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Submission by

United Nations Department of Economic and Social Affairs (DESA)

This submission was prepared as an input to the report of the UN Secretary-General on "Progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society at the regional and international levels" (to the 18th session of the CSTD), in response to the request by the Economic and Social Council, in its resolution 2006/46, to the UN Secretary-General to inform the Commission on Science and Technology for Development on the implementation of the outcomes of the WSIS as part of his annual reporting to the Commission.

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**Report on the Implementation of the Outcomes of
the World Summit on the Information Society (WSIS)
(January – December 2015)**

United Nations Department of Economic and Social Affairs (DESA)

I. Executive Summary

As the leading facilitator for Action Lines C1, C7eGov, and C11, as member of the United Nations Group on the Information Society (UNGIS), and manager of the IGF[1] Secretariat, DESA continued its efforts to promote policy dialogue and advocacy for the implementation of the outcomes of the World Summit on the Information Society (WSIS) among United Nations bodies, governmental and non-governmental stakeholders and partners through a number of initiatives listed in Part II of this report. During this period, DESA also provided secretariat support to the United Nations General Assembly's overall review of the implementation of the outcomes of the WSIS. DESA has ensured, in addition, a comprehensive exchange of views, information and experiences among WSIS stakeholders, as well as provided advisory services and technical assistance to developing countries.

II. Analytical Overview

DESA provided secretariat support to the United Nations General Assembly's overall review of the implementation of the outcomes of the WSIS. During the review process, under the leadership of the Presidents of the 69th and 70th sessions of the General Assembly, consultations with stakeholders were held to elicit views on the outcome document. DESA provided secretariat support to the preparatory meetings of the Member States, including informal informals. The High Level Meeting to be held on 15-16 December 2015 will provide an opportunity for in-depth discussion of important issues in the implementation of the WSIS outcomes, including the progress, gaps and challenges, as well as areas for future action. For more information about the WSIS review by the General Assembly and the outcome document, please visit: ehttp://unpan3.un.org/wsis10/

In preparation for the General Assembly's overall review of the WSIS, DESA, in cooperation with the International Telecommunications Union (ITU), organized an expert group meeting entitled "Advancing a Sustainable Information Society for All", which was held in New York from 8 to 9 June 2015. The meeting brought together international experts to discuss ICT-related issues in the context of two important intergovernmental

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[1]Internet Governance Forum

negotiations: the post-2015 sustainable development agenda and the General Assembly's overall review of the outcomes of the WSIS, commonly known as WSIS+10. Mr. Lenni Montiel, Assistant-Secretary-General for Economic Development opened and moderated the opening session. The two co-facilitators of the WSIS+10 overall review process, H.E. Mr. Jānis Mažeiks, Permanent Representative of Latvia to the United Nations and H.E. Ms. Lana Zaki Nusseibeh, Permanent Representative of the United Arab Emirates to the United Nations, delivered remarks on the overall review process. Over 60 participants attended the meeting, including United Nations agencies, civil society representatives, private sector and United Nations Member States. All documents about the meeting, including the report, are made available at: http://unpan3.un.org/wsis10/egm

A. Meetings, missions and projects

As in the past, the annual Facilitation Meeting of Lines C1, C7 and C11 of the Geneva Plan of Action and the Tunis Agenda was organized in May during the 2015 WSIS Forum in Geneva. The issues discussed included e-government strategies in support of sustainable development; integrated government structures and services, as well as design of internationally agreed standards and methodologies on ICTs for development. The meeting concluded that the implementation of WSIS Action Lines post-2015 could focus on people-centered and inclusive governance models, mechanisms for sustainable development and bridging the digital divide by enhancing inclusiveness, and the promotion of a digital economy to ensure equal opportunities for all.

DESA jointly organized an informal inter-agency consultation on 6 May 2015 at the UNGA High-Level Event on the overall review of the outcome of the WSIS scheduled to take place in New York in December 2015. The consultation with UN Chief Executives Board agencies, and in particular member agencies of the UN Group on the Information Society (UNGIS), focused on the provision of modalities for the overall review by the General Assembly of the implementation of the outcomes of the WSIS (A/RES/69/302). Around a dozen UN agencies were represented as well as 26 remote participants. ASG Montiel opened the meeting, which was attended by representatives of the ITU, the United Nations Conference on Trade and Development (UNCTAD), the United Nations Educational, Scientific, and Cultural Organization (UNESCO), the United Nations Development Programme (UNDP) and the Economic and Social Commission for Western Asia (ESCWA).

One of the main instruments for monitoring the implementation of action line C7 (e-government) at the global level is the United Nations E-Government Survey. Since 2003, the Survey has presented a systematic assessment of the use and potential of ICTs to transform the public sector by enhancing its efficiency, effectiveness, transparency, accountability, as well as access to public services and citizen participation. By studying broad patterns of e-government around the world, the Survey assesses the e-government development status of the 193 United Nations Member States. It serves as a tool for decision-makers to identify their areas of strength and challenges in e-government to inform policies and strategies.

The 2016 Survey entitled "E-Government for Sustainable Development" will highlight emerging e-government issues and trends, and identify challenges and opportunities of e-government as an enabler of good governance for sustainable development. Its overall objective is to provide policy-relevant analysis of how governments can utilize new technologies in public administration to increase the impact of sustainable development efforts. In particular, the report will offer suggestions on how to utilize ICTs to enable coherent policy frameworks and institutional coordination; promote transparent and accountable institutions through open government data; establish innovative mechanisms to engage people through e-participation; and respond to the challenges of providing inclusive and equitable services.

Over the past years, due to a growing interest in the Survey and its methodology, Member States have expressed interest in providing suggestions on how to enhance the Survey. In order to respond to Member States' request, and to allow for a more inclusive, open and participatory approach in the design of the Survey, DESA, in collaboration with a number of regional hosts, organized for the first time consultative meetings on "E Government for Sustainable Development" as part of the preparatory process of the upcoming Survey. The feedback received from Member States during the consultative meetings, which were held in Bahrain, Belgium, Colombia, Estonia, Kazakhstan, Morocco and the Republic of Korea, was compiled by DESA and presented during an Expert Group Meeting (EGM) on "E-Government for Sustainable Development", which was held in New York from 16 to 17 March 2015. The purpose of the meeting was to provide an open, inclusive and participatory platform for experts to: (a) exchange views on challenges, emerging issues and trends related to e-government for sustainable development, (b) identify possible thematic areas relevant to the Survey 2016 from a sustainable development perspective, as well as (c) review the Survey's methodology and discuss possible assessment measures for the identified issues and e-services.

In addition to the offline regional consultations, an online platform became available through the United Nations Public Administration Network (UNPAN) for Member States and other key stakeholders to provide feedback and suggestions for the Survey 2016. A total of 103 out of 193 Member States participated in the preparatory process of the Survey either through the consultative meetings or the online consultation. A total of 84 countries took part in the regional consultative meetings, and a total of 48 countries provided their suggestions through the online platform. Some countries provided feedback both during the consultative meetings and through the online platform. Recommendations emanating from these meetings and from the EGM were highlighted in the EGM's final report.

DESA has also organized an expert group meeting on "Policy integration in government in pursuit of the SDGs" at the United Nations Secretariat on 28-29 January 2015. The meeting provided an opportunity to elicit experts' insights as an input to the 14th session of the Committee of Experts on Public Administration, which was held

from 20-24 April 2015 under the banner of "Building trust in government in pursuit of sustainable development goals – what will it take?" The objective of the meeting was to exchange knowledge and views on how to translate conceptual notions of policy coherence and principles of policymaking into practical terms, establish a baseline understanding of the capacity of administrations to pursue integration in pursuit of SDGs, and build on work by the United Nations Environment Programme (UNEP), the Organisation for Economic Co-operation and Development (OECD), World Bank and others, connecting observations and conclusions to policy cycles taking into account political and institutional realities.

With the aim of promoting policy dialogue, and building governments' capacity in the area of e-government development, DESA organized the African Ministerial Forum entitled "E-government for sustainable development at the intersection of technologies, institutions/leadership: the road ahead for Africa" within the framework of the 9th eGov Africa Forum, which was organized by the Commonwealth Telecommunication Organization and hosted by the Government of Rwanda, under the patronage of the Ministry of Youth and ICT. The Forum, which took place on 24-25 March 2015 in Kigali, Rwanda, hosted over 200 participants. The UN Ministerial Forum was an integral part of the event and explored the issues and challenges of e-readiness globally, and in Africa. It identified leadership capacity building needs for e-readiness and developed partnerships for capacity building in the region.

Within the framework of the 2015 United Nations Public Service Day and Forum, DESA also organized a capacity development workshop entitled "E-Government as a driving force for institutional integration towards sustainable development", which was held in Colombia from 23 to 26 June 2015. The workshop explored the role and importance of leadership and institutional integration in e-government development and provided an opportunity to: (i) facilitate an active dialogue amongst government officials from around the world, as well as regional and international development partners and United Nations organizations on the challenges of e-government development for the UN post-2015 development agenda; (ii) promote international cooperation and exchange of experiences amongst high level decision makers across the regions; (iii) map innovative practices of e/m government in implementing development goals, citing best practices and lessons learnt; and to (iv) provide a set of findings, conclusions and recommendations on the important role of governance and institutional integration in implementing successfully e-government strategies, as a way to achieve national development goals, aligned with the emerging sustainable development goals.

A number of activities were also undertaken in the field of e-government in Asia and the Pacific region. In February, DESA organized a one-day workshop on open government data in Kazakhstan. Through the United Nations Project Office on Governance (UNPOG), located in the Republic of Korea, DESA organized, from 25 to 27 March 2015, a Regional Training Workshop on "Sustainable Development and Disaster Risk Management Using E-Government". The meeting, which was held in Songdo, Republic of Korea, was organized in collaboration with the United Nations Office for Sustainable

Development (UNOSD) and the United Nations Office for Disaster Risk Reduction (UNISDR). The Workshop explored diverse policy issues, challenges and best practices related to e-government for disaster risk management. With a particular focus on approaching and analyzing the subject from a practitioner's perspective, it provided a venue for establishing conceptual and strategic guidelines in developing future frameworks for cross-sectoral governance conducive to implementing successful ICT-enabled public administration for disaster risk management.

DESA also organized, through UNPOG, the 2nd Chief Information Officers (CIO) Conference on "Advancing E-Government for Sustainable Development in Asia and the Pacific" which was held on the occasion of the Asia-Pacific Regional Forum on "e-Government, Smart Cities and Digital Societies for Sustainable Development" on 20 August 2015 in Bangkok, Thailand. The objective of the meeting was to exchange views on the emerging issues and trends of e-government development and innovative practices in the region. It also provided an opportunity for CIOs and e-government officials to discuss CIO's critical leadership role in promoting policy integration and institutional coordination for sustainable development.

DESA, through UNPOG, also jointly organized with the World e-Governments Organization of Cities and Local Governments (WeGO) an e-government track within the framework of the 2015 Jeju Forum for Peace and Prosperity, which focused on "Towards a New Asia of Trust and Harmony". This event, which was held in Jeju, Republic of Korea from 21 to 22 May 2015, was organized by the Jeju Peace Institute and other hosts, including the Jeju Special Self-Governing Province, the International Peace Institute, and the East Asia Foundation. The e-government track provided a platform for discussion on how to improve public service delivery through greater collaboration among government agencies at all levels, how to better engage citizens, as well as how to enhance trust in government. In addition, DESA, through UNPOG, and in collaboration with the Government of Fiji, organized a Capacity-Building Training Workshop on "E-Government Development in Pacific Small Island Developing States (PSIDS)", held in Suva, Fiji, 5-7 November 2015. The main purpose of the Workshop was to strengthen the capacity of the PSIDS in the field of e-government development by providing a venue for CIOs and e-government officials in the PSIDS to exchange views on emerging issues and trends of e-government development and innovative practices in the Pacific region.

In Latin America, DESA has supported the Centre for Innovation on e-Government Development in Colombia, which represents a pioneer initiative, having promoted regional cooperation, a website for innovation and having been institutionalized within the ICT Ministry (MINTIC). DESA has also provided advisory missions on e-government development in a number of countries, including in Colombia, the Dominican Republic and Mexico.

DESA's project on "Strengthening of capacities of developing countries to provide access to information for sustainable development through Open Government Data (OGD)", which was approved in 2014, focuses on four developing countries, namely

Bangladesh, Nepal, Panama and Uruguay. The project is supporting the need for increased awareness of OGD requirements among government officials and other stakeholders while addressing capacities required for developing action plans for the implementation of OGD initiatives. It also strives to strengthen the open data community within these countries. Moreover, the project stimulates a south-south knowledge transfer and cross-fertilization of OGD by bringing together OGD beginners with more OGD-advanced countries.

Among the activities undertaken this year, OGD sensitization, gap assessment and strategic planning workshops were organized in Bangladesh, Nepal, Panama and Uruguay; two national substantive trainings on key topics for OGD success were also held respectively in Panama and Uruguay. These events demonstrated that existing datasets within public agencies, both at the national and sub-national levels, can be published in open data formats. Progress was also made in strengthening the OGD ecosystem and in the development/enhancement of OGD action plans in each of the aforementioned countries.

As part of the development account project entitled 'Developing capacity for e-participation: engaging citizens in development policy and decision-making processes through ICTs', DESA held its second national capacity building workshop on e-participation in Nairobi, Kenya, from 13 to 16 January 2015. Aimed at Kenyan civil servants, at both national and regional levels, the workshop trained nearly fifty participants on how to employ the Measurement and Evaluation Tool for Engagement and e-Participation (METEP). It also aimed at raising awareness of policies and best practices on citizen engagement through Information and Communication Technologies (ICTs). This four-day event was a follow-up to DPADM's first national e-participation workshop held in Kazakhstan in October 2014.

As an outcome of the above workshop, DESA closely collaborated with the Ministry of Investment and Development of the Republic of Kazakhstan in order to ensure that e-participation is adequately addressed, and that all aspects of e-participation are covered in their upcoming e-government strategy.

Upon the invitation of the Government of Iran in March 2015 and of Uzbekistan in April 2015, a DESA mission was undertaken respectively in Tehran and Tashkent, within the framework of the above mentioned development account project. DESA presented the main findings of the UN E-Government Survey 2014, including the basic concepts of e-government and e-participation, and the online training centre, which is available on the UNPAN website. In addition, DESA introduced its training tools during the first national workshop on e-Government development. As follow-through to the Mission, the Information Telecommunications Office of the Ministry of Communications of Iran was designated to liaise with DESA to provide comments on the e-Government Road Map Implementation, a document recently completed and disseminated to all executive bodies of the Government; to revise relevant online training courses in UNPAN for applicability to Iran, including validation of courses and certificates in Persian; and to provide support in benchmarking the state of e-government and e-participation development in Iran, so

that all Ministries could move forward with unity in improving service delivery at all levels. DESA also met with over 60 government officials from the Ministries of Health, Education, Roads and Infrastructure, Water and Energy and discussed with them the challenges to improving service delivery.

DESA continued strengthening its partnership and cooperation with international institutions and regional commissions, particularly with the Economic Commission for Latin America and the Caribbean (ECLAC). ECLAC was represented, and provided key substantive inputs, during two capacity development initiatives organized by DESA in Panama in 2015 under the project on "Strengthening of capacities of developing countries to provide access to information for sustainable development through Open Government Data". DESA, together with UNDP, also supported the Government of Colombia in establishing the Centre for Innovation on e-Government Development to promote e-government innovations in the Latin American and Caribbean regions.

From 22 to 25 March 2015, DESA participated in the Internet Society Public Policy Programme at the 92nd meeting of the Internet Engineering Task Force (IETF) held in Dallas, United States of America. The IETF Policy Programme aimed to provide close interaction between policy experts from developing countries and IETF participants in an environment that supported dialogue, information sharing, and problem solving. DESA briefed the participants about the provisions of the GA's resolution on modalities for the forthcoming review by the General Assembly of the implementation of the outcomes of WSIS+10 review process and the10th IGF, which took place in João Pessoa, Brazil, on 10-13 November 2015. The developing countries that attended the Policy Programme included Brazil, Chile, Colombia, Egypt, Mexico, Nigeria, Qatar, Paraguay, Suriname, and Uganda. There were also members of the diplomatic community and experts attending from Canada, the Netherlands, United Kingdom, including British Virgin Islands, and the United States of America. The Programme also aimed at addressing critical issues, gaps, and future developments in IG and digital politics, including the transition of the Internet Assigned Numbers Authority (IANA) oversight of Internet functions, Internet Protocol (IP) addressing and transition to IP Version 6 (IPv6), Internet Draft Proposal on Human Rights Protocol considerations, and Internet Exchange Points (IXPs).

Over the course of 2015, more than 20 advisory and technical assistance missions were undertaken to support Member States in their efforts to enhance and build capacity in e-government. The Asian and Latin American regions made the most requests for DPADM services in 2015.

B. <u>Resources and tools</u>

In support of public sector development and reform, through the use of ICTs, DESA has monitored Member States' progress on e-government since 2003. The next edition of the biannual E-Government Survey, covering all 193 Member States, will be released in early 2016.

A ready-to-use, interactive and web-based tool developed by DESA, i.e., the Measurement and Evaluation Tool for E-Government Readiness (METER), aims to assist governments in monitoring and identifying areas for further development within their national e-government environment. METER is also available in French and Spanish.

In 2015, DESA continued implementing the technical cooperation project under the Development Account to support the capacity development of government institutions and key officials in the area of e-participation. The project aims to foster effective, efficient, transparent, accountable and citizen-oriented public administration and public services. DESA has developed a self-assessment questionnaire entitled Measurement and Evaluation Tool for Engagement and e-Participation (METEP). Engaging citizens is beneficial to governments, throughout the public process, for a number of reasons, namely: (i) at the early stages, to enhance public problem definition and to identify acceptable policy options; (ii) through the implementation stages, to facilitate dialogue to support policy inclusiveness and (iii) to receive feedback while monitoring and evaluating public policy programmes and their outcomes, which is key to continuous improvements in the delivery of public goods and services. The tool is available at: http://metep.org

Based on its Guidelines on Open Government Data for Citizen Engagement (OGDCE), DESA started developing an OGD assessment methodology, which comprises an online perception survey and self-assessment tool as well as an interview questionnaire. The methodology, which was piloted in Bangladesh, Nepal, Panama and Uruguay in 2015, is a lightweight and pragmatic approach to get a basic understanding of the local context for the introduction of OGD initiatives, to identify opportunities and challenges (including enabling factors and obstacles and their implications), in order to formulate appropriate actions and relevant policies.

The e-course on Open Government Data for Citizen Engagement is an additional capacity building tool. The course focuses on how to open government data and how ICTs can be useful for decision-makers to design, implement, evaluate, and sustain OGD initiatives for citizen engagement. The course provides an easy-to-use reference guide that introduces policy guidelines and best practice recommendations, developed by international reviewers. It also explains the limitations and potential risks of OGD, such as data privacy, national security constraints, conflicts between rights and access to data, and the problems tied to big data, among other issues.

DESA continued to strengthen the technical capacity of the United Nations Public Administration Network (UNPAN) Online Training Centre, a governance and public administration learning content management system. Encompassing 18 interactive and 32 pdf-based capacity-building courses, the various topics in public administration and management were presented to online trainees in a multilingual environment. During 2015, the interactive courses were delivered to more than 3000 participants from around the world.

Since 2006, DESA has also been sharing and disseminating innovative initiatives through the Compendium of Innovative E-Government Practices, a compilation of best practices and case studies of innovative e-government solutions, services and applications with elements of transferability and adaptability. The fifth Volume of this Compendium was published in 2014 whereas the sixth Volume will be published by the end of 2015.

C. Internet Governance Forum

The tenth annual meeting of the IGF was held from 10th to 13th November 2015 in João Pessoa, Brazil. More than 2,400 registered participants from over 116 countries participated in the meeting, with thousands more actively participating online. The overarching theme of IGF 2015 was: 'Evolution of Internet Governance: Empowering Sustainable Development'. Output-oriented debates and discussions during the four-day meeting addressed both opportunities and challenges under the following sub-themes: Cybersecurity and Trust; Internet Economy; Inclusiveness and Diversity; Openness; Enhancing Multistakeholder Cooperation; Internet and Human Rights; Critical Internet Resources; and Emerging Issues.

IGF 2015 was planned, in consultation with the host country, and in accordance with guidance from the IGF's Multistakeholder Advisory Group (MAG). Both the preparatory and the intercessional work of the IGF were guided by recommendations of the Commission on Science and Technology for Development (CSTD) Working Group on Improvements to the IGF http://www.unctad.info/en/CstdWG/.

In line with the CSTD Working Group recommendations, the IGF demonstrated its capacity to produce tangible outcomes within multistakeholder collaboration frameworks. Mobilizing the inherent benefits of solving problems through a diversity of perspectives, and building on a busy and compelling agenda, the IGF community was united this year in its willingness to address complex issues and work towards concrete solutions. IGF 2015 again aimed to facilitate increased participation among stakeholders from developing countries and to enhance linkages between the growing number of National and Regional IGF initiatives, the global IGF and the rest of the Internet governance ecosystem. Insights and outputs from the more than 40 National and Regional IGF initiative meetings that took place in 2015 served as valuable inputs at IGF 2015 (http://www.intgovforum.org/cms/igf-initiatives).

The Capacity-Building Workshop on "Internet Governance for Innovation and Sustainable Development" focused on Internet governance and its role in promoting innovations and sustainable development. It aimed to strengthen the capacities of government officials and other relevant stakeholders from developing countries in understanding, participating and utilizing the global internet governance ecosystem in pursuit of the 2030 Development Agenda. The workshop took place in June 2015 in Colombia and was attended by 40 internet governance stakeholders from Latin America, Asia and Africa.

The more than 150 thematic workshops and other sessions that took place during the 2015 IGF will also result in output reports, which will be available on the IGF website and can serve as resources and inputs into other relevant processes.

The entire IGF 2015 was webcast and interactive online participation enriched substantive sessions allowing many participants from the developing world to participate with those present in João Pessoa. Real-time transcription was also available to augment the overall participatory experience for delegates in the meeting rooms and following around the globe. 50 remote hubs connected participants from countries such as Argentina, Egypt, Iran, Mexico, New Zealand, Nigeria, and Zimbabwe, to name a few.

This year's 'Policy Options for Connecting the Next Billion' process produced a tangible and community driven, bottom-up IGF output. The compilation output document and the comprehensive collection of inputs and contributions to the process, available on the IGF website[2] will be forwarded to other related processes such as the UNGA 2nd Committee through UNDESA, the ITU Council and UNESCO through council meetings, and these agencies will be encouraged to disseminate this information as widely as possible to make public officials aware of the work. Outputs from the 2015 Best Practice Forums (BPFs), available on the IGF website, were presented to the community in dedicated sessions and in a main session[3]. The BPFs worked throughout the year to produce diverse outputs which now become robust resources, to serve as inputs into other pertinent forums, that can evolve and grow over time on the subjects of Regulation and Mitigation of Unwanted Communications; Establishing and Supporting Computer Security Incident Response Teams (CSIRTs); Developing Meaningful Multistakeholder Participation Mechanisms; Practices to Counter Online Abuse and Gender-Based Violence Against Women and Girls; Creating an Enabling Environment for IPv6 Adoption and Enabling Environments to Establish Successful IXPs.

H.E. Mr. Janis Mazeiks, Permanent Representative of the Republic of Latvia and H.E. Mrs. Lana Zaki Nusseibeh, Permanent Representative of the United Arab Emirates, reported that views from the multitstakeholder community during the consultations held at the IGF would inform the UN General Assembly High-level Meeting on the overall review of the implementation of the outcomes of the World Summit on the Information Society, taking place on 15-16 December 2015 at UN Headquarters in New York.

It was recommended during the main session on Internet Economy and Sustainable Development that UN departments and agencies such as UNDESA, ITU, UNESCO and UNCTAD can feed IGF outputs into work towards synchronising WSIS action lines to individual SDGs.

D. Enhanced cooperation on public policy issues pertaining to the Internet

Paragraph 35 of the Tunis Agenda for the Information Society calls for enhanced cooperation on Internet-related international public policy issues among governments and

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[2] See http://www.intgovforum.org/cms/policy-options-for-connection-the-next-billion/cnb-outdocs
[3] See http://www.intgovforum.org/cms/best-practice-forums/draft-2015-bpf-outs

other stakeholders from the private sector, civil society, the Internet technical community and intergovernmental organizations, in their respective areas of competence and mandate. In this regard, DESA has provided secretariat support to the United Nations General Assembly's overall review of the implementation of the outcomes of the WSIS.

III. Innovative policies and programmes, plus future actions with regard to issues raised in Part II

Global consensus about the importance of e-government as an important component of public governance continues to grow. Communities and citizens around the globe are realizing the role that Information and Communication Technologies (ICT) can play in transforming their lives.

Lowering costs is still an important consideration in service delivery, but adding public value is gradually taking over as the primary goal of e-governance. There is no longer a view of "e-government maturity" as e-government goals and targets are constantly evolving to deliver expected public value and more. Emphasis is now being placed on deploying a portfolio of e-services that spans functions, business units and geographies, at varying local or municipal levels, thus increasing the value of service offerings to citizens by effectively adopting disruptive technologies in an adaptive and scalable manner.

In many countries, a new governance paradigm shift is starting to emerge to support and manage an integrated service delivery model, which entails the design and implementation of a holistic national ICT policy and e-government strategy, as well as strengthening whole-of-government approaches and building the capacities of public servants. Collaborative service delivery is becoming increasingly more relevant, as governments, citizens, civil society and the private sector often work together to innovate new processes and leverage new technologies. Member States are recognizing that broad public participation is a fundamental prerequisite for the achievement of sustainable development.

In meeting multi-faceted sustainability challenges, governments are, for example, using open data and data analytics to improve accuracy in forecasting citizens' demands of public utilities or to screen for irregularities in public procurement, in order to lower its risks. Predictive analysis is also used to identify issues before problematic scenarios develop, and sentiment analysis is deployed in engaging citizens in public consultation and decision-making processes. This shift is observed in both developed and developing countries, with the focus on adding public value to people's lives in an inclusive manner.
In fact, open government has become a dominant trend in public administration in a number of countries in recent years and is intended to foster co-creation of public value by the business sector, civil society and citizens. OGD is one of the pillars of an open government strategy that allows entirely new levels of civic engagement and government accountability and transparency, which in turn enhance public service delivery and the use of public resources.

The benefits of OGD and improved access to public information gain even greater visibility and relevance today in the context of the 2030 Agenda for Sustainable Development. In 2016, DESA will organize OGD national substantive training workshops in Bangladesh and Nepal under the Development Account project on "Strengthening of capacities of developing countries to provide access to information for sustainable development through Open Government Data". In addition, it will organize two regional meetings, one in Asia and one in Latin America, to discuss the OGD strategies developed by countries assisted under this project. An international knowledge-sharing event for OGD practitioners will also take place as part of this project's implementation in 2017.

DESA will continue to support governments in their efforts to promote a holistic e-government approach to addressing complex challenges, particularly through collaborative governance and whole-of-government service delivery for sustainable development, open government data initiatives and e-participation. A self-assessment tool-kit to help Member States effectively develop and implement e-Government strategies to promote sustainable development will also be developed in the near future.