Capacity Building Programme for Diplomats
2006-2007 Series: e-governance for Development

e-governance - An Introduction

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About the UNJSPF

Our Global Reach

54 UN Entities
21 Specialized Agencies
500+ Field Offices

....and over 150,000 current and past Staff Members
The Challenges

Interaction with over 150,000 Global Points of Presence

• Two Way Exchange of Information
• Two Way Movement of Funds

We are a 34 billion dollar Pension Fund, one of the largest in the world
The Solution

Service

Issues

Information Exchange

- Low Bandwidth
- PDF vs. HTML
- Low vs. High Graphics
- Paper Still Necessary
- Delivering Payment – Wire/Check/Cash
- Aging Population Factors
e-governance and e-government

An introduction to what, why and how

Contributed by Dr. Eduardo Gelbstein
Cyberspace's architecture

Satellite
Terrestrial wireless
Copper cable
Fiberoptic cable

Radio
Broadcast TV
Video on demand
Telephone, fax and data
Major applications: e-mail
Web access, VoIP

Inform
Educate
Links and share
Persuade
Entertain
E-commerce

Websites
Blogs
User groups
Forums
Chatrooms

New ideas emerge all the time
ICT is essential and also...

A global industry of more than a trillion dollars a year

**UBIQUITOUS**

Business sector  
Public sector  
Not for profit sector  
Critical infrastructures  
and elsewhere

**COSTLY & VALUABLE**

Value is hard to measure  
TCO of a networked PC  
Enterprise applications  
DR and BC

**VULNERABLE**

Imperfect software  
Configuration management  
Change management  
Process maturity

**SOFT TARGET**

Attack skills easy to learn  
Attack tools easy to obtain  
Info security not mature
Why is e-governance needed?

Once technology becomes master
We reach disaster
Faster

Grook by Piet Hein
Unintended consequences

- Dramatic changes for telecom operators
- A global phenomenon: ~1 billion personal computers, ~750 million Internet users, ~2 billion cellphones
- Different physical and cyber-boundaries
- Misused, abused and out-of-control technologies
  - virus, worm, spyware, spam, phishing and other
  - “military strength” computer viruses and worms
  - smart weapons, smart robots
  - nanotechnology tools that can manipulate DNA
**e-governance issues**

**Strategic**
- Role of ICT in e-government
- National ICT strategies
- Impact and sustainability
- Legal framework
- Regulation/deregulation
- Standards and vendors
- Internet registrars

**Financial**
- Funding sources
- Cost management
- Demonstrable benefits

**Making it work**
- Availability of infrastructure and skills
- Social awareness, education, cultural change
- Security and privacy
- Managing risk
- Managing change, constraints and legacies
- Managing unintended consequences
- Benchmarks and audits
e-governance

Legal frameworks
- Int’l Chamber of Commerce
- WTO
- World Bank

Regional and international
- There is no equivalent to the Law of the Seas.
- Best we have is the Council of Europe convention on Cybercrime

Internet governance (multi-stakeholder issue)
- WSIS → WGIG → IGF
- International Organizations
- Vendors
- Internet Society, W3C, IETF
- Service providers (e.g. ICANN)
- Academia

U.N.
- UN
- ICT TF
- UNDP
- ICT for MDG

Other
- International Organizations
- UN
- ITU
- WIPO
- UNESCO
- etc

Vendors
- Internet Society, W3C, IETF

Service providers (e.g. ICANN)
- Academia
e-governance is a major international issue
Impact

e-governance is considered among the most important matters within the enterprise.

Working Groups and action plans have been created to address the issues.

- The UN Millennium Declaration and the digital divide
- World Summit on the Information Society (Geneva and Tunis)
- United Nations Chief Executive Board (CEB) and the Information and Communications Technology (ICT) Network
What is e-governance?

There are many definitions
Internet Governance

The development and application by governments, the private sector and civil society, in their respective roles, of shared principles, norms, rules, decision-making procedures, and programmes that shape the evolution and use of the Internet.

Tunis Agenda for the Information Society, Para. 34
The strengthening of e-governance

The work of the UN organizations focuses on capacity building to advance: decentralization; transparency and accountability; “engaged governance”, which focuses on mainstreaming citizen participation in public policy; the application of information and communications technology (ICT) and, strengthened capacities for data gathering and statistical analysis.

From One United Nations
Catalyst for Progress and Changes
How the Millennium Declaration is changing the way the UN system works
Chief Executives Board - 1995
The fundamental assumption

We put “e” in front of “government to recognize that a public administration is in the process of transforming its internal and external relationship with the use of modern Information and Communication Technology (ICT)

From the 2003 World Public Sector Report titled “e-government at the Crossroads”
Summing it up

e-government at its best can be viewed as the process of creating public value with the use of modern ICT.

From the 2003 World Public Sector Report Titled “e-government at the Crossroads”
From the CIO Perspective

• The net message: good governance gets those who demand ICT services deeply involved in decision making.

• Good ICT governance helps the enterprise make better and faster ICT-related decisions, builds trust, means better delivery, synchronizes ICT strategy and business strategy and encourages desirable behavior in the use of ICT.

From The New CIO Leader
Six markers of effective ICT Governance

• Clearly differentiated business strategies
• Clear business objectives for ICT investments
• High-level executive participants in ICT governance
• Stable ICT governance, with few changes from year-to-year
• Well functioning, formal exception processes
• Formal methods of communication

From The New CIO Leader
The three major Elements of ICT Governance

1. Domains: the various ICT areas in which decisions need to be made.
2. Styles: who makes decisions and who has input in each of the ICT domains.
3. Mechanisms: techniques and organizational devices used to implement governance styles. ICT Steering and Executive Committees are examples of much used mechanisms.

From The New CIO Leader
ICT Governance and Best Practices as defined in the ICT Network Strategy
ICT Governance and Best Practices

Overview of Position:
The key deliverable in this area is a UN Best Practice Guide for Information Governance containing Minimum Information Governance Standards across a wide range of ICT topics including Systems Development Methodology, Information Management Standards, Operations Procedures, Service Management, and Project Management Methodologies - the governance arrangements concerning how IS and ICT practitioners manage IS and ICT resources. It would be commissioned and delivered once, avoiding duplication and resulting in different standards amongst UN Organizations.

From the ICT network strategy
ICT Governance and Best Practices

Problem:
The requirements for good standards and best practice guidelines for ICT Governance do not vary to a great extent across agencies. These guidelines include Systems Development Methodology, Information Management Standards, Operations Procedures, Service Management, and Project Management Methodologies. However, developing such methods, procedures and standards is costly. Some larger organizations dedicate resources, or obtain external assistance to identify and implement ICT best practices, whereas smaller organizations often have difficulties to accommodate such needs. However, among the larger organizations, the efforts in pursuing ICT best practices often rely on individual ICT managers’ persuasiveness to survive against other demands on resources. With only voluntary cooperation across agencies, the results are that agencies have adopted a wide variety of different procedures, methods and standards in spite of the commonality of requirements. Member States would like to see a similar approach across UN organizations in justifying the ICT investments and to receive reassurance that ICT operations are appropriately governed.

From ICT Network Strategy
ICT Governance and Best Practices

Opportunity:

A set of common UN standards would be of immense help to the introduction of UN best-practice in ICT Governance, providing agencies with a ready reference point of procedures, methods and standards to adopt or vary according to local circumstances, offering agencies a major way of reducing ICT setup and running costs.

Some UN organizations have either already implemented or decided to implement ICT best practices, such as Information Technology Infrastructure Library (ITIL) for service management or formal project management methodologies. The experience gained within the UN family could be utilized to improve the overall level of maturity of the ICT operations within the UN, at the same time minimizing the duplication of efforts in pursuing the best practices.

Member States have called upon the UN organizations to show greater efficiency and effectiveness. The on-going efforts in pursuing ICT best practices demonstrate the UN organizations responsiveness in addressing the Member States concerns in the area of ICT governance and operations.

From ICT Network Strategy
ICT Governance and Best Practices

Target Position:

A set of proposed policies, processes and procedures are produced as UN best practice guidelines, based on well established industry best practices, such as ITIL. Minimum requirements in ICT operations and project management are defined. Common tools are developed or purchased. Performance indicators are defined.

From ICT Network Strategy
ICT Governance and Best Practices

Advantages:

• Individual organizations’ efforts in developing the whole set of policies, processes and procedures are minimized.

• The needs for common tools could be met with minimum investment.

• Organizations could consistently assess their ICT performance against the proposed performance indicators.

• Governing bodies and the senior executives of the organizations will have more confidence in the ICT operations and ICT investments.

From ICT Network Strategy
ICT Governance and Best Practices

Timeframe:

The estimated timeframe for reaching the target position is 3 years.

From ICT Network Strategy
ICT Governance and Best Practices

Action Plan:

• Determine best practice areas of work
• Formulate and define the policies, processes and procedures, and the associated performance indicators.
• Develop training package for best practice
• Gain approval of ICT Directors and CEB endorsement of the best practice.

From ICT Network Strategy - 2004
ICT Governance and Best Practices

Sustainability:

Initial investment will be required for consultancy services, and target position will require on-going funding for updating of the guidelines. However, the costs of this would be order-of-magnitude less than efforts by individual UN system organizations.

From ICT Network Strategy - 2004
Making ICT governance work

Business Value
Alignment priorities
Portfolio of I.T. assets
Funding
Standards vs autonomy
Sourcing
Contingency plans
Project management
Good vendor contracts
Ability to exploit ICT

I.T. policies
  Monitoring
  Compliance
End user computing
  Security
  End User Computing
  Appropriate use
  Personal use
  Confidentiality, etc...

Performance
  Benchmarks
  Audits

How well is it done?
Some Project Examples
from the Pension Fund
Business Driven Initiatives requiring proper e-governance

- Knowledge Management
- Work Flow Customization
- Business Continuity
- Security Certification
- Data Collection and Mining
- Etc.
Aligning Project Priorities with proper governance

Understanding and Improving the

ISO 9000 Certification

Improve
Monitor
Implement
Document
Develop

High Level Flow
Key Knowledge Sources/Process
Key Vulnerabilities
Key Process Integration
Continuous Process Improvement
ISO 9000 Certification

Encourage User Involvement

Information Technology

WEGE Review
Schedule Phases
High Level Map

Review critical processes
Identify process steps
Identify knowledge required
Identify knowledge generated
Create measurement criteria
Analyze the process maps

Business Continuity Planning
System Access Control
System Development
System Maintenance
Physical Security
Environmental Security
Compliance
Personnel Security
Security Organization
Computer Management
Operations Management
Asset Classification
Asset Control
Security Policy

Operationals
Analytic
Data
• Availability
• Quality
• Standards
• Models
• Management
• Ownership

Business Rules
Business Intelligence
Analytical Processing
Decision Making

Work Flow
Upgrade
Business Continuity
Security
ISO 17799 Certification

Data Collection, IMIS Integration
Data Mining Performance Reporting

Information Technology

High Level Baseline Process Design, Detail/Task Level

Operational vs Analytic Data
• Availability
• Quality
• Standards
• Models
• Management
• Ownership

Knowledge Management
Work Flow Upgrade
Business Continuity
Security
ISO 17799 Certification

Data Collection, IMIS Integration
Data Mining Performance Reporting

Business Continuity Planning
System Access Control
System Development
System Maintenance
Physical Security
Environmental Security
Compliance
Personnel Security
Security Organization
Computer Management
Operations Management
Asset Classification
Asset Control
Security Policy

ISO 9000 Certification
New Welcome Turnstile
New Welcome Turnstile

United Nations Joint Staff Pension Fund

**Participant**
(Employee of UNJSPF member organization)

**Beneficiary**
(Recipient of UNJSPF monthly benefit)

**FAFICS**
(Federation of Associations of Former International Civil Servants) Member

**SPC/UN Focal Point**
(Staff Pension Committee / UN Focal Point) Member

**Pension Board**
(Pension Board and/or the Standing Committee) Member

**Committee of Actuaries**
Member

**Investments Committee**
Member
New “Role-Based” home Page - Participant

Welcome, Participant!

**Benefit Estimate System**
You may receive an estimate of your benefits online. The system allows you to choose any valid separation date. It also allows you to perform the benefit calculation using a Lump-Sum amount of your choice, as well as different Pensionable Remuneration dates.

**Annual Statement Online**
Access your Annual Statement online! Beginning with your 2003 Annual Statement, you may access your statements by logging into our secure system. Before you can access the system, you need to register, using your Pension Number and some personal information.

**Publications and Documents**
In addition to the official publications, you can find the brochures...
Welcome, Beneficiary!

Two-Track Estimate System
You may receive an estimate of your benefits under the Two-Track Adjustment System online. The system allows you to choose a prospective country of residence and effective date. In order to access it, you will need to request a Personal Identification Number for secure access.

CE Tracking System
Every year, the Fund sends a document called Certificate of Entitlement to all beneficiaries. This document has to be signed and returned to the Fund. You may now find out if we have received yours using our CE Tracking System. You will need to ask for a Personal Identification Number in order to log into the secure site.

Annual Letter of the CEO
Knowledge Management

KNOWLEDGE GATEWAY & SEARCH ENGINE
LDS/K-MAP

KNOWLEDGE CATEGORIZATION
ENTERPRISE TAXONOMY

UNJSPF Document Repository
Domino.Doc

Other Knowledge Sources
Internet/Intranet Sites
Notes Databases
E-mail Special Folders
NT/Novell File Servers

UNJSPF Collaborative Communications
SameTime

UNJSPF Collaborative Work Space
QuickPlace

UNJSPF Collaborative Effort
Domino.Doc
Native Work Flow
The Controls

Security

The Ten Domains of ISO 17799

1. Security Policy
2. Organizational Security
3. Asset Classification and Control
4. Personnel Security
5. Physical and Environmental Security
6. Communications and Operations Management
7. Access Control
8. Systems Development and Maintenance
9. System Continuity Management
10. Compliance
The results of the Security Project

- UNJSPF Security Policy
- UNJSPF Security standards, guidelines and procedures
- GAP Analysis “Health Check”
All UNJSPF System Projects followed governance policies and best practices

- System Development Methodology
- Project Management Terms of Reference
- Reporting through ICT Steering and Executive Committees
- Alignment with Service Level Agreements
- ICT operational practices aligned with the Information Technology Information Library (ITIL)
- Security best practices from ISO 17799
- High Level Business Case - Procurement
- Etc.