CONSULTATIVE MEETING ON TRAINING FOR LOCAL e-GOVERNANCE IN AFRICA

PROGRAMME OF TRAINING FOR LOCAL e-GOVERNANCE IN AFRICA

DRAFT PROPOSAL OF IMPLEMENTATION STRATEGY

Tangier, Morocco
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TRAINING FOR LOCAL E-GOVERNANCE IN AFRICA

Draft Proposal of Implementation Strategy
January 2003

1. BACKGROUND

The launch of recent high-profile, pan-African development initiatives such as the New Partnership for Africa’s Development (NEPAD) has brought significant global attention to the concept and execution of good governance, transparency of policies and government processes, both at the centralised and decentralised level.

In view of the overall commitment of the NEPAD Heads of State to stimulate the use of ICT as a driving force to foster social and economic development of the continent, the “e-Africa initiative for good governance: building e-governance capacity in Africa”, launched in October 2002 at the “e-Africa First Regional Workshop on Building e-Governance Capacity in Africa” (Johannesburg, 28-31 October 2002), address these issues at the level of policy and decision makers, stressing the significant development role and crosscutting impact that ICTs can have on all aspects of society.

To this end, the promoters of the e-Africa conference (CAFRAD, UNDESA and NEPAD), in consultation with other participants and partners, have recognized the need to mobilize the African and global public administration and ICT communities for e-governance in Africa and have agreed on an overall “Framework for Action on e-governance for Africa”. The framework identifies the vision for e-government, the mission that needs to be engaged by partners, strategic goals, the impacts expected, a set of strategic intervention areas and examples of outcomes expected. The Framework for Action was further presented to the “4th Global Forum on Reinventing Government: Citizens, Businesses and Government: Dialogue and Partnerships for the Promotion of Democracy and Development” (Marrakech, 10-14 December 2002).

At the sub-national level, it is recognized that the appropriate use and integration of ICTs in the community can enhance and support social and economical development. The objectives of this focus would be the enhancement of good governance and democracy by ensuring linkages, networking and community cohesion, providing timely, efficient, transparent and accountable services, improving the management of operations and the reengineering of local government systems, facilitating planning and policy making processes, monitoring implementation policies and recording physical and social changes in the community, and therefore improving the quality of life of citizens. The integration of ICTs into municipalities and other local government contributes to informed populations, which are a basis for effective participatory governance.

The challenge remains, however, on how the use of ICTs in local government can be beneficial to all the stakeholders, taking into consideration real factors such as the digital divide (infrastructural, hierarchical and economic restrictions) and the importance of creating an “e-inclusive” society.
2. **ACTIVITIES**

The proposal of programme of “Training for Local e-governance in Africa”, output of the “Consultative Meeting on Training for Local e-Governance” (Tangier, 15-18 January 2003), jointly organized by CAFRAD, IICD and UNESCO, is intended to be an inter-agency African initiative to promote the building of capacities for local governments through the training on the effective integration of ICTs in the governance process.

The first phase of the proposal, agreed by the promoters of the Consultative Meeting and other partners and participants, consists of a preliminary training programme for e-governance capacity in municipalities and other local government in Africa.

The On-line Training Programme may be also integrated in the framework of the activities of the UNPAN On-line Regional Centre CAFRAD in order to be promoted and disseminated to all African stakeholders through the United Nations Global On-line Network in Public Administration and Finance - UNPAN.

A second phase, that may be integrated into the “Framework for Action of the e-Africa initiative” aims to develop and design tools to provide learning opportunities for municipal and local governments Africa-wide, including necessary infrastructure and institutional support. It will be developed taking into account the results of the first phase. In view of technology constraints, the first phase will focus on municipalities with sufficient ICT infrastructure and experience to benefit. Support to the full range of government, including disadvantaged and rural communities, will be considered in the second phase. Consultations with respective international and regional partners will be undertaken in this context.

In order to measure the effectiveness of the Project activities and the outcome produced, a specific set of monitoring, output and impact indicators will be designed, to control and evaluate continuously the performance of the Project activities. A demand-driven semi quantitative monitoring and evaluation system will be established, including a quality control of activities undertaken.
3 Training Methodology

The content, teaching staff, trainee selection and support for the training will be ensured by African institutions and specialists, with international support. Following an inventory on the needs, possibilities and experiences of African practitioners, the consultation partners (Tangier, January 2003) recommended a twofold target approach:

a. Training of the “Hybrid Professional” at Local Government Policy Level in Africa

This course will target two groups:

i. Professional non-ICT specialists at local government level (such as policy makers, legal specialists, municipal professionals);

ii. ICT managers supporting the decision-makers at local government level.

The objective is to provide basic operational knowledge to the target group on knowledge on political, social and management challenges and benefits introducing ICTs in local governance.

b. Leadership Sensitisation on e-Governance for Elected Local Government Officials in Africa.

This course will target elected local government officials.

The objectives are to raise awareness of and commitment to e-governance on local government level, and to build skills and capacity in support of the successful implementation of e-governance strategies.

For detailed descriptions of these training programmes please see Appendix A. For both courses, the participants are presupposed to have basic operational ICT skills, acquired independently from this training programme.

The courseware will be produced as a core applying to both themes, plus specific elements for each of the target audiences as appropriate.

In phase one, the courses will be developed in both English and French, with maximum effort to develop common content.

The courses will be delivered in virtual mode, using the platform and pedagogical method developed by EVG (for the Latin American component of the UNESCO project on training for local e-governance). The aim is to train about 100 officials in the first phase.

The training will concentrate on a limited number of local governments which are supported by national development and training programmes. In the countries concerned, face-to-face motivation and preparatory seminars will be organised. The progress and of the trainees and their use of the acquired knowledge will be regularly followed in collaboration with local, national and regional support networks.

The basic virtual course will be open to other African local governments meeting prerequisites within the limitations of resources, and the course materials will be made freely available without charge (Open Educational Resources).

A participatory methodology for monitoring and impact evaluation will be developed for the project including in-course correction.
4 Institutional Framework

A network, open to other interested partners, will be responsible for the first phase. The Project Plan will include the following contributions:

UNESCO: will provide the initial funding for the first stage of the programme and will take responsibility, in collaboration with the partners, for preparing the Draft Project Plan to provide the basis for partner negotiations and implementation. The course materials in this area developed in Latin America (CEGEL) will also be provided to the programme. UNESCO will take responsibility for the coordination of Project Management.

CAFRAD: will facilitate the African input, networking and promotion in collaboration with African regional institutions concerned with local, regional and/or national government; it will also prepare a preliminary draft for phase two, for discussion during the 4th International ICLEI/EDITOSIA Workshop which will be held in Tangier in June 2003.

IICD: will promote the modules developed on websites such as IConnectOnline and ITrainOnline (www.itrainonline.org) and provide preliminary training on basic ICT Skills via ITrainOnline. Where appropriate, IICD will support preparatory, networking and knowledge sharing activities pertaining to specific in-country awareness programmes, provide intellectual resources and consider possible further contributions.

EVG: Ecole Virtuelle de la Gouvernance) will provide the use of the existing UOC virtual university platform, and pedagogical and methodological expertise, drawing in particular on the CEGEL experience.

UNDESA/DPEPA: will be invited to provide methodological support and promotion of the course, which could be included as one of the online training courses provided by UNPAN.

University of Rome: offers to contribute to the evaluation activities of the project together with CAFRAD and some African Universities.

DistrictNet (Uganda): offers the use of the training team and facilities for the development and piloting of the training modules.

ICLEI: will be invited to ensure appropriate integration of the EDITOSIA results into the programme and participation as project partner.

The participants from Morocco, Lusaka (Zambia), and UNDP (Morocco) indicated strong interest in the programme and promised to consult with their institutions on possible substantive participation on the basis of the results of the meeting.

Other interested and relevant parties (e.g. pan-African networks such as SADC, AULA, etc.) will be identified, in particular through CAFRAD.
5. **TIME FRAME**

The first phase will run from January 2003 through March 2004. Phase two will be discussed during the 4th International Editosia Workshop which will be held in Tangier in June 2003.

6. **EXPECTED OUTPUT**

At the end of the first phase, it is expected to achieve the following results:

- Implementation of the EVG platform in English and French
- Full development of the module content
- Identification and instruction of appropriate instructors, professors and experts
- Training of approximately 100 local government professionals and elected officials via the online training modules
**ANNEX A: CONTENT PROPOSAL**

**OVERALL OBJECTIVES**

- Building capacity in using ICTs to maximise efficiency in local government administration.
- Developing capacity to provide citizens and private organisations with government information, optimising transparency and enhancing decentralisation.
- Developing capabilities to deliver e-services to the citizens and private organisations.

**SPECIFIC TRAINING OBJECTIVES**

**COURSE A: “LEADERSHIP SENSITISATION PROGRAMME ON E-GOVERNANCE FOR ELECTED LOCAL GOVERNMENT OFFICIALS”**

**Target groups**

- Elected Local Government Officials
- Senior Local Government Officials (Policy Developers and Implementers)

**Objectives**

- To raise awareness of and commitment to e-governance at local government level.
- Learn to apply ICT tools for governance.
- To build skills and capacity in support of successful implementation of e-governance.
- ICT Resource management.

**COURSE B: “E-GOVERNANCE TRAINING FOR THE HYBRID PROFESSIONAL”**

**Target groups**

- Management staff (all professions)
- ICT “power users” (a “master class” for non-ICT professionals in Government Administration)
- ICT Management staff

**Objectives**

- Develop ability to provide effective support.
- Technical skills development. (needs analysis)
- Skills development.
- Develop Business Management Skills.
- Develop Business Process Re-Engineering capabilities.
- Develop change management capabilities.
CONTENT OF MODULES

1. Overview of ICT including for example:
   
i. What is ICT: Definitions and Framework
   ii. ICT and Business Processes
   iii. The ICT Paradigm: moving from a manual environment to a (semi-) automated environment (perception and awareness of the cultural shift)
   iv. ICT User Ethics
   v. Needs Analysis: understanding drivers in the need for ICTs and understanding the possible returns (pre-procurement analysis)
   vi. Computer and Internet Crime
   vii. Security Issues, such as
      • Information Security/confidentiality
      • How can information flow be separated and protected according to given responsibilities and competencies
      • How can individual information be protected from disclosure?
   viii. Risk management
   ix. Access, Privacy and confidentiality
   x. Bottlenecks of Information flow
   xi. Intellectual Property
   xii. Functional Analysis and Business Process Re-engineering

2. Management of ICT

   A. Foundations of ICT Management
      xiii. Information Technology's Strategic Importance
      xiv. Developing the organisation's ICT Strategy
      xv. Information Technology Planning
      xvi. Procurement and Outsourcing
      • How can outsourcing be applied to develop and implement e-governance?
      • When is it feasible?

   B. Technology and Industry Trends
      i. Hardware and Software Trends
      ii. Modern Telecommunications Systems
      iii. ICT Industry Trends

   C. Controlling Information Resources
      i. Understanding and Measuring ICT Investments and their Returns
      ii. ICT Controls and Asset Protection
      iii. People, Organizations, and Management
      iv. The Chief information Officer's Role
3. **Applications of ICT, including for example:**

   i. Internet
   ii. e-mail
   iii. web services
   iv. file sharing
   v. databases & managing information
   vi. chat
   vii. electronic mailing lists
   viii. public polling
   ix. e-procurement
   x. open source/proprietary considerations

4. **Governance**

   A. What is governance/good governance?

      i. E-Democracy
      ii. Community participation for an inclusive society (reaching all levels of citizens, inclusion of the private sector, etc.)
      iii. Transparency
      iv. Accountability
      v. Efficient administration

   B. Awareness of legal and policy issues

      i. Framework of e-governance: legal and policy implications of developing and introducing e-governance
      ii. Introduction to e-Administrative Laws

   C. Planning abilities

      i. How can e-governance innovation be planned?

   D. Networking

      i. Establishing intra and new inter-connections needed to improve governance(new information services etc)
      ii. Extending e-governance system to facilitate citizen participation (including all stakeholders).

   E. Adaptability

      i. How can culture and social specific needs be accommodated?

   F. Information and ICT policy frameworks

      i. What are existing national and local information and ICT policy frameworks?
      ii. (less: what is the international context)
5. **Tactical and operational considerations (B Groups only)**

   i. Developing and Managing End-User Expectations
   ii. Problem, Change and Recovery Management
   iii. Managing Centralised and Distributed Systems
   iv. Network Management
ANNEX B: SUMMARY OF PRELIMINARY GENERAL DISCUSSION ON NEEDS FOR TRAINING FOR LOCAL E-GOVERNANCE IN AFRICA

1. Strategy
Planning process
Adequate budget and timely disbursal
High-level commitment – partner responsibilities
Monitoring and evaluation (international project)
Targets for enabling environment: policy/decision makers (elected officials) and “hybrid professionals” (managers, information specialists, lawyers, etc.) then later ICT specialists.

2. Information (training content)
Local electronic democracy
Citizens’ rights and needs
Public information centre – citizen services (including Website)
Legal and policy framework for e-governance (stress on facilitation, overcoming bottlenecks)

Local electronic government
Planning (check-list)
Networking: involve all government departments (in e-governance)
Community diversity and initiative versus standardized national/local approach
What support/services can be outsourced
Security/confidentiality
National ICT policy framework

Local electronic administration (technical services)
Appropriate and inappropriate use of ICTs
ICT resource management (from user view)
ICT acquisition/compatibility (including open source software)
Infrastructure support (e.g. Internet backbone, satellite systems, etc.)
Management of “back office”
Maintenance

3. Services (training methodology/delivery)
User needs analysis
Networking: involve all government departments (committee, brainstorming)
Basic level training first=>motivation=>technical competence
Workplan
Training of trainers
Promoting interest/overcoming trainee resistance (“social therapy” approach)
Incentives (trainees share in savings from e-governance)
Use of software (hands-on)
Quality assurance
4. Technology for training

Local area networks
Internet connectivity
Compatibility at national and local levels
Maintenance (training infrastructure)