

# **Adama Memoir**

*Report of The First EICTDA National Workshop on  
PSCAP-ICT*

**Called by**

Ethiopian Information and Communication Technology  
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Public Sector Capacity Building Program ICT  
Component (PSCAP-ICT)

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## **Read Me First**

Participants of the Amhara region prepared this memoir during the workshop. Since a number of groups were established after the third day, points raised in each group are not included but of Group 1 in which Amhara was a member. We apologize for missing the points raised in each group.

We also apologize for some missing words and statements. This was due to the speed of the presenter in which at times it was uneasy to follow, listen and type simultaneously. Anyhow, more or less comprehensive agenda of the workshop especially during the first two days is presented, which will serve as memoir of the workshop and EICTDA and region's very first ICT workshop. We think this memoir helps in giving a picture of today's thinking for future reference and especially for those who missed it.

Mistakes in the memoir are not the responsibilities of the workshop organizers or the names mentioned in it except those who prepared it.

### **Day 1: Welcoming Address - Ato Dhaba Oria**

Ato Dhaba briefly explained the objective of the workshop as "to create a sync between federal and state levels activities in ICT".

### **H.E. Fikru Desalegn – State Minister MoCB**

His Excellency covered a number of issues. The major ones are the following:

- ICT is for fast growth, to control spread of disease, etc
- We have woredanet on more than 515 woredas connected to the data center
- Schoolnet is providing Internet service to the students
- Woredanet: - 974 trainees trained on government network, IP telephony
- If fully employed, woredanet will make Ethiopia the first in Africa and beneficial from tourism.

### **General Brief in ICT Development by Ato Dhaba Oria**

ICT Development Initiative - An Overview

- What is done at federal and state level
- What is federal ICT initiative?

Why ICT?

- ICT as a means to development objectives
  - o To fight poverty
  - o Global competitiveness
  - o Sustainable development

Key Initiatives

- A. Infrastructure – major ongoing projects
  - Telecom Infrastructure
  - VSAT, Multimedia and Internet
  - Long distance call

#### National dedicated network

- School net (550), woreda net (574), Revenue net, agrinet, etc.

#### B. Policy and Institutional Environment

- National ICT capacity building program PSCAP
- ICT policy
- EICTDA

#### ICT policy framework

- The objectives are to
  - o Promote human resource development
  - o Facilitate e-government including service delivery for accountability, transparency
  - o Promote ICT in educational development at all levels in the educational system
  - o Use ICT for the development of sectors such as agriculture, health, industry and trade
  - o Facilitate private sector development including electronic commerce, e-trade, and foreign direct investment
  - o Promote research and development in ICT
  - o Establish enabling legal and regulatory framework for smooth development of the ICT sector like tax

#### Institutional Arrangements - EICTDA

- To implement ICT policy by formulating short and medium ICT plans and programs, as well s monitor and

#### Vision

- To ensure the creation of an information society capable of bringing about sustainable knowledge based social and economic transformation

#### Mission

To accelerate the development of ICT and promote its utilization

#### Major components of EICTDA's - medium term plan

- Application and content development
- Networking
- Standard and security
- Human resource development
- Community access
  - o Priority is on e-government

#### Challenges

- Every opportunity presents its own set of challenges
  1. Capacity limitation (HR, SKILL AND KNOWLEDGE)
  2. Lack of awareness
  3. Illiteracy
  4. Resource limitation (includes finance,
  5. Technical problems from the technology itself

#### Final Words

- The ICT sector is at an embryonic stage challenges and opportunities
  - o Challenges weather external or internal much be addressed from the perspective of local context
  - o ICT planners should identify strategic opportunities

Thank you

#### **Application and Content by Minda Feleke**

E-Government Project: Content and Application Development Sub Project

Objective: what activities are underway under this sub-project

Project background: Problems in this project

- Communication platform
- Skilled manpower
- Different institutions spend their time and cost for same or similar content and application development

Project Objective: to deploy ICT to support ongoing government initiatives in ensuring political

Scope on government only:

- To develop content and application
- Government portal and messaging solutions only

#### 1998 EFY SCOPE

- For 11 ministries (MOFED, MOARD, MOTI, MOE, MOH, MOR, NBE, CSC, CSA, RTA, National Library and Archive)
- Establish portal and messaging

Project component

- C&A
- Portal and messaging

Project Status:

- Technical committee established
- Task team established
- Regular meeting time decided
- Contents identified and prioritised
- Content identified as specific for the sector and common for all are categorized eg. Library is common for all ministries, but MoH is sector specific
- Who should do common and/or specific contents responsible Ministries or sector has been selected eg NLA is selected for library issues
- Resource and facilities within each ministries and sectors are summarized
- First stage project concept document has been prepared

About portal and messaging solution, there will be a presentation in the afternoon. RFI, request for Information and RFB, request for Bid has been prepared.

Thank you.

Comment by Ato Dhaba:

- We identified common and specific contents and applications from government identified ministries.
- We have found huge illiteracy in ICT in most ministries
- From international experience, many countries have seen trial and error approach. We do not follow such route. We follow coordinated approach. This is agreed by the government.
- First we assessed what each organization has done. Many have tried on financial, personnel, and etc application developments. However, most of them have brought no result. From the assessment, we said we have to identify the CONTENT and APPLICATION in terms of what are common and specific to the sector. We identified focal institutions eg. Finance to MOFED, personnel to Civil Service, library to NLA, statistics issues to CSA, monitoring to revenue ministry, etc went on identifying the focal institutions.
- Then we knew there is no skill and knowledge at each organization and ICTDA. Then we said let us pool resources from each organization. The capacity gap is so huge. This calls for more coordination.

### **Government Information Network Sub-Project by Ato Zelalem Begashaw**

Objective:

This network is a terrestrial and satellite based network to put in place the backbone infrastructure with 4 major services: video conferencing, voice over IP, messaging and Internet.

- VoIP is government PBX between federal, regional and woreda sites.
- Messaging creates mail flows.

Major components

- Expansion of the government information network
  - o GIN deployment will be completed
  - o Conduct integration tests
  - o Install new VC sites for to those towns with ADSL service
  - o Develop a national master plan for integration of gov agencies
  - o Integrate 11 prioritised gov agencies with the GIN
- Establishment of GIN management and service delivery system
  - o GIN will be in place – guideline development
  - o Conduct a study for GIN service delivery

Thank you.

### ***Discussion Time***

Comment by Ato Dhaba:

- Most installations except Somali State are complete.
  - o What to use on this info highway?
  - o Service delivery issues?
  - o How each organization is connected to this highway?
  - o This GIN will be under ICTDA ownership and management
  - o The monopoly corporation is using the highway, as the private sector is not having the capacity so far.

- Most the woreda net equipments should not be switched off and hot regions should have fan

#### Questions

1. Why AAU is not involved in handling project of ICTDA?  
- Answer: so far we are not using input from AAU.
2. Structural issue: ICTDA is a regulatory body and is now becoming another investor in handling the GIN, ETA could profit from it?
3. Funding gap – today it is ok but proactively thinking on future source of funding for the GIN itself?
4. Extra support for underserved state eg. Afar needs more support in ICT for go together with the rest of the regions.
  - ✓ Answer: - so far we do not have such region specific agenda. Our intention from this workshop is
5. The ICTDA intention on C&A is prepare a *common application* at 11 ministries and then will be *customized at regional bureaus*? Fear of future incompatibility, national database usability, etc.
  - ✓ Two SOLUTIONS: PREPARE centrally and give for customisation, PREPARE TOR on how to do it and all to together. Both have their pros and cons and the first approach will trigger the following:
    - i. The question is what speed?
    - ii. Having questionable Capacity and pragmatic experience?
    - iii. Actually ICTDA should not provide C&A product but guidelines, standards. These gives a way from wait and see approach *do things parallel*.
    - iv. The second approach will open up room for private companies to contribute, which in turn is building up ICT capacity in the country.

Hint: better do quickly on C&A standard

- Portal protocols,
- Encryption level,
- Image type,
- Compression level etc.

The questions are “can ICTDA provide C&A with in a short period.”

Answer – the objective of this workshop is just to provide information on the status of the activity. Not to determine this is the only approach. Identification of the content of a single organization is by itself so tough. For example agriculture ministry has identified about fifty contents.

Ato Dhaba - we are not excluding anyone and at the same time blocking not to do on C&A. We are just suggesting from what we saw at ministerial level. After eight months of discussion, the federal ministries said they do not have approach. The Council of Ministers decided not to approve projects signed without inclusion of ICTDA, since the ministries have experienced projects started here and there have failed. The question is not C&A or deployment – we can buy the technology. The question is “are we ready to use it – do our people press button and use bank services.” Do our people use email?



One option raised is to include regions in the committee established by the ICTDA. This will give room for regional offices to go parallel with the federal ministries.

Please google “how gov offices went through C&A development in Canada”

Further discussion issues raised by Ato Dhaba:

1. Compatibility on content and application
2. Federal and regional compatibility
3. Human resource usage

### **Afternoon Session**

#### ***ICT Standard and Data Security by Ato Gidey G/Kidan***

The authority has a three-year draft strategic plan. Project goal is to minimize the total cost of ICT

Project objectives

- To exchange data,
- Hardware compatibility
- High security issues
- Efficient use of ICT system etc

Existing Problems

- Very limited and inefficient data exchange
- Hardware connectivity problems
- Compatibility of hardware and software
- Software quality, security, risk configuration
- Evaluation and selection problem

1998 Annual Project Components

Component 1: critical localization support

Component 2: competency certification for ICT professionals and service providers (grading system)

Component 3: ICT terminologies for Afarigna and Somaligna

Component 4: ICT security standards (backup, recovery, risk management, disaster recovery management, etc)

Component 5: information exchange standards (communication protocols, meta data, web interface)

Component 6: software product standardization, evaluation and selection guideline

Component 7: hardware product standardization and evaluation and selection guideline

Component 8: keyboard layout and input method for Ethiopic

Component 9: Domain Name standardization for government

1999 Annual Project Components

Com 1: software development standard

Com 2: Ethiopic script type face standard

Com 3: ICT accessibility

Com 4: soundex system standard for Ethiopic script

Com 5: proposal for ICT standards requirement

2000 Annual Project Components

Com 1: OCR for Ethiopic

Com 2: revision/update standards

Com 3: critical localization

Security Development Project

Goal: to deny unauthorized access and exploitation of ICT system resulting from all threats

Components

Com 1: ICT security policy

Com 2: training and awareness

Com 3: initiate to enact the legal and legislative provisions relating to computer crime (cyber laws)

Com 4: IT security team (security incidents for cyber terrorism)

Com 5: government network security

Com 6: utilize ICT for the operation of security and enforcement agency

Thank you

### ***Human Resource Development by Tamirat W/Gabriel***

Objective is to tackle:

1. Absence of ICT HR development strategy
2. Lack of trained HR
3. Limited human resource development capacity
4. ICT curriculum
5. Lack of ICT teachers and trainers
6. Lack of standard or certification

Project components

Com 1: to develop a nationwide ICT HRD strategy

Com 2: Develop national program to produce critical mass of ICT professional and ICT literate human resource

Com 3: to organize short-term trainings and awareness creating programs for the civil servant

Com 4: to revise and update ICT curriculum for TVET and higher education programs

Com 5: to designate ICT centre of excellence from among ICT training institutions, universities or colleges

Com 6: to expand the ICT training programs in all higher learning institutions and enable attainment of a capacity of at least **ten** fold or current capacity by 2009

Com 7: to set-up and implement an accreditation system in collaboration with MoE for ICT education and training

Com 8: develop and enforce standards in ICT education and training in the private sector

Com 9: establish career structures for the ICT pros at national level

Com 10: promote and support R&D initiatives in ICT area

Current status:

1. RFP and ToR for HRD strategy development completed and issued for bid
2. Training on GIN and operation for 974 woreda operators conducted

Thank you

## ***ICT for Community Development by Elsa Kidane***

### Objective

Help communities

1. Identify and organize local information resources for easy access for the community
2. Identify the appropriate tech and expand ICTs infrastructure

Scope: at nation level

### Components

Com 1: formulation of ICTs FOR community development strategy

Com 2: synthesize high-level authorities both at regional and federal level

Com 3: create awareness in communities to make use of the anticipated services

Com 4: co-ordinate development efforts in local regions for increased efficiency and effectiveness

Com 5: share experience, knowledge and lesson learned with other rural communities to address issues with local contexts.

Com 6: conduct study on rural connectivity

Com 7: conduct study on local, indigenous knowledge

Com 8: develop C&A for the disabled

### Challenges:

1. Lack of basic telecom infrastructure
2. Penetration of ICT in the rural village
3. Lack of telecommunication
4. Community readiness etc

### Discussion and Questions

Question 1: Cabling standards, which is very urgent eg. conduit position, server room standards, cable types etc?

Answer: So far cabling standards is included in the hardware component.

Question 2: for EICTDA: telecom structural issues is not the mandate or if not what is thought of? Includes access to underserved communities?

Answer: Structure is a global issue. The monopoly is the policy issue. The gov is saying it can address universal access by itself. How long it will stay – is questionable. By the way ETC is under Ministry of Infrastructure.

Question 3: Looking at the mandate there is international competitiveness issues.

Whose responsibility - Global push factors in ICT? Eg. Wireless connectivity?

Question 3: Cross sectoral issues ICTDA with other stakeholders eg. Amhara case of electricity, digital telephony, PC gadgets (related with Ministry of Revenue)?

Answer: It is a concern of Ministry of Infrastructure.

Question 4: What do the rural community do with ICT. In my opinion it is a long way for that especially in a country with less than 100 USD per capita. This calls

for looking at the community in depth. We have to see at institutional stage like coops, than individuals etc.

Answer: Let us first invest and see. This is gov policy.

Question 5: Community Internet centres have faced sustainability problems in ownership, overhead cost etc. What solutions have been thought?

Answer: sustainability is the challenge in this sector.

Question 6: Can we fasten standardization?

Answer: it is in fact a long process and the stakeholders specially the private ones are delaying the process due to vested interest.

Question 7: HRD should target on short-term trainings

Answer: there are demands on short and long-term trainings.

Question 8: Is there a demand in ICT

Answer: In our case, it does not follow the market. We follow the notion that we create the supply and the demand will come. Next year, a number of rural kebeles will have telephone eg. In one Amhara region, there is a queue to telephone booth.

### ***E-Government by Mr Ravin***

#### Strategic Options and the Road Ahead

- The e element is use of the electronic technology; e is not solving the whole problem. It is a process.
  - Much of service side of the ICT is presented. For example options have on e-government portal tech have been presented.
  - The e-gov objective is customer centering.
- example: please visit Canada site (<http://www.canada.org>)

On the back end we could have

1. Distance support system
2. Management Info systems
3. CMS, e-clustering

The above issues are included in GPICS project – government portal integration and coordination.

Questions 1. Could you compare Canada, India and Ethiopia in addressing ICT to rural people?

Answer: the rural people need not learn web technologies. In many under developed countries villagers are so eager to use the technology, for instance, in agricultural extension information.

## **Day 2: Regional Reports**

### ***Tigray Report***

Points raised:

Infrastructure

- ✓ The ICT unit is under the Finance bureau.
- ✓ Regional data center and woreda net is established
- ✓ Region and woreda are about to be connected
- ✓ Server in the data center is connected properly
- ✓ VC is working properly
- ✓ The problem is the VSAT is not working and we have one ADSL in Mekele
- ✓ Connection activities are underway this year
- ✓ The question is how we make this infrastructure more effective, what can we do with it. For this we studied the information system of the region, with out the PSCAP budget. This study was done by a consultant company. This was to implement the regional information system. This included system automation, networking.
- ✓ Database development is already done and we are in testing stage
- ✓ System automation is almost over and the consultant presented the document, integrated with all the bureaus
- ✓ The networking activities are almost over,
- ✓ The data center is in the Finance Bureau
- ✓ System implementation activity is requiring huge budget, 6-8 million Birr which we think will be covered by PSCAP

#### Training activity

- ✓ HRD component targeted on awareness creation
- ✓ We are moving to second round training on computer literacy (to run system, data entry)– 2 from Region, 1 from each woreda. 500 civil servants are being trained in this component.
- ✓ Eighty experts are trained by EICTDA on another component of training.

#### ICT for public service

- ✓ To complete the hardware and software component. This is a very bulky procurement activity.
- ✓ After our study, we determined the requirement in the sub-systems on PCs, network components, shipment and installation costs are all included – about 41 million Birr determined by the consultant

#### Sector Development

- ✓ System automation budgeted to 2 million

#### ICT for Community Development

- ✓ Not plan in this component so far.

### ***Amhara Region***

- ✓ Status report will be presented
  - Organization structure: ICT unit is under the bureau of capacity building

#### Human Resource

- ✓ 2 ICT positions in each 114 woredas is allowed by the Civil Service Bureau
- ✓ Regional ICT training institute
- ✓ 223 woredanet trainees trained
- ✓ Basic computer training
- ✓ Dessie TVET – training on networking, woredanet, etc provided
- ✓ Outlook web access
- ✓ amsoft
- ✓ E-file

#### System Automation

- ✓ Regional steering committee
- ✓ Focal persons
- ✓ Awareness created on ToR preparation
- ✓ Networking document prepared

#### Standardization

- ✓ Hardware and software capacity is determined
- ✓ Website developed for Capacity building
- ✓ ToR on website building for other bureaus

#### Regional ICT status on e-government

- ✓ Survey study on 311 bureaus conducted. Entitled ‘Digital Access in ANRS’
- ✓ Workshop conducted

#### Woredanet and Schoolnet

- ✓ VC installed at 113 woredas out of 114
- ✓ Some woredas use the IP telephony, email, etc

Thank you

### ***Oromiya Region***

- ✓ Training on woreda net, ICT equipment
- ✓ 2 experts at each woredas for woreda net technician
- ✓ VC on there zone towns
- ✓ Schoolnet technicians took training
- ✓ Internet laboratory: 207 people took training
- ✓ VSAT plasma teaching is already started except in some new high schools
- ✓ PSCAP launched in last January and three major components were in it

#### Studies

- ✓ Gazette announcements for interest of expression has been conducted
- ✓ Procurement on computers are on the way
- ✓ Training on ICT – not conducted so far
- ✓ Awareness creation was conducted

#### Problems faced

- ✓ Woredanet training did not cover the appropriate trainees
- ✓ Installation is not complete
- ✓ Schoolnet: some schools are not getting the gadgets eg. Generators
- ✓ Hardware with PSCAP are under ICB and it is taking time

- ✓ Generic training - so far not given since pre-qualification evaluation was not complete
- ✓ Consultancy selection - World Bank procedures were not clearly known till we were given the training
- ✓ Capacity limitation – in Oromiya, very few human resources were in the capacity building bureau – 2 experts

Thank you

### ***Debu Region***

#### School net

- ✓ 86 out of 104 woreda have taken training
- ✓ In discussion with telecom, those who took training at Akaki,
- ✓ Woreda ICT experts will receive the VC and database equipments
- ✓ We gave support to woredas
- ✓ A task team in three rounds have seen the problems in computers, connectivity, network, etc
- ✓ Awareness creation for bureau heads = attitudinal change
- ✓ Two regional ICT training center are established with full network and Internet access
- ✓ 5 selected bureaus have a network project
- ✓ Regional data enter is strengthened with HR – 1 database, 1 network administrator
- ✓ Awassa has about 8 VCs

#### Problems

- ✓ Woreda heads are not ICT sensitive
- ✓ Computer procurement is in ICT - still not delivered
- ✓ No vehicle to travel in the region

Thank you

### ***Discussion and Questions***

Question 1: Is ICT training institute in each region feasible?

Answer:

Question 2: Regions are at different levels and activities and this shows the time we reach at national target would be different. This will bring a diversified action plan for PSCAP. Where do we start to outline the action plan to create a national integration? Or does each region go as they wish? Is there a national target from the capacity building?

Answer: the need of each region differs and we should hold the difference we have. At national level all the regions to reach it level is very difficult.

### ***Afar Region***

- ✓ There is only 1 expert in the region in ICT. There is too much stretch in HR
- ✓ VC has been followed
- ✓ Electricity availability: woredas have been identified
- ✓ Database center: concept paper to establish the center has been presented to the regional council
- ✓ 58 female graduates have been assigned at each woreda
- ✓ VC equipments have been sent to each woreda

#### Problems

- ✓ The structure of the telecom itself is creating problems since telecom structure is not accessible to Afar
- ✓ We asked to have a telecom center in the region, no answer so far
- ✓ No mobile, fibre optics thus the VC has never started its functionality so far
- ✓ North region has benefited from Internet
- ✓ PSCAP – Procurement is still in ICB and delayed
- ✓ Training – PSCAP budget is still the problem
- ✓ Awareness creation is done
- ✓ All these activities are done just with a single expert

Thank you

### ***Somali Region***

#### Structure

- ✓ There was no expert in the bureau
- ✓ New structure was established – two experts are hired
- ✓ Woredanet - 2 experts at each 50 woredas hired, 51 of them have ICT training
- ✓ Training on ICT is the first training we had. Then after there was no training given since there is no equipment installed
- ✓ Awareness creation activities have not been done
- ✓ Capacity problem, higher leadership body is not aware, much involved with federal and political issues
- ✓ No support from federal on ICT

Thank you

### ***Gambella Region***

The report focuses on three issues

#### 1. Document preparation

- ✓ We all started with PSCAP.
- ✓ Two round training conducted 45 and 18 trainees
- ✓ Database center training is not yet conducted
- ✓ With 1007 action plan – training was not conducted since it was involved with generic training plan of the PSCAP and Capacity building

#### 2. HRD

#### 3. Infrastructure development

- Six high schools are there. The VSAT is installed there but only 4 generators are installed. The system is not working in rainy seasons
- VC equipments have been transported to all woredas, but Akobo woreda is re-establishing itself the VC equipment is not there since there is no house build



### Challenges

- Low commitment on officials
- Low commitment of technicians, we have only one expert
- This programme does not have incentive. Experts are not willing for repeated calls
- Staff turnover is high. During the last two years, due to the security issue reorganization of the civil servant is going on.
- Skilled ICT staff
- There is budget, programme etc in this ICT project but we are constrained with
- Procurement problems
- Therefore, integrated action with the region and federal bureau is important

Thank you

### ***Benshangul Region***

- We have assigned one expert at bureau of capacity building
- Two round training on woreda net
- Training by the authority
- There is no network
- Very low Internet access
- The problem is there is not telecom backing

### PSCAP plan

- HRD
  - o Study on user requirements on procurement
  - o We prepared ToR and Bid document
  - o Awareness creation is done
- ICT is a one-man job in the region. The activity is not dependent on system but one man
- CIDA is supporting HRD - Cybersoft is doing on Human Resource
- Data center establishment is underway

### Problem

- No telecom backing
- No trained personnel
- PSCAP program implementation itself
- Organizational setup
- Cultural difference

Thank you

## ***Harrari Region***

### Status

- ✓ There is no organizational setup for ICT before. Now we have a unit under PSCAP department
- ✓ There is huge awareness problem starting from officials to society
- ✓ Schoolnet - four high schools. We have a technician trained in Japan. He is doing well.
- ✓ Woredanet – the ownership is not clear still. There were two experts before but now we have no one.
- ✓ Some officials use Internet. Water authority tried some project for network, BESO project established office network
- ✓ Bureaus have tried some activity on content and application. Eg. Water bureau on billing system
- ✓ Payroll management system is in use
- ✓ Personnel management system, inventory management system by BESO project
- ✓ Internet access for youth is underway
- ✓ MIS by municipal is underway

### Problem

- ✓ ICT team is organized not
- ✓ There is no problem on human resource training – we have masters level experts

### PSCAP plan

- We are identifying four major areas
  1. HRD
  2. TRAINING
  3. SECTOR SPECIFIC SYSTEM STUDY

Thank you

## ***Addis Ababa Region***

We think integration activities should be done since most of the bureaus have their own system automation. We have prepared ToR for that.

- We are planning to establish Urban Information Center.
- Establishment of modern library under UIC
- Community based programmes

### 1997 activity report

- Two steering committees established
- We have seen ICT usage of each organization
- ToR prepared for 9 projects
- Revision had been done on projects
- Incorporated ToR
  - o Addis Ababa ICT Policy
  - o Resident database on top of kebele activities (civil registration)
  - o City-wide network, with legal frameworks, identify public database

### Challenges

- Capacity limitation

- Lack of coordination – horizontally and vertically
- No clear responsibilities/delegations on technical works
- Integration of Addis Ababa projects with federal and regional activities
- Delay of program execution

Thank you

### ***Dire Dawa Region***

No presentation.

### ***Discussion and Questions***

Question 1: There is a common problem of capacity in all regions. This means there is a capacity problem country-wise. Addis Ababa has the same problem. Is because we see inward always, we do not contract out?

Answer: not given

Question 3: each presenter presenting on challenges target at capacity building ministry than ICTDA. We should forward issues to the capacity building ministry.

Answer: not given

Question 4: Telecom structure has four regions, which is very old. Afar cannot do with these regions. There is no VC in Afar and there is no broadband in Afar. Electricity is also the same. NCR installed data centres in all regions except Afar. There are 6 UNVs in Amhara and no one in Afar. There is no generator in Afar woredas. Air conditioner installation at region is not coming so far; we are waiting from NCR to come to Samara. I want explanation on these issues.

Answer: not given

Question 5: Action plan of 1997 is agreed upon by the World Bank. We were told to prepare action plan for 1998. We need clarity.

Answer: not given

Question 6: How should telecom operate - should it open branches in each region?

Answer: not given

Ato Dhaba: It seems that regions are asking and federal is giving the answer. This is not the intension of the forum. The regions should give answers too. It is not a question and answer forum. There is problem. There is strategy designed to curb the problem. The initiation of the PSCAP itself is the problem in capacity. The basis is there is no capacity. There is a difference between Gambella and Addis Ababa concerning capacity. But country-wise there are capacity limitations.

Concerning the action plan the WB is asking to revise it. 1997 is the lost year.

The Telecom structure does not allow it to open a regional office here and there over night. There are a number of reforms going on ELPA and TELECOM. When it is finished, there will be service level agreement between clients and the service providers.

Concluding remark:

1. We are here to find out solutions together.
2. What should be done to create institutional readiness? Let us revise not to duplicate activities.
3. The committee will prepare a generic document?

### **Afternoon Session: Issue Identification**

Five group participants are elected for five groups.

Agenda:

1. How to avoid lack of coordination between federal and regional state ICT activities and bring about integration
2. Identify issues
3. The committee will assist

“Issues for discussion” raised by Ato Dhaba

1. In terms of capacity building, awareness gap is there. How to create awareness for authorities, through “information day”, civic society,
2. Training for users - what is the means for it. Options could be training in ICT in the Civil Service College, Management Institutes,
3. Regional level ICT coordinating units are missing in many regions. How to tackle the problem and what does this forum advice regional governments?
4. Turnover on ICT staff is high. The ICTDA is handling this issue in terms of projects, one option from Civil Service Commission
5. System Usage - Safety of the GIN, what blocks us from using Internet, email, etc
6. Content and application issues. How to involve regional bureaus
7. Civil service reform and e-governance, change management, process re-engineering and plugging in ICT
8. Coordination in the 6 PSCAPs
9. Strategy – coordination between federal and regional bureaus on policy and strategies.
10. How to continue the coordination activity we started with this workshop now?

Other issues raised

11. In November we revised the plan. The budget ceilings were signed in August. Our plan was done after the budget was approved eg. Tax reform program was so effective in Oromiya, which was more of training. But MoFED minimized training budget and concentrated on procurement.

Questions

1. Let the authority tell us the boundaries of federal and state governments in ICT?
2. This action plan is part of the five-year plan, which is endorsed by the state governments. If there is a change now, it will affect the whole thing. How to proceed.

Answer: the main issue is performance. Though endorsed by the state government if it is not implemented, the endorsement is just procedural.

3. this action plan was formulated in cooperation with this body, most activities are almost the same among all regions. 1998 action plan is also prepared.

What is expected of us – is it to amend or to prepare a consolidated action plan?

4. Do we revise it with the given budget or new budget calculation. Last time there was a ceiling in budgeting for PSCAP

Answer: the budget mentioned is not rigid one. We should not bother about the amount of money especially on the side of the bank. The budget allocated by the bank is based on performance. There is no problem if the new budget is above the ceiling.

Ato Dhaba: the Bank mission always comments on the involvement of the ICTDA. They ask for more involvement. The Bank insisted on regional procurement plan should be revised by ICTDA. We replied that is the responsibility of the capacity building bureau. Then MoFED said we only accepted the plan of the federal not the regional action plans. Why? They said it is not convincing and then said it should be done again, covering all PSCAP programs. We suggested ICTDA should be given time to do this regional-federal coordination. The push was from two sides - MoFED and the Bank. This issue was raised in June. MoFED said it does not have problem with federal ICT issue except the regional ones. So four people came in June, which was not on our agenda. Since this is earmarked budget, final action plan should be presented in June. Then we said we can revise the action plan in June. What is revised is in your hand since MoFED rejected your documents. We have to revise the procurement plan. You should not get tired of revising the plan. We do not have guidelines. The four experts could support you in each four components. We have procurement specialists to support you.

Dr. Alemseged: If the action plan in 1997 has procurement of computers and not implemented, it should be included into 1998 action plan.

***Action and Procurement Plans***

- ✓ The three groups do on three separate agendas.
- ✓ Resource persons have been assigned.
- ✓ Consultants will serve each group acting as secretary too.
- ✓ Three rooms have been arranged.
- ✓ Laptops will be supplied for this discussion
- ✓ We have printers in the hall.
- ✓ Each region should discuss on each issue and items of the plans.
- ✓ Identify common problems through the committee representatives.

## **Committee Established and Its Proposed Agenda**

A committee has been established to come up with comments on the following agendas. The members are Dr Alemseged, Ato Tamirat, Aleazar,

1. Promises and failures
2. Regional courses and their schedule
3. Budget issues
4. Summary of each group discussions

Additional issues proposed from Group 1

5. International experience for regional authorities and experts and its package (two or three team of regional representatives each visiting two or more countries simultaneously with the intention that global experience will be grasped than confine visit to one country)

## **Group Discussions on Each Component**

### ***Group 1: Component 1 – ICT Human Resource Development for e-government Initiative, with Ato Tamirat***

Group members

1. Tamrat W/Gabriel, ICTDA
2. Sinshaw Birhanu, consultant
3. Terefe Degati, Oromiya PSCAP
4. Teklemedhin Dirar, Tigray Planning
5. Aleazar Tilahun, Amhara Capacity Building
6. Daniel Gochal, Amhara Capacity Building
7. Getachew Yimer, Amhara Capacity Building
8. Tewolegn Kebede, Debub Capacity Building

Agenda: Refine action and procurement plan on HR component only starting from 1997 to 1998 FY action plans.

Discussion: Tigray, Oromiya and Debub regions have not brought complete action plans. Discussion on human resource component of the Amhara regions went on.

Points on Component 1: ICT human resource development for e-government initiatives. Action plan is narrated by Ato Getachew

Plan 1: ICT human resource

Plan 2: Establish regional ICT technical training center. Proposal is submitted. Procurement is waiting

Plan 3: Provide training for civil servants

Plan 4: ICT experts specialize in some fields – for 5 experts

Plan 5: Monitoring and evaluation

### ***Comment from The Group***

ICTDA - think that the largest project is e-government that has two sub components (C&A and HRD). The HRD is thought to be the key activity. At regional level, the capacity issue is a major one. This means that the human resource stand as key factor. Do we have consensus in this respect?

Tigray – in our context we are saying let us create the information system as a key area. This is one capacity by itself. The system will require HR, as one factor, HW, SW will follow.

Amhara - what is the experience from actual woreda and schoolnet? The network installation called for human resource requirement.

- ✓ Training is provided then will go somewhere else.
- ✓ Trainees from Dessie were asking ‘where to apply the training?’
- ✓ Experience from Somali region is same with Dessie

Therefore, everything should go simultaneously.

ICTDA – key activity comes from key problem. It is all about people at the end. We have already gone far, say woredanet. Who is going to use it? People should use this infrastructure. Calling for key activity is simply providing emphasis. It does not mean all do not go together. One does not exclude the other. But the HR is always the problem. The big picture is HR. The consensus at national level is the HR is the key activity. This is just to ask which one do you choose if financial constraint is coming?

We think to promote two things:

1. Establishing a training center at each region is very basic. We think of Civil Service College and Management Institute. They will concentrate on what the Civil Service requires – need based approach. There is no need for new establishments for training.
2. Provide training. The institute should work non-stop.

Awareness creation workshop at nation-wide was planned in our 1997 action plan. It was international workshop on e-governance. This includes Ministers, heads, Presidents till to lower level officials. This was not implemented since it was requested on top of other agenda. We asked about 3 million Birr, most of it is per-diem. The final agreement was reached that the regional governments should share the cost since majority of the beneficiaries are the regions.

Rather than assessing the supply and demand gap on training, it is better to assess the training needs of regions. We have to promote the training need assessment, TNA since it is a strategy on how to go about.

On monitoring and evaluation, we have to put it as one activity.

Tigray – Government and private colleges are good potentials in training. Otherwise, initial cost of establishment is so huge.

On monitoring and supervision – how do we cost it? Should it be for each activity or in bulk? Of course, it would be in bulk.

ICTDA – When we plan, we put goals and its associated activity.

**Recommendation 1:** Each region should do thorough and detailed studies.

**Recommendation 2:** Mention detailed activity (and deployment in all the four quarters. This is the way MoFED understands each plan. Since im-

plementation plan is sent for them, they will cross check it with action plan.

**Recommendation 3:** Cost on monitoring and evaluation will be budgeted in bulk

### **Day 3: Action and Procurement Plan continued**

Further refinement was done on the Amhara human resource training plans. The action plan included specific activities and their associated costs. Their time duration was outlined for each activity.

### **Afternoon Session: Action and Procurement Plan continued**

All intersection activities based on the Amhara action plan were discussed among the Group 1 regions. Variation of plans from each region was provided for example plan on awareness creation through mass media was aired out from Oromiya. However, EICTDA has involved this activity in its action plan, to be executed in collaboration with EMA. Therefore, to avoid duplication of efforts, EICTDA should try the possibilities of using television technology though this does not mean that Oromiya should leave the activity.

Regional ICT training center: - There centres were thought to be hosted by already existing institutions like Management institute Cost estimation on procurement for the training center was calculated on 100 computers. Debub has already established the network which requires more of the computers and servers. Oromiya has planned to establish three centres. Tigray has no plan of establishing the center in this fiscal year.

Manuals: - Amhara requires distributing reference materials on woredanet and Schoolnet equipments. This requires budget.

Finally, an action plan for the human resource component was drafted for each Group 1 regions.

### **Day 4: Component 2**

#### ***Group 1: Component 2 – Use of ICT for Public Service Delivery and Good Governance, with Ato Gemechu***

Sub-Component 1: Strengthening Regional Data center

- ✓ Mobile maintenance unit will be established.
- ✓ Agenda for general assembly was jotted down on how to go about with the system automation activities. It was agreed to rephrase the activities as “roll-out and customisation” with the assumption that the federal C&A activities will be completed and regions will do the customisation.

#### ***Group 1: Component 3 – ICT applications in sector institution, with Ato Gemechu***

- ✓ it will be more of rollout and customisation. Identify what is required to for rollout and customisation at institutional level.



## **Day 5: Component 4 – Community Based Information Systems and Design, by Elsa and Gidey**

Each region in Group 1 was invited to address its agenda on component 4. Dehub and Oromiya have activities. Amhara has not planned activities under this component. This component has two sub-components.

## **Day 6, 7 and 8: Refinement on Financial Plan**

Most of the action plans were refined. However, complete document was not able to produce as planned on the 7<sup>th</sup> day. It was necessary to add one more day.

## **Day 8 afternoon: Closing Session**

### ***Workshop Common Statement***

Committee Report of the 8-day conference: Dr Alemseged in his turn raised seven major issue. He said this committee has prepared a draft common statement of the workshop to be commented by the participants. The issues are

1. Review and Evaluation Meetings of the PSCAP-ICT programme proposed to be conducted at federal (quarterly with in a year) and regional level (twice a year). Implementation of these meetings will be organized by the EICTDA.
  - ✓ comment 1: it might be difficult at regional level, better to make it at federal level for sometime to come
  - ✓ comment 2: it is difficult to make the meeting twice a year at regional level
  - ✓ comment 3: the objective of this statement is to accelerate the activities otherwise it will take nine years to make review meetings in each 9 years.
  - ✓ comment 3: the responsibility of the regions will be to prepare venue and some reception, not more than that.
  - ✓ **Chairman:** agreement has reached to create acceleration by having review meetings twice a year
2. ICT organizational structure and employment of ICT experts in each region (project, UNVs, top ups, etc) will be organized by EICTDA.
  - ✓ comment 1: ICT structure is expected from EICTDA or capacity building so far; we have to emphasize ICT structure in the country. We should fill the gap. Volunteers should be taken as supplement.
  - ✓ comment 2: Regional ICT structure is very important; in the case of Amhara regional administration and capacity building bureau heads should be convinced and awareness should be given. Though the position is already allowed by the civil service commission, the skilled man power is still the problem. In such cases Volunteers could fill the flesh as long as there is ICT structural skeleton. For your information UNDP/UNV programme is in almost all sectors. In case of Amhara the UNVs are working with in one unit, not dispersed in each bureau. There is a plan to grow the number of the UNVs, which could be important to benefit from.
  - ✓ comment 3: Does EICTDA have to tell regions to structure on ICT? Each region should set its own structure.
  - ✓ comment 4: low developing regions should be included in the suggestions we make.
  - ✓ **Chairman:** three options have been raised in this statement and is accepted

3. Experience sharing locally and internationally
  - ✓ **Chairman:** unanimously passed
4. Awareness creation forums at regional level, use media for public awareness
  - ✓ comment: nil
  - ✓ **Chairman:** unanimously passed
5. wordanet to be used for its purpose having assigned professionals and regional owners
  - ✓ comment 1: terminology change
  - ✓ **Chairman:** unanimously passed
6. Capacity Building bureau to coordinate the whole of PSCAP agenda and to have its own structure
  - ✓ comment 1: the structure is already there. What do all the rest programmes need from ICT. This gap is there.
  - ✓ **Chairman:** unanimously passed
7. ICT support and common discussion forums to be organized
  - ✓ comment 1: ICT is a tool not as independent entity. This should be underlined along with other PSCAP programmes
  - ✓ **Chairman:** unanimously passed. The committee will edit the statements.
  - ✓ comment 1: the statements should be sent formally to our regions as we are all technical experts here
  - ✓ comment 2: we have a number of consultancy, training etc plans. Most of us ask what would it like on the supply side of these huge demand from our side. This is my concern. Though there might be firms on the side of supply, is there skilled manpower. What is EICTDA thinking on this issue? EICTDA should give emphasis on short-term trainings might be the solution to curb this huge supply side.
  - ✓ comment 2: first and foremost there is low capacity in the private sector. There is a plan to build up the capacity in this area. When the PSCAP capacity is built it will build up the private sector. To implement the PSCAP, one is to see the local capacity, outsource as additional option.

### ***Plan Report from Selected Regional Reports***

Given 12 minutes for presentation, participants were invited to present their report. The selected regions were; Amhara from Group 1, Gambella from Group 2 and Addis Ababa from Group 3 presented their report in the afternoon session of the 8<sup>th</sup> day. The committee presented its common statement about the achievements and future activities related with PSCAP-ICT.

### ***Plan Report 1: Amhara Region by Daniel Gochel***

- ✓ Amhara considered three components i.e. human resource, public service delivery and
- ✓ The number of activities and sub-activities in each component were presented.
- ✓ Financial plans, templates and log frames were presented.

### ***Plan Report 2: Addis Ababa by Eskinder Akalewold***

- ✓ Due to a number of assignments coming at the late hour we are not in a position to deliver all. I comment all such assignments to be told in the beginning
- ✓ Addis Ababa presented issues of coordination that could exist between Addis Ababa and ECTDA. These coordination modalities are like full adoption, customisation and collaboration

- ✓ Next year agenda and its possible areas have been outlined like achievements, actual work challenges and impact.

***Plan Report 3: Gambella Region by Demissie Yilma***

- ✓ Presented summarized report of each component from Benshangul, Gambella, Somalia and Afar regions
- ✓ Financial comparison of each region was presented summarized along each component
- ✓ The activities in each region are almost similar
- ✓ Action plan, procurement plan and log frame
- ✓ gender specific ICT project documents have been submitted to authorities

***Ministry of Capacity Building, Ato Abiy and Ato Mehari***

Ato Abiy - Agenda: Observation of overall action plan preparation

- ✓ out of the six PSCAP components, ICT has done basements much better than the other programs
- ✓ what is expected from federal and regions is well documented
- ✓ this approach is a lesson for other programmes
- ✓ I feel other programmes should call this approach to avoid unclear issues
- ✓ Regional PPDs should also take this approach
- ✓ The major task is on the implementation side; reporting on Statement of Expenditure, SoE, should be strengthened; the budget should flow to get more budget – this is dependent on proper SoE
- ✓ further communication among the stakeholders should be strengthened
- ✓ PIP documents should be read well; works should not be expected
- ✓ if emphasis is given on these issues, the programme will be successful

Ato Mehari - Procurement

- ✓ Intensive contact among EICTDA, Capacity Building and Regions should be there
- ✓ we advise you to read the procurement document of the world bank. We do not tell you what is not there in the document
- ✓ have that document, if things are not clear please contact us
- ✓ a procurement plan is usually stretched over 18 months

Chairman invited for comments and suggestions

- ✓ Amhara region suggested its report document by “Adama Memoir ”so that all the participants would communicate what has been done at Adama to those respective regions.
- ✓ Report on Common Statement of the workshop was read by Dr. Alemseged. A paper copy in Amharic version was distributed to the participants.

***Closing Speech by Ato Dhaba***

He said this conference is success. The dedication you have shown us is very impressive

- ✓ Addis Ababa showed basic points on cooperation
- ✓ Most of the issues are not ready made. Most activities are ready made.
- ✓ this document will have a final touch by experts
- ✓ it will be presented for ministry of capacity building

- ✓ we do not represent the regions. we support each other rather as one unit
- ✓ finally I thank the Project Manager unit, federal representative and above all regional representatives

The conference was completed on the night of 1<sup>st</sup> of August 2005 with bankable reception threw by the coordinators.

**Table 1: List of Participants**

No	Region	Participant	
1	Tigray	Tekelemedhin Dirar	
2	Amhara	Aleazar Tilahun	Getachew Yimer
		Daniel Gochel	
3	Oromia	Adamu Ayana	Raga Bekere
		Tefere Degeti	
4	SNNP	Tewelegn Kebede	
5	Afar	Mesfin Tarekegn	Ahmed Mohammed
		Abebe Mullat	
6	Gambella	Demissie Yilma	Omod Gilo
		Zeineba Ali	
7	Somali	Farri Mohammed	Abdureshid Harro
8	Benisangul Gumuz	Zenebe Negusse	Tilahun Chernet
9	Harari	Eskender Maftuh	Girma Assefa
		Mudir Abdullahi	
10	Addis Ababa	Tekleberhan Araya	Nechneh Alebachew
		Eskender Akalewold	Alemu Taddese
		Husen Aberra	
11	Diredawa	Agonafir Bete	Efrem Assefa
12	MOCB	Abiy Tessema	Ermias Demeke
		Mehari Goitom	
13	MFA	Alemseged Bitew(Dr.)	
14	EICTDA	Tamirat W/Gabriel	Tarik Hagos
		Elizabet Kidane	Zelalem Begashaw
		Minda Feleke	Zinabie Mekonnen
		Meklit Mitiku	Giday G/Kidan
		Gosaye Adugna	
15	PMU	Daniel Yoseph	Ayana Getahun
		Eskindir Birahne	Sori Ararsa(Dr.)
		Tessema Geda	Filfil Gebiru
16	Consultant	Yergalem Bongor	Sinishaw Birhanu
		Alemayeh Teferi	

### **Lessons for Regions**

1. Why not we reorganize our structure and structural plan along with EICTDA including some advancement
2. Or leave out actions covered by the EICTDA to avoid redundancy especially on policy issues and concentrate on left out or delayed ones.
3. Coordinated activity in system automation among the bureaus in Tigray
4. System integration activities of Addis Ababa
5. Awareness creation within the entire society through mass media could be done in collaboration with Educational Media Bureaus.

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