

Action Reflection Note – Project “E-Government in Bulgaria”	
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Title of Project:	e-Government in Bulgaria
Total budget for project	USD 367,500
UNDP Contribution	USD 115,000
Timeframe of initiative	3 years
Start Date	February 2002
End Date	December 2005 (on going)
Introduction:	The project deals on a strategic and policy levels with the coordination of the country ICT activities aimed in establishment of a working e-Government in Bulgaria. A Coordination Center for Information, Communication and Management Technologies (CCICMT) was established as a special ICT coordination unit under the auspices of the Council of Ministers with the UNDP support under the project. The goals of the CCICMT were clearly set to develop the National Strategy for e-Government and an Action Plan for its implementation. Through its broad advisory, consulting, and coordination work the CCICMT became the focus that organized and successfully implemented all of the project objectives and the project was extended twice to accommodate more features needed for successful e-Government functionality in the country. One of the main benefits of the project is its successful collaboration and the synergy between the project and the other UNDP projects in the ICTD area that are also supporting parts of the national priorities and strategies for e-Government and ICTD.
Objectives:	<ul style="list-style-type: none"> • To develop and introduce national policies and a strategy for establishment of e-Government in Bulgaria and coordination of their successful implementation. • To improve the effectiveness of the state administration through a systematic and coordinated implementation of information, communication and management technologies and introduction of e-Government services. • To increase the efficiency of budget and donor funds invested in information, communication and management technologies in the public sector and to attract new investments in the ICT and e0Government areas. • To establish effective partnerships with the private sector for the implementation of e-Government projects and to encourage the overall progress of technology and enable improved business and social environment.
Analysis:	<p>Further more was achieved than simply following the project goals and objectives that were all met during the first year of the project. The project was twice successfully expanded. The project established and positioned the CCICMT with the status of a knowledge center for analysis of e-Government development, both in Bulgaria and abroad. The following analyses have been produced:</p> <ol style="list-style-type: none"> 1. Draft e-Government Progress Reports were prepared in close collaboration with the “State Administration” and “ICT” Directorates at the Council of Ministers. 2. CCICMT coordinated the development of Legislation framework analysis of the state administration interoperability in accordance with the e-Government Strategy. 3. CCICMT participates in the Foresight Analysis in the fields of e-Government and information and communication technology. The analysis and scenarios for the future development of e-Government in Bulgaria are developed and presented to high-level decision-makers. 4. The project conducts periodical analyses of the demand for e-services in Bulgaria for the citizens (G2C) and business (G2B), and prepares analyses of the foreign e-Government achievements and possibilities for their application in the country.
Lessons Learned:	<p>The Project has adapted for e-Government purposes the following methodologies:</p> <ol style="list-style-type: none"> 1. Net Readiness Assessment of the Bulgarian State Administration 2. Methodology and instrument for prioritization of a portfolio of projects 3. Balanced Scorecard 4. Various management technologies. <p>All of the above gave valuable lessons to UNDP with the main of that are:</p> <ul style="list-style-type: none"> o Education on e-Government is a key factor of successful e-Government development. o Government ownership of the project goals and objectives is crucial for sustainable development of the project. o Broad partnerships with the main government, business, NGO, and others are the guarantee for achieving of the project objectives, their further development, and their concrete practical applications.