints.

Linnar Viik

And while before COVID-19 digital solutions could be seen as an architecture built on top of the existing one, now governments are faced with a somewhat unrealistic scenario – what if the internet is the only thing that works?” Linnar Viik says.

The majority of countries had then to rely on domestic, internal competences and information systems. Some time was necessary to understand how to formalize the use of IT solutions already in place in order to keep services and the country running. “But if you don't have **digital signatures, data exchange**, or other core enablers already up and working, then you're not able build them in just one weekend,” Viik warns.

Do crises like this foster innovation?

Answering the question is easy – yes, they do. In a critical situation, there is a need for innovation, in order to elaborate and configure resilient solutions and plans that can help you overcome it.



Don't fear going back to the drawing board after the emergency

Are we painting a too rosy picture of the current situation in terms of digital development? No, because some risks lie just around the corner. Indeed, decision makers and technicians should never forget that we are operating within a crisis. It means that many of the solutions we develop and work at the moment, might be unfit for functioning in the long term, on more ordinary days.

"We're aware of the rapid change, but also that a lack of reengineering of core processes might cause bigger problems along the way. We have been recommending everyone to re-evaluate their processes, steadily but consistently. It is important particularly to the end of ensuring higher security, a point to which we might not draw enough attention while deploying solutions during a critical situation," Viik warns.

In the particular instance, "it all starts with digital society readiness, which doesn't mean smartphone or internet use," Viik says. Four components turn out to be key towards the formulation of effective solutions:

- **Connectivity and network readiness**, to handle and support a tenfold growth in internet use;
- **Access to technology**;
- **Digital skills**, enabling an easier adoption of a digital strategy where readiness and training are already present;
- **Digital solutions** already available, exemplary in the case of remote working, as it functioned more efficiently, where the distribution and storage of documents (just to mention one case) was not only in-house.

Three months in, since the start of the outbreak, it appears clearer than ever before that the digitalisation of governments is an irreversible process. "Countries and institutions were just realising that going digital is possible, but now this has become part of the dominant thinking. In fact, the governments we work with are keeping stable, or even increasing, their public spending on digitalisation," Viik explains.

In fact, the governments we work with are keeping stable, or even increasing, their public spending on digitalisation.

Linnar Viik

With respect to the developments that are taking place as a whole, it would be helpful to have a permanent coordination unit that survives the crisis, and keeps up the good work already done, also once the pandemic – hopefully soon – will be over. Ultimately, this means that governments should not be afraid to go back to the drawing board, and reengineer some of their processes or the solutions adopted throughout the epidemic outbreak.

"Let's switch from running without thinking, to thinking twice. Digital transformation is not a sprint, but we may call it a marathon where progress is the sum of many, continuous small sprints," Viik concludes, with an athletic metaphor.

Digital trends to watch out for in 2021



Federico Plantera

WordsMatter OÜ



Linnar Viik

Programme Director of Smart Governance

This year, what awaits is a systematization of all the disruptors that shaped a **new normality**. What are the **digital trends** set to shape transformative projects in the public sector in 2021?

From reactive to combinatorial innovation

Saying that we were all prepared to face and embrace this new normality would be an overstatement. The changes in operational paradigms that COVID-19 brought have affected everyone, regardless of the countries' level of digital maturity, in different ways.

Reactive innovation has come to be the dominant approach to solving technological and organizational problems in the public sector. We found ourselves in a prolonged state of emergency, in dire need of quick answers. That's why countries came up with a patchwork of diverse digital solutions, but it's now time for more stable and sustainable plans.

From such reactive approach, the challenge is now to **shift to a model of combinatorial innovation**, where the solutions created get increas-

This year, what awaits is a systematization of all the disruptors that shaped a new normality.

ingly perfected. The technology and business processes implemented – or yet to be – need to be combined, interacting with each other in a **coherent strategy** that improves operations in a more sustainable, long-term perspective.

Three macro-trends for the public sector in 2021

1) People centrality

Institutions understood that people are central, and at the center, of their activities. The focus lies now not only on end-users, but on makers as well, i.e. staff and employees. The process reorganization of service delivery must span **from public sector employees to citizens**, accounting for their **internet behaviour** and capitalizing on the digital footsteps we continuously disseminate – **data**.





Please keep
social
distancing

2) Location independence

Physical distances were already increasing, as technology allowed operations and service fruition to happen outside the four walls of an office building. COVID-19, and the distancing enforced, has made such tendency only more net and radical. Whether it is about the technology and platforms used, or last-mile service provision, governments must **deliver wherever users are, and through whatever technology they are using**. We must adopt a paradigm of **anywhere operations**, distributing key nodes of service provision through relevant tech, and securing it appropriately.

3) Resilient delivery and operations

The topic of anywhere operations is essentially connected to the possibilities and risks it opens. By automating everything that can be automated, and skilfully composing the building blocks of increasingly digital governments in a coherent ecosystem of solutions, public service delivery becomes ever more resilient. **Digital first and remote first** must be the rule, including the related threat analyses naturally coming with a **multi-modal, location-independent provision and fruition** of these services.

The new normality of public service delivery – user-focused, distributed, secure

Step by step, it becomes clear how all these three macro-trends do not exist in and within themselves. Their interplay, this combinatorial approach to innovation, is what makes them a recipe for success. **More digital means more opportunities**, but also **further risks and responsibilities**. Governments must take on this challenge with an all-encompassing view. Because as totalizing the experience of the pandemic has been (workplaces, mobility, homes), so total the changes it brings are.

Designing **public services by truly focusing on users** means taking into account not only preferences and behaviours in how there are consumed, but also the tools through which these are accessed – electronic id cards, laptops, smartphones. A **location-independent framework** means that the back office is not anymore just in a government building but potentially elsewhere, enabled also by cloud solutions. Mindful of this wider opportunity, appropriate protection measures must be developed, so to **ensure privacy and security at all times, anywhere**.

The dramatic changes happened in 2020 are worth a whole digital decade. The new normality will be what we manage to make of it. We believe it's a unique chance for the public sector to build upon this momentum, and make a definitive digital leap.

We believe it's a unique chance for the public sector to build upon this momentum, and make a definitive digital leap.

Highlights of the Year 2020



Being part of Ukraine's digital transformation by EU4DigitalUA

The EU4DigitalUA is the largest bilateral EU e-governance and digital programme in any EU partner country, launched in Ukraine. The e-Governance Academy's tasks in the project are focused on the development of the digital government infrastructure, the modernisation of public e-services, and further development of cyber security and data protection capacities. For eGA this is the largest project ever, with a total budget of 9.6 million euros.

National Cyber Security in Practice

National Cyber Security in Practice

The handbook – National Cyber Security in Practice – is designed for national governments to develop their cyber security. The articles, written by seasoned experts, will give the reader an overview of the key elements that underpin the cyber security architecture of any country. This handbook is aimed at policymakers, legislative experts and anyone responsible for ensuring the functioning and protection of digital services and services essential for the society.

Download a copy at ega.ee/publication/national-cyber-security-handbook



Tailor-made e-governance e-courses available remotely

eGA launched e-governance e-courses to encourage governments and organisations to continue the digital transformation in their countries despite the travel restrictions and pandemic. The e-courses help participants to clarify the decisions that they need to make to enhance the administrative capacity, and to develop a sustainable public service delivery in their countries.

Find out more: ega.ee/e-courses

Thank you
so much for
organising it!



The NCSI got acknowledged among the International Good Cyber Stories

The National Cyber Security Index (NCSI) was listed among the activities of the Good Cyber Stories initiative and has been recognised worldwide as a tool to improve national cyber security capacity and contribute to open, free and secure cyberspace. By end of the 2020, the NCSI measured the countries' preparedness to prevent cyber incidents and fight cyber threats in 160 countries.

Find out more:

eucyberdirect.eu/good-cyber-stories
ncsi.ega.ee



Digital Government Podcast every Wednesday

eGA started a podcast to share visions, stories and lessons learnt of how digital technology could benefit every society. The podcast is focused on people who are interested in how the daily interaction with the government or municipality could look like in the digital era. The podcast is available in English on Spotify and multiple other podcast apps. New episodes are launched every Wednesday.

Tune in at ega.ee/digital-government-podcast



The e-Governance Conference went online

The e-Governance Conference took place online from 18th – 21st May 2020 at egovconference.ee and hosted a record number of participants - 1100+ participants from 135 countries and territories. The conference focused on the challenges of governments of helping their citizens organise their lives and businesses online. The e-Governance Conference is an annual event aimed at international digital development cooperation. It has been organised by eGA in cooperation with the Estonian Ministry of Foreign Affairs since 2015.



The Digital Governance Academy Asia-Pacific was established

The e-Governance Academy and Japanese think tank Mitsubishi UFJ Research and Consulting Co., Ltd (MURC) established a joint venture to provide digital transformation services for governments in Japan and the Asian region.

Partnerships in 2020

eGA joined the Global Forum on Cyber Expertise



eGA joined the Global Forum on Cyber Expertise (GFCE) to contribute to the development of national cyber security capabilities with the support of the NCSI methodology. The cyber-community aims to support the launch and administration of ICT development cooperation projects. The Forum was established in 2015 and currently has 86 members and 38 partners.

Find out more: thegfce.org

Seven Memoranda of Understanding



In 2020, eGA signed memoranda of understanding with seven organisations/institutions:

- European Bank for Reconstruction and Development (EBRD)
- E-Governance and Internet Governance Foundation for Africa, Ghana
- Foundation for Strategic and International Studies, Spain
- Informatics Holdings Limited, Sri Lanka
- e-Government Coordinatorship of the Republic of Suriname
- Social Policy Ministry of Ukraine
- Chortkiv City Council, Ukraine

eGA joined the Estonian Information Security Association



The Estonian Information Security Association (EISA) was founded to advance cross-sectoral cooperation in Estonia between the private sector, academia and the government. The joint effort intends to formalise the existing ties between the cybersecurity partners in Estonia, boost collaborative participation, as well as look at and influence the European and international policies on cybersecurity.

eGA joined the information and cyber security cluster, i.e. the Estonian Information Security Association (EISA), to contribute to the co-operation between the Estonian private sector, academia and government. The association aims to unite Estonian companies, agencies, organizations and other institutions of information and cyber security in order to develop their joint activities, protect their interests and express their common positions. EISA was established in 2018 and has nine members.

Find out more: eisa.ee

Membership of the Estonian Diversity Charter



By signing the Diversity Charter, eGA confirms its respect towards human diversity and values the principle of equal treatment among its employees, partners, as well as clients. eGA's diverse team is convinced that a good and fair attitude towards people contributes significantly to achieving our goals.

Picture: Arvo Ott signing the Diversity Charter

Smart Governance



Linnar Viik

Programme Director
of Smart Governance

2020 was not the usual year. The global lockdown forced governments, corporations and organisations, of any size and digital readiness, to switch their operations to digital channels. Whatever digital maturity level the country had – it was unexpected and challenging for all.

For the Smart Governance team, the hands-on, tactical and practical advice became the centre of gravity of all the activities. Online self-evaluation processes, with guidance tools for setting priorities and assessing the countries' digital maturity, became the widespread practice that helped many governments in their rapid deployment of digital services.

In previous year, **two major topics in governing the digital transformation were:**

- the coordination of the accelerated and rapid digital transformation,
- the access to the skills and competences to deliver and deploy digital solutions.

The Smart Governance team will continue to make sure that the actions in digital transformation become more aligned to the strategic goals of their countries.

Linnar Viik

In 2020 governments had lots of action and very little strategy on their digital endeavours.

Linnar Viik

A driver for digital transformation

Due to the pandemic, governments have had to reconsider the format and procedures of existing coordination frameworks, to meet the urgency of the COVID19 situation. Schools had to switch online, medical systems had to continue operations, social support systems and economic recovery packages had to be in place in just a few weeks, and new complex topics for managing the pandemic had to be developed, sometimes from scratch. At the same time the access to the needed development and operational skills was limited to those local teams that had to learn while developing.

In total, 2020 ended in the new digital normality – a level of digitalisation that nobody was able to predict, but at the same time a weakening between the national social and economic goals, and the sustainability of the digital transformation process and linkage with digital solutions. Before 2020 most governments had lots of digital strategies and little action. In 2020 governments had lots of action and very little strategy on their digital endeavours.

Digital Maturity Assessment became a fast advisory tool

In this situation eGA's Digital Maturity Assessment became fast advisory tool for governments to realise the opportunities and address the weaknesses of their actions. The starting point of the process, as in many other instances, is the vision and leadership.

Then, after adopting a strategic view on the targets to reach, policymakers and operators can move on to boots-on-the-ground, i.e. **actionable steps**. Six elements help shape the goals and activities of digitalisation ventures:

- A focus on value and users, especially their needs;

- The presence or absence of a strategic framework;
- How well-equipped with technology and infrastructure are the institutions already;
- The technological opportunities to seize;
- The reshaping of internal processes and operations;
- The organizational culture and skills.

The Smart Governance team will continue with the Digital Maturity Assessment, the Digital Transformation Roadmap and peer advisory services to our partners, to make sure that the levels achieved during 2020 will continue to remain solid and that the actions in digital transformation become more aligned to the strategic goals of their countries.



Main projects

EU4DigitalUA

10/2020 - 03/2024

The project contributed to the Sustainable Development Goals (SDG)



The EU4DigitalUA is part of the broader support of the European Union to Ukraine, to continue the digital transformation of Ukraine and its harmonisation with the EU Digital Single Market. The project is focused on the further development of digital government infrastructure, public e-services, cyber security and data protection in Ukraine. It is a continuation of the EGOV4UKRAINE project, where the Trembita government data exchange system and Vulyk information system were developed and deployed.



Partners: FIIAPP Spain, the Ministry of Digital Transformation of Ukraine.
Funded by the European Union

Tonga civil registration and national ID

11/2020 - 08/2021

The project contributed to the Sustainable Development Goals (SDG)



Funded by the World Bank

A modern e-society is based on the identities validated and verified by the government. The objective of the project "Tonga civil registration and national ID" is to modernise the identity management in the Kingdom of Tonga, by implementing the first aspects of e-governance and digital transformation. eGA will consult the government of the Kingdom of Tonga on how to upgrade and link the existing civil registration system with the national ID system.

Data exchange platform and citizen portal for Benin

2018 – 2020

The project contributes to the Sustainable Development Goals (SDG)



We assisted the Beninese government in developing and deploying the government's interoperability and the citizen portal. Within the projects, eGA collaborated with Cybernetica AS and a local partner to implement a catalogue of interoperable solutions (CatIS), and to launch a secure data exchange framework and an online portal for public services. The secure data exchange framework is based on the Estonian X-Road model with the Unified eXchange Platform (UXP) software. eGA experts supported the development of the organisational setup, regulatory framework, related guidelines, procedures and key standards related to the data exchange platform and the portal.



Funded by the Government of Benin

E-government development in Mongolia

01/2020 - 07/2021

The project contributed to the Sustainable Development Goals (SDG)



eGA provides to the Mongolian Government with the consultancy on the e-government related policy development and improvement of infrastructure, national cyber security and digital services provision. The collaboration includes also trainings for the government officials and stakeholders.

Funded by the Government of Mongolia

Digital capability development programme for Estonian public service

05/2020 - 12/2023

The project contributed to the Sustainable Development Goal (SDG)



Within the project, BCS Koolitus and eGA experts will create and implement a development programme for raising digital competencies of top officials in Estonian public service, in order to lead the development of the Estonian digital society. The development programme will engage 20 top public officials.

Funded by the Government Office of Estonia

Digital Maturity Assessments for seven countries

08/2020 – 06/2021

The project contributed to the Sustainable Development Goal (SDG)



The e-Governance Academy experts conducted public sector digital maturity assessments for government agencies of **Palestine, Sri Lanka, and the Hashemite Kingdom of Jordan**. Moreover, in **Tunisia**, the e-services of investment-related agencies were assessed to accelerate the implementation of digital services for investors. In 2021, the assessment continues in three selected Arab states.

The assessment aims to evaluate the current digital maturity of the public sector or specific

Online

Contactless

agencies, draw general findings and offer suggestions for further activities in 12 e-government focus areas. The Digital Maturity Assessment report can be used as the foundation and inspiration for strategic national documents on digital transformation. The report also serves as an input to the Digital Landscape Assessment tool, developed by the UNDP in cooperation with eGA, which helps in the identification of digital entry points for acceleration towards achieving the Sustainable Development Goals (SDG).

Funded by the UNDP and the European Bank for Reconstruction and Development (EBRD)

Technology Programme



Tõnis Mäe

Programme Director
of Technology

„Can you see my screen?“ was the most asked question during the technology team's web-meetings in 2020. This year will be remembered as the year of remote work and project replanning due to the travel restrictions. But also, it was the year of collaboration with the governments of Armenia, the Kingdom of Tonga, Iraq, Uganda and Djibouti.

In 2020, the importance of network quality and technological capability increased enormously. Remote work imposed by the COVID19 pandemic forced us all to become technology-wise and find flexible ways to continue the work. It impacted individuals, businesses and governments alike. The keywords of the year, for us and for our clients, were **interoperability** and **e-service delivery**.

The team of the Technology Programme at the e-Governance Academy, in cooperation with external experts, is helping governments and organisations develop and introduce technology through the development of the e-government architecture. In 2020, we focused on the interoperability framework and government enterprise architecture in Djibouti, Uganda and Tonga.

In Iraq, we supported the Ministry of Trade to implement an electronic public distribution system. The distribution system will be a key deliverable of the national Poverty Reduction Strategy, which aims to provide effective social protection for the poor. And our final destination of 2020 was Armenia, where we assisted the

Teams
meeting



public digital service development by improving the e-governance management capacity, policymaking and policy implementation, and by developing digital identification services (eID services) for public service delivery.

In 2020, we delivered all our technology projects remotely. It was a new challenge and learning experience for both our clients and ourselves. We learnt that instead of having only on-off voice/video calls once per week, we should continue communications through chat and post comments and responses continuously. That assured success and prioritised the project for the client organisation too.

The project in Armenia was the first one in which we had to work fully remotely. We had to reschedule all planned face-to face meetings with the virtual ones. Still, even if virtual communication can be used to avoid a lot of unnecessary travels in the future and saves time, the personal touch will always add additional value to the projects.

Main projects

Development of a government enterprise architecture and e-government interoperability for Uganda

11/2020 - 09/2021

The project contributed to the Sustainable Development Goals (SDG)



The objective of the project is to create the preconditions for secure digital data exchange between government institutions in Uganda. The preconditions include the development of a government enterprise architecture, an e-government interoperability framework, as well as the provision of the necessary policy and technical recommendations for its systematic and sustainable implementation.



Funded by the World Bank

Public Administration Modernisation in Djibouti

06/2020 - 06/2021

The project contributed to the Sustainable Development Goals (SDG)



Tonga enterprise architecture for the development of ICT infrastructure

11/2020 - 05/2022

The project contributed to the Sustainable Development Goals (SDG)



Within the project, eGA will develop and maintain the Tonga Enterprise Architecture Framework (TEAF) and create specific business architecture models that reflect and comply with the government's strategic goals of developing ICT infrastructure. Moreover, eGA will analyse ways to reduce government costs and IT expenses, and will develop processes to evaluate the information systems of public authorities and local governments.



Funded by the World Bank

The project aims at creating seamless and secure data exchange between government databases and registries of Djibouti, to modernise its public administration. The secure data exchange will act as the main enabler for public e-services development.

Funded by the International Development Association

Partners: National Agency for State Information Systems (ANSIE), UpMind, Roksnet, Gofore

E-democracy: Transparency, open and timely communication needed more than ever before



**Kristina
Reinsalu**

Programme Director of e-Democracy

Can you
see me?

It is almost a cliché to say that 2020 has been the most challenging year of all times. But it was. We all have been shocked of this game-changing pandemic. We are also concerned about the long-term affect it might have on the health of democracy.

However, if we leave all the threads and hardships aside and try to look at it positively, the importance of open and good governance has never been so prominent. Countries where people trust their governments have performed remarkably better in the crisis. The ongoing crisis has clearly highlighted the key role of open governance, good communication and engagement in enabling efficient government action. The crisis also proved the importance of digital tools, and made our expertise and experiences on digital engagement even more desired. Of course, we had to adapt and learn very quickly to use new tools and methods to get the expected results. Mostly, we have succeeded.

In the **ICEDA project**, we contributed in increasing the capacity of CSOs and media for tackling challenges related to the Digital Agenda in Western Balkan countries, empowering them to become active participants in the process.

Due to the pandemic we could not organise the planned study tour and training in Estonia. However, we adapted and achieved all goals set through remote online training.

In the **EMY project**, the pandemic set the tone as well, and we had to shift the focus of our debates. Thus, besides focusing on how EMYs could integrate in host-countries life we also discussed on how the pandemic has affected the life of EU mobile students, the sustainability of mobility programs and quality of (online) studies. There were many concrete recommendations for stakeholders coming up from our debates (e.g. more flexibility in mobility programs especially at times of crisis is expected, etc.) which are reflected in the Policy Recommendations submitted to the European Commission.

Countries where people trust their governments have performed remarkably better in the crisis.

Kristina Reinsalu



Uncertain times

We are definitely better armed and skilled now for efficient international work in the future.

Kristina Reinsalu

In the Urbact “Active Citizens” project, with the Tartu Municipality we missed all real-life transnational meetings, and even the local ones were mostly remote. The circumstances made us very innovative and creative. We even experimented with Problem-Tree method, in Miro tool, for diagnosing local problems, and crowd-sourced new actions for the engagement of citizens. It was not always easy, but we are definitely better armed and skilled now for efficient international work in the future.

At the end of the year, we wrapped up our 8 year-long experiences with Participatory Budgeting (PB) in Estonia and conducted a survey among municipalities. We are very pleased with the spread of this initiative across Estonian municipalities - out of 29 that responded, 19 are implementing PB and one is planning to start. As a pleasant surprise, we can admit that COVID has had minimal impact on their PB-s. Only one municipality reported having stopped their PB cycle for this year due to COVID, and another one cut down the budget in half.

To conclude, the pandemic has clearly shown that there are no lucky countries not hit by the pandemic, but there are nations which are more fortunate because of good governance.

Timely and honest communication, good explanation for restrictions, consistency of messages – this is the quality stamp for governance.

2021 is a year of hope and recovery. Open dialogue and digital engagement of stakeholders (for the distribution of recovery packages, vaccines and so forth) will be even more essential.

We are here to consult you on this!

Main projects

Educate. Engage. Empower. Community Tools Against Corruption

07/2018 – 03/2020

The project contributed to the Sustainable Development Goals (SDG)



The project contributed to make the Moldovan society more aware of corruption at all levels and more active in confronting it by educating, engaging and empowering the population to act against corruption through the use of ICT tools. To that end, the **anti-corruption web platform** was developed. The platform allows its users to test their understanding and perception of corruption, to learn more about the most common types and characteristics of corruption, and also to report on concrete corruption cases they are aware of or have experienced themselves.



Find out more at <https://faracoruptie.md>
Funded by the Estonian Ministry of Foreign Affairs and the Open Society Institute



Empowerment of Mobile Youth in the EU (EMY)

02/2019 – 02/2021

The project contributes to the Sustainable Development Goals (SDG)



The project supported and enhanced the inclusion and democratic participation of young EU citizens studying and working abroad, called "mobile EU youth", in the political life of their host EU countries and during the European Parliament elections in May 2019. In this project, eGA raised awareness and conducted engagement activities with mobile EU youth in Estonia.



Funded by the European Commission, National Foundation of Civil Society

Pandemic



Increasing civic engagement in the digital agenda – ICEDA

02/2020 - 01/2023

The project contributes to the Sustainable Development Goals (SDG)



The project contributes to increase the engagement of the civil society organisations in the shaping and implementation of the Digital Agenda in the Western Balkans, or more specifically in North Macedonia, Albania, Serbia, Montenegro and Kosovo.



Funded by the European Commission

URBACT Active Citizens

06/2020 - 09/2022

The project contributes to the Sustainable Development Goals (SDG)



The **URBACT** project "Active Citizens" supports the urban development program. The three-year project tries to find new ways to get more people involved in local life. Within the project, local governments will form groups on the ground to work on new ideas. eGA's role in this project is to be an external expert and consult Tartu municipality in planning new engagement activities. Tartu municipality is one of 8 municipalities implementing the project.



Funded by the European Commission

Cyber Security Programme

Resilience



Epp Maaten

Programme Director
National Cyber Security

Due to the COVID-19 pandemic, the massively increased use of the Internet and teleworking options raised the risks of using unsecure devices and networks while accessing sensitive governmental and corporate IT systems. The pandemic has also caused an upsurge in the spread of phishing scams and fake news. The need for sustainable cyber security development is timelier than ever before, to protect the countries' cyber space and continue the digital transformation.

The previously mentioned circumstances doubled the number of projects for our team, and also set our cyber experts' focus on two main areas:

- the development of national cyber security strategies and regulatory frameworks, and
- the improvement of the institutional capacity and cyber security competences of the countries' public sectors.

Advising the Turkey, Moldovan, Ukrainian and Tongan governments

In Turkey, we focused on the alignment of Turkey's regulatory framework and institutional capacity, regarding network and information security, with the European directive. In Moldova, we developed the country's institutional capacity in the digital security area by organ-



Picture:
Cyber experts
Liisa Past and
Merle Maigre
discuss election
security

ising training sessions on information security management, including cyber security incident management, and conducted a cyber security table-top exercise and the cyber hygiene test for public officials.

Also in Ukraine, we're providing practical assistance to improve cyber security competences in the public sector. In particular, we are focused on increasing the capacity of Ukrainian state authorities to assess the security of their information systems and to establish the necessary procedures for security testing (penetration testing). So far, we conducted security assessments and penetration tests of the two mission-critical systems of Ukrainian public institutions. As a result, safe and reliable access to e-services for citizens and businesses of Ukraine is ensured. For the next steps, we will develop penetration testing guidelines and conduct training courses.

In the end of the year 2020, we started to consult with the public authorities of the Kingdom of Tonga.

The NCSI ranks more than 160 countries

We also continued the management of the NCSI's contact network, the promotion of the index, the update of country profiles, as well as the continuous development the index methodology and website. In December, the NCSI was recognised worldwide as a tool to improve national cyber security capacity and contribute to open, free and secure cyberspace by the **EU Good Cyber Stories** initiative.

Awareness raising

In order to boost the development of national cyber security capabilities with the support of the NCSI methodology, eGA joined the Global Forum on Cyber Expertise (GFCE) as a partner. The cybercommunity aims to strengthen international cooperation on cyber capacity building by connecting needs, resources and expertise, and by making practical knowledge available to the global community.

In November, in cooperation with CybExer Technologies Ltd we organised a conference and table-top exercise **"Securing elections in the digital era"** to raise awareness of how to secure elections in today's digital era, and to share Estonia's expertise on the field. As recent years have shown, the trustworthiness of elections is not just a mere technical matter, but a more fundamental strategic problem that can determine the fate of our societies for decades to come.

Interested in the knowledge shared in the conference?

Visit the website: ega.ee/cyberconf2020

Main projects

The implementation of the NIS Directive in Turkey

2019–2020

The project contributed to the Sustainable Development Goals (SDG)



The project contributed to the alignment of Turkey's regulatory framework and institutional capacity, regarding network and information security, with the NIS Directive 2016/1148. The directive prescribes measures for a high, common level of security for network and information systems across the EU.

Funded by the European Union
Leading partner KMO Information Systems

EU4Digital: Improving cyber resilience in the EaP countries

2019–2022

The project contributed to the Sustainable Development Goals (SDG)



eGA, as part of the consortium, is assisting the cyber security agencies in Armenia, Azerbaijan, Belarus, Georgia, the Republic of Moldova and Ukraine to develop technical and cooperation mechanisms that increase cyber security and preparedness against cyber-attacks, in line with the EU standards.



Funded by the European Union

Development of Moldova's cyber security capacity

2018–2020

The project contributed to the Sustainable Development Goals (SDG)



Through the improvement of legislation, the development of a new national cyber security strategy, and the provision of training and advice, eGA assisted the Moldovan e-Governance Agency to develop a secure e-government.



Funded by the Estonian Ministry of Foreign Affairs through development cooperation

Cyber security readiness in the Ukrainian public authorities

2020–2021

The project contributed to the Sustainable Development Goals (SDG)



eGA assists the Ukrainian government authorities to increase their readiness to assess the security of governmental information systems. The project will deliver guidelines, for public organisations, on planning and conducting information security testing and assessments, analysing findings and developing mitigation strategies.



Funded by the U.S. Embassy in Ukraine and the Estonian Ministry of Foreign Affairs through development cooperation

National Cyber Security Index

2018–2020 and 2020 – 2022

The project contributed to the Sustainable Development Goals (SDG)



The NCSI, launched in 2016, helps to systematically measure and build the countries' cyber security capacities. The project continues developing secure digital societies in developing countries by evaluating their current cyber security situation, defining capacity gaps and sharing recommendations. The National Cyber Security Index currently displays 160 countries' rankings with their corresponding evidence.



Funded by the Estonian Ministry of Foreign Affairs through development cooperation

Cyber security consultancy for the Kingdom of Tonga

2020–2022

The project contributed to the Sustainable Development Goals (SDG)



eGA's activities are focused on the development of operational and administrative standards, and assurance, monitoring, audit and cyber security emergency response (CERT) capabilities. Moreover, eGA will conduct comprehensive security training and awareness-raising for government officials, IT and security professionals, executive management, and the private sector.



Funded by the World Bank

160 Countries in the NCSI: Barriers, Lessons Learnt, and Interesting Facts



Radu Serrano
Project Manager

How did we manage to reach 160 countries in 2020? What were the barriers and lessons learnt from the management of the NCSI?

The NCSI (National Cyber Security Index) cannot fully succeed without the participation and collaboration of an international network of volunteers. Our country collaborators have been more than amazing, keeping us up-to-date with the newest cyber security development in their nations, pointing us in the right directions when we needed it the most, and double-checking our evidence entries so that they reflect the realities of their respective countries. Our volunteer team includes more than 110 contributors from 77 countries.

RANKING

Country	National Cyber Security Index	Digital Development
1. Greece	96.10	65.44
2. Czech Republic	92.21	69.37
3. Estonia	90.91	79.27
4. Lithuania	88.31	70.95
5. Spain	88.31	73.24
6. Poland	87.01	66.59
7. Belgium	85.71	77.62
8. Finland	85.71	82.26
9. Slovakia	83.12	66.73
10. Croatia	83.12	66.91
11. France	83.12	79.06
12. Denmark	81.82	83.55
	81.82	83.88
	80.52	81.95
	80.52	83.11
	79.22	82.33
	77.92	61.62
	77.92	

Please mute yourself

Barrier 1: level of digital presence

The main barriers that we have encountered deal with the levels of digitalization/transparency and the writing systems/language of the country. The former one makes or breaks the possible entry, of a country or a specific piece of evidence, in the NCSI. The NCSI is an evidence-based index. It was designed in such a way that for each indicator that has been attributed to a country, the visitor will be able to see the proof of that indicator, and even access it. That is why we always insist on publicly available official information. If the country **does maintain a digital presence, our investigation can start.**

When there is a governmental online presence, we always start our search by identifying the Ministry, Institution or Authority in charge of ICT matters, since cyber security relates to that topic. Afterwards we move on to the data protection authority, CERT/CSIRT, police and armed forces websites to search for evidence on their respective indicators. Sometimes international organizations (e.g. the ITU, ILO, etc.) maintain legal documents (e.g. criminal codes, national strategies, etc.) of individual countries, and we can present them as evidence when their national version is not publicly accessible.

Barrier 2: geopolitical specialities

Even with such a methodical approach, there have been some cases where we have found information about the operators of essential services or critical infrastructure (CI) in the most unlikely places. Some countries, because of their geographical position, experience strong and devastating **weather-related events**. Because of these continuous crises, they have already identified their CI, in natural crisis management legislation. Other countries have identified CI in their **labour-related laws**, where it has been established that CI personnel are not allowed to participate in or conduct strikes. While it might seem like there is no connection to cyber security, these identified CIs can also be threatened digitally. Without specifically thinking on cyber security, these countries have already identified their CIs and can now move

Visit [NCSI.ega.ee](https://ncsi.ega.ee) to explore it yourself!

If you your country is not yet in the NCSI, or you would like to update some of your country's information in the NCSI, contact the NCSI team via ncsi@ega.ee.

forward establishing cyber security requirement and standards for CI operators.

Barrier 3: language

We have also encountered a technical barrier related to a country's language and writing system. As explained in our data collection methodology, "All evidence material has to be in English, in order to be verifiable by NCSI experts." Our country contributors provide us with translations when the evidence is only available in their language. However, for those countries in which we have not yet obtained **on-site volunteers**, we work with translation software. It allows us to conduct country assessment and searches, but it affects our research speed.

Why does not all the submitted evidence count?

Once we investigate all 46 indicators for a specific country, we submit the found evidence to our experts, who will then check each one and either approve or refuse them. If the link for an indicator is refused, the expert will explain his reasoning behind the refusal. Then our investigative team, or the country collaborator that submitted a data set, will attempt to either find additional information to refute the refusal argument or to submit a new piece of evidence that fits the indicator better.

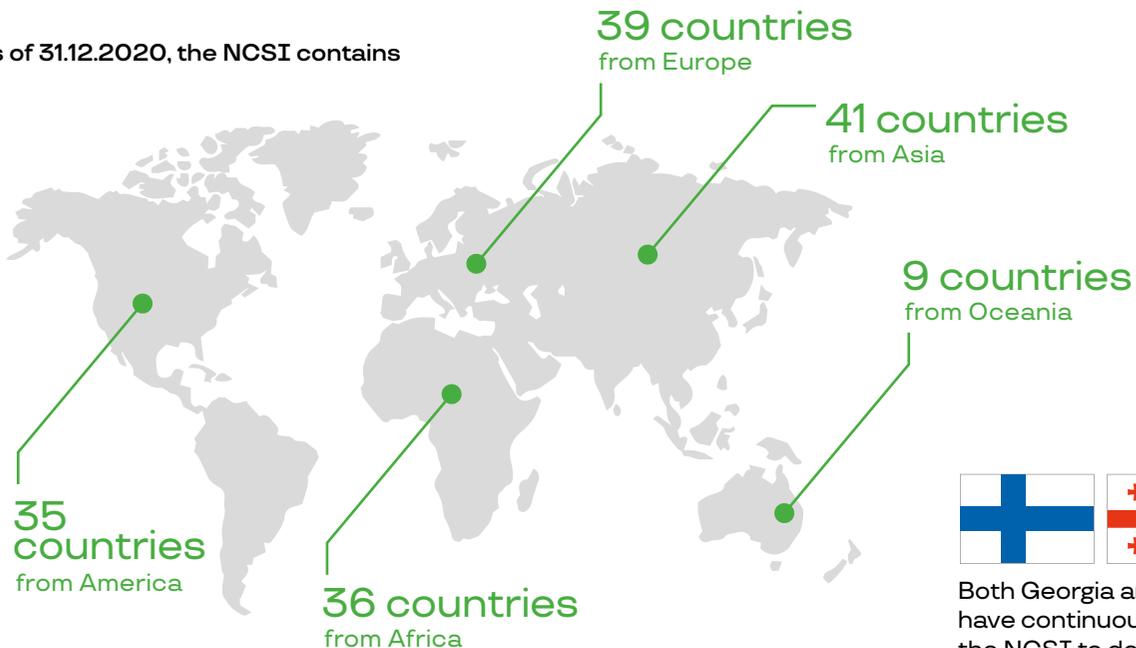
Interesting facts

Of the 160 countries in the NCSI:

(by the 31.12.2020)



As of 31.12.2020, the NCSI contains



Both Georgia and Finland have continuously been using the NCSI to develop their national cyber security.

E-governance training courses to boost your country's digital transformation



Annela Kiirats

Director of the
e-Governance Trainings

We can summarise the work of the e-Governance Academy, in the field of e-governance trainings, as 18 years of interactions with a significant number of countries – all years full of great people and interesting discussions about shaping the world into a better place through digital transformation. But not only – many of those discussions were formed into **successful cooperation projects**, implementing e-government solutions and creating innovation in governments.

130 countries from all over the world have taken the journey with us to learn about becoming a digital society and offering most of their public services electronically. The year 2020 challenged us to **go digital** also with our training programmes and develop e-courses. At the same time we maintained the highly valued concept - **a tailor-made programme**, customised for each group/country separately to give guidance in their digital transformation through the **practical experiences** of our senior experts, who designed the mould for e-governance 25 years ago.

Now you can participate in our training programmes via an e-course, a study visit to Estonia, or via our visit to your country. They all serve the same purpose regardless of the format. We



share our experiences, we bring examples from other countries and create **interactive discussions** to understand where you stand, what you expect and think about possible solutions, and how to begin the development of electronic solutions for your government. When we come up with the plan, we can continue with concrete activities, so the training would only be the first phase in our cooperation and in your aspiration in **becoming an e-state**.

The **eGA study visit to Estonia** is usually a week-long, intensive, and interactive event, enough to give sufficient time for an in-depth exploration of different topics. As for the **e-course**, it is hard

to engage participants intensively for a week-long period, so the programme is divided up into a maximum of 8 weeks. It gives enough flexibility to be engaged with the programme, but at the same time fulfil the daily tasks at work. The programme includes sessions in the self-learning environment, as well as interactive discussion webinars and online sessions for thematic presentations. In collaboration with a contact person of the country, we adjust the content of the programme, based on up-to-date information concerning the country's challenges and the participants' expectations of the outcomes.

eGA's team of experts have **hands-on experience** in e-government organisation-building, legislation development, change management and ICT architecture planning. Aside from our in-house experts, we involve external experts and lecturers from the government (ministries and their sub-institutions), the private sector (companies working under PPP with the government; start-ups, etc.) and academic fields, to bring in different viewpoints (universities, research units, etc.).

Training courses in 2020



Study visits contribute to the SDG 17, which encourages partnership and knowledge-sharing



3 study visits and
8 e-courses, for 307
participants in total



Countries that participated in the training courses:
Brazil, Colombia, Cyprus, India, Kenya, Mongolia, Nepal, Ukraine, Uzbekistan



6 seminars in total organised in Aruba, Barbados, Moldova, Belgium and Turkey.

The year 2020 challenged us to go digital also with our training programmes and develop e-courses.

Annela Kiirats

In 2020, we managed to organise three study visits to Estonia, before the pandemic forced us to cancel already confirmed programmes. In parallel with still working out our e-course concept, we organised 8 e-courses for different beneficiaries, and we had Kenya and Nepal involved in the piloting phase to evaluate the concept.

If your country needs further advice on implementing e-governance, we encourage you to contact us and we will find the best training format and make a customised programme for you!

Could you repeat your last sentence?



Study visits and e-courses in 2003 - 2020



6800+
participants



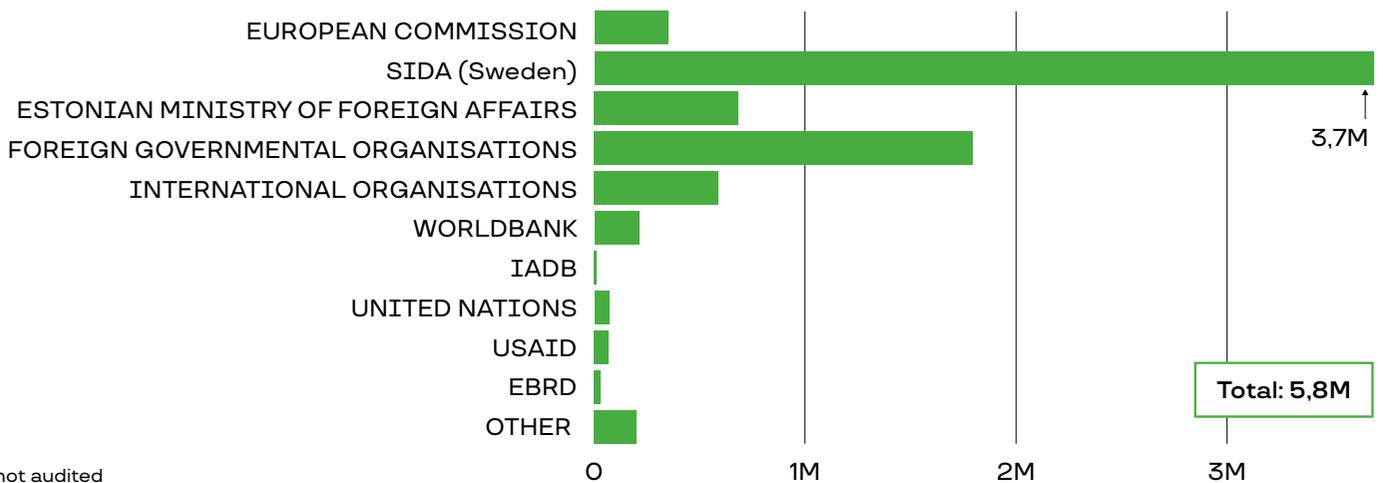
89 countries'
participants have visited Estonia



339
study visits and seminars

eGA's Activities in Figures 2002 – 2020

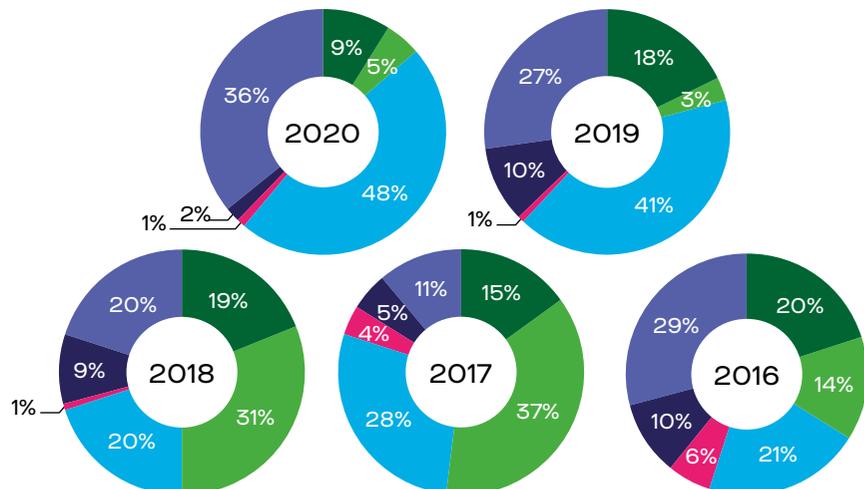
Donors in 2020*



* not audited

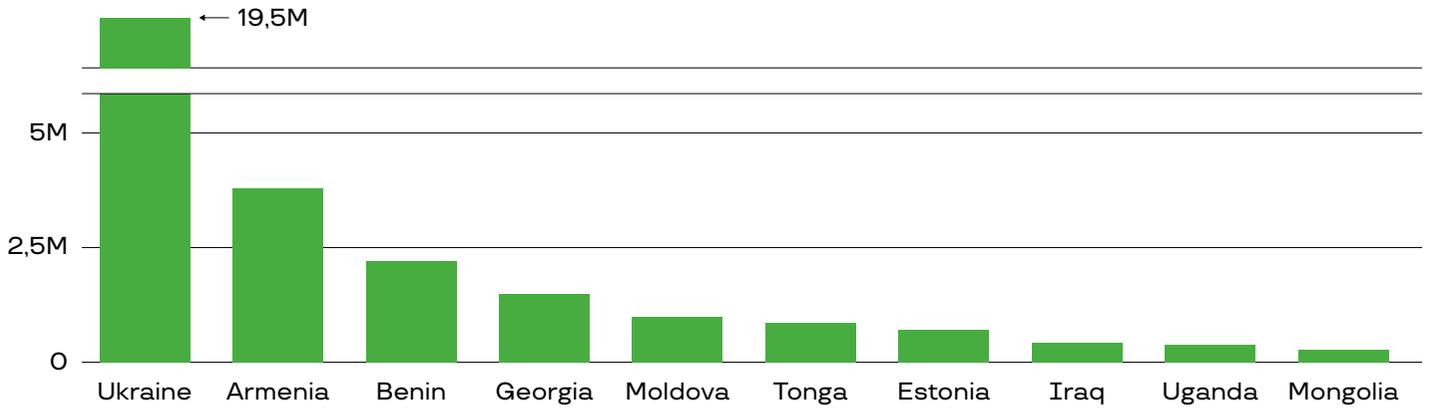
Income by source in 2016 - 2020*

- Estonian Ministry of Foreign Affairs
- European Commission
- SIDA (Sweden)
- USAID (USA)
- Other donors
- Entrepreneurial Income

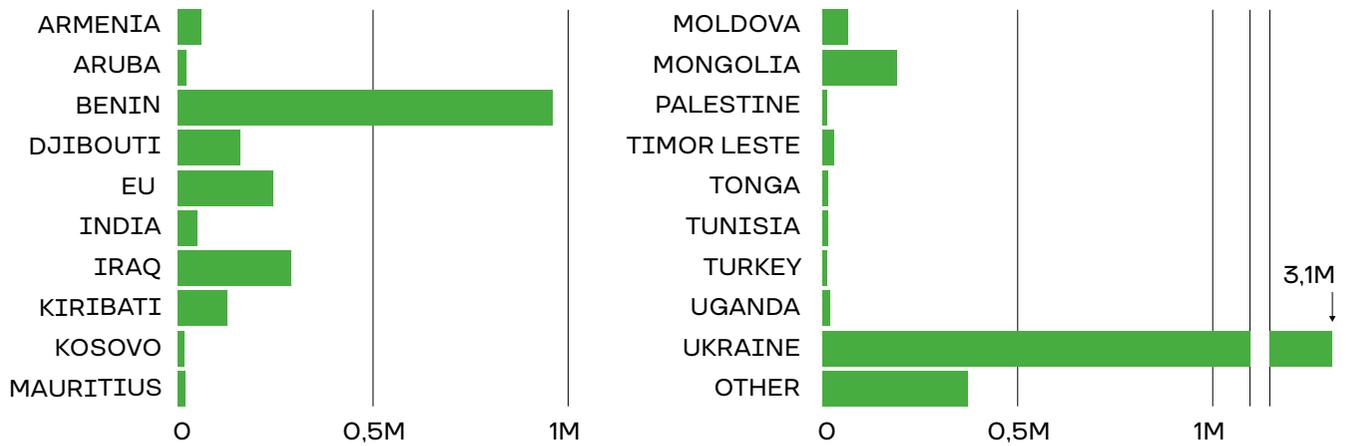


* not audited

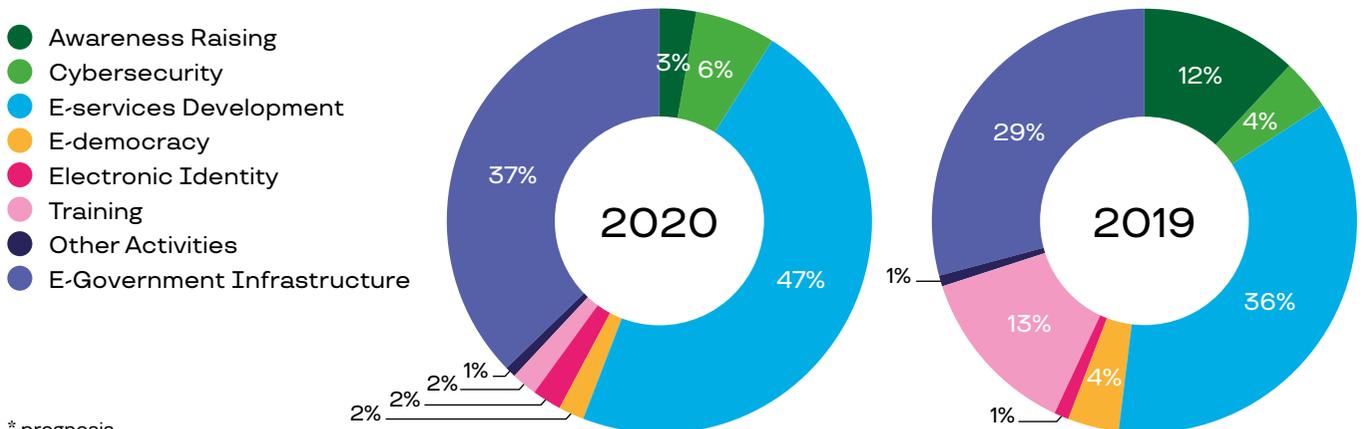
Top 10 collaboration countries in 2017 - 2020



Beneficiary countries in 2020

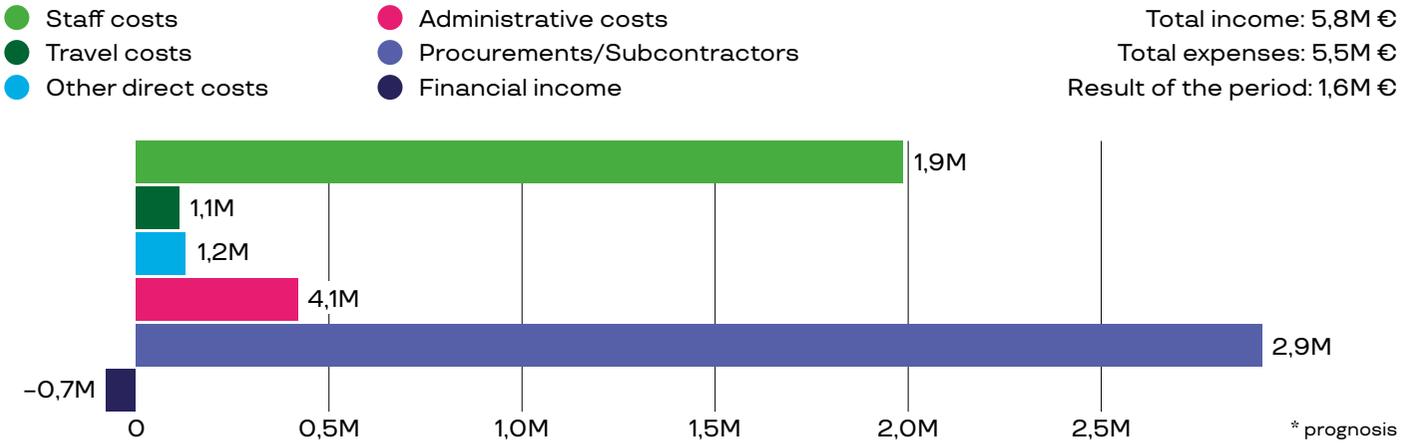


Income by activities in 2019 - 2020

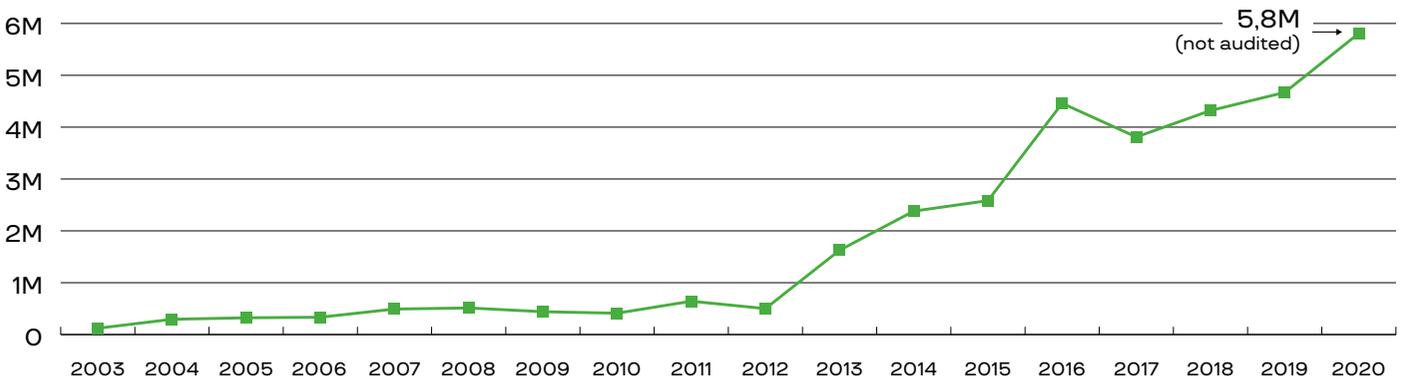


* prognosis

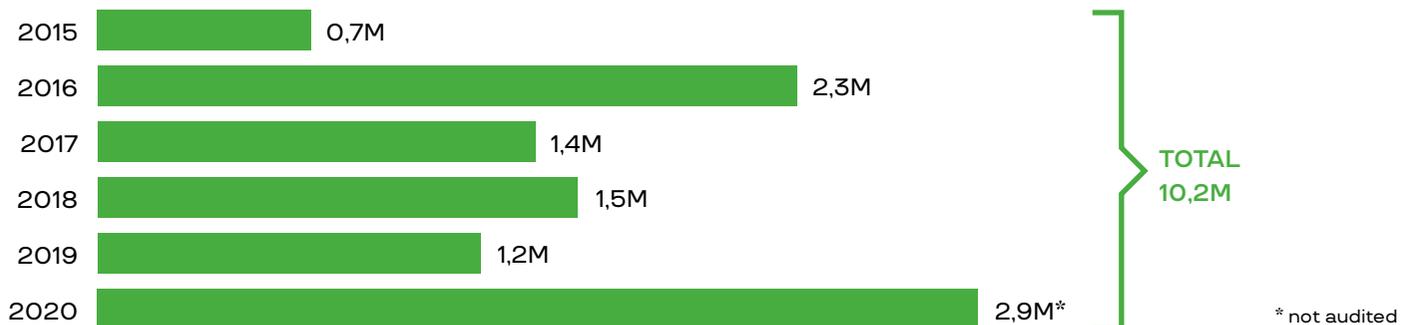
Income and expenditure 2020*



Income in 2003 - 2020



Procurements and sub-contracts in 2015 - 2020 and total



We are the e-Governance Academy!

Organisation at a glance

46 

employees working at eGA (by December 31 2020)

17

of them in Ukraine



increase in the number of employees within the year 2020

Education



PhDs



Master's Degree



BAs



Applied Sciences



Other

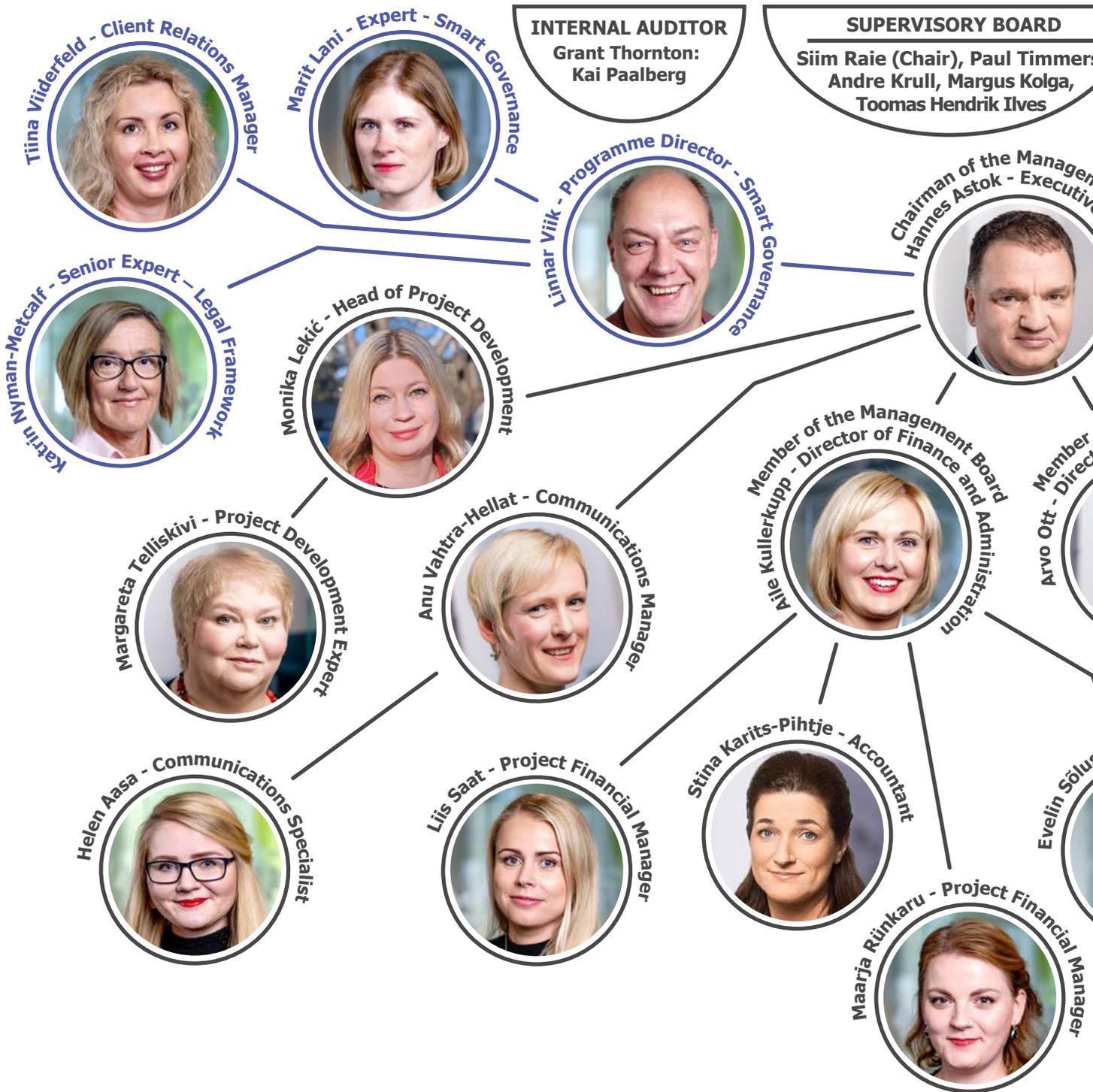


The average age

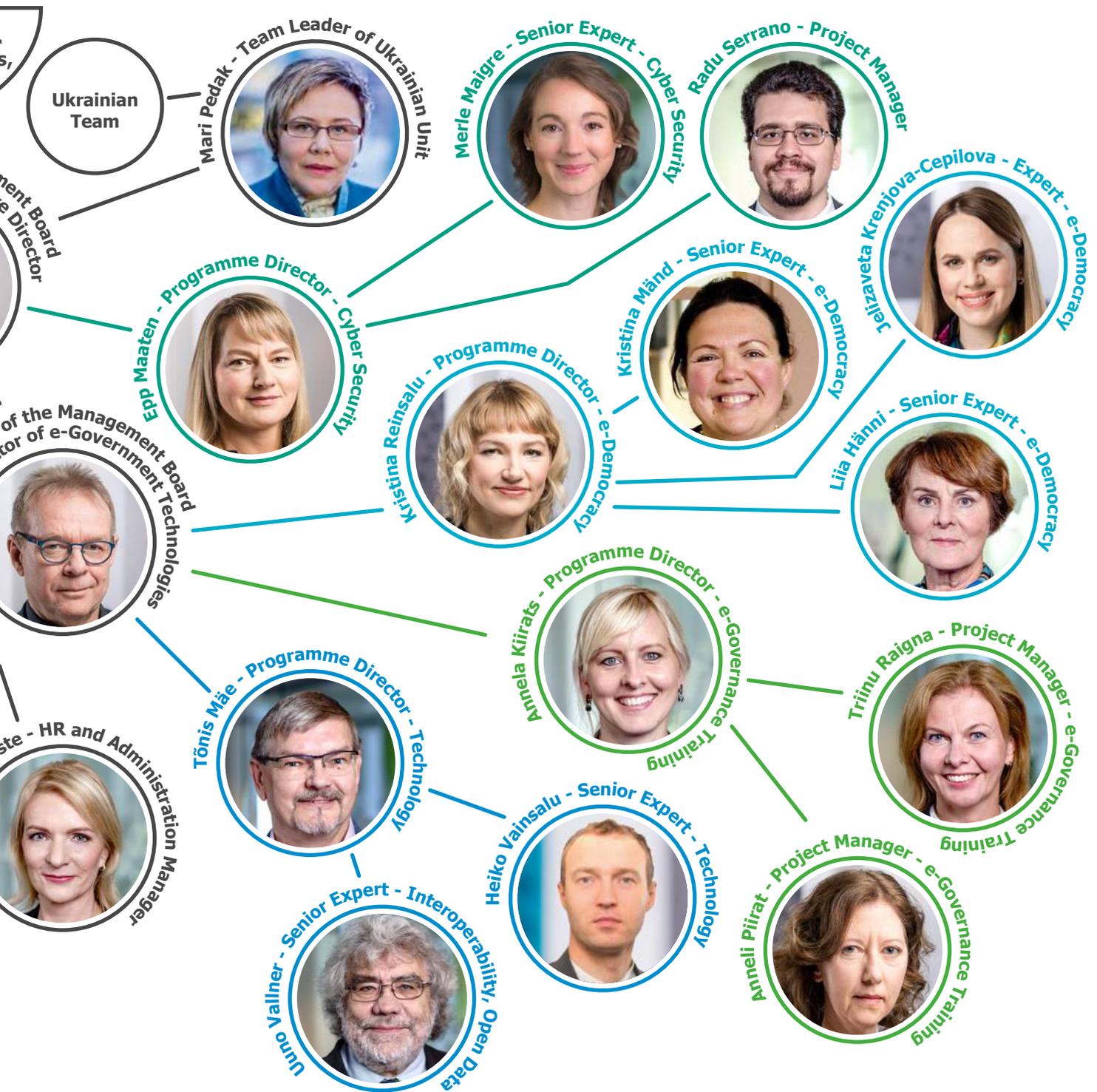
is the average age of eGA's employees

Division by gender





- Smart Governance
- Technology
- Cyber Security
- Back Office
- e-Governance Training
- e-Democracy



+ 320 e-governance experts in our global competency network

Our team in Ukraine

TREMBITA



VULYK



IT SERVICES DEVELOPMENT



ADMINISTRATION



EGOV4UKRAINE



EU4DIGITALUA





e-Governance Academy
Rotermanni 8, 10111 Tallinn
+372 663 1500, info@ega.ee ega.ee
Facebook, LinkedIn, Twitter: egovacademy

