

Analyzing ICT Strategies & Policies in the ESCWA Countries

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PURPOSE

- Is there a (unique) **METHODOLOGICAL FRAMEWORK** for ICT Strategies ?
- How to **ASSESS & COMPARE** ESCWA countries approaches for ICT strategies ?
- **Major Issues & Recommendations**



1. Is there a Methodology ?

1. Is there a Methodology ?

- **Why** an ICT strategy ?
- **What** is an ICT strategy ?
- **How** to elaborate it ? And what issues should be addressed ?
- **How** about implementation ?
- **Can** Countries strategies be compared ?

Why an ICT strategy ?

Hanna, UNDP, Asia Pacific

- Raise **awareness**, resources and commitment to action;
- **Building Coalition** for policy and institutional reforms;
- **Clarifying roles and responsibilities**, build public-private partnerships, and facilitate participation by all stakeholders, including NGO's;
- **Focusing scarce resources on** exploiting ICT for **national priorities**, and help sequencing, phasing and prioritizing complementary investments;
- **Mobilizing and complementing market forces**, promote social applications, enable bottom-up efforts and ensure shared learning and scaling up;
- **Leveraging ICT**, addressing the special needs and dynamics of promising segments of the ICT industry for export and economy-wide competitiveness;
- **Reforming the national innovative system**, and re-orienting it to meet the substantial and cumulative technological learning requirements of ICT, as a general purpose technology;
- **Address coordination failures**, exploit network effects, and secure complementary investments to use ICT as empowerment and service delivery infrastructure.

Why an ICT strategy ?

Ulrich & Chacko, UNDP, Asia Pacific

- a need for vision and leadership;
- **consistency** with other national development goals;
- **coordination** within government;
- consultation for **consensus** on objectives and approaches;
- implementation of **articulated and realistic plans** of actions;
- **resources prioritized** and not based on mere wishful thinking;
- supportive **legal framework** to enable ICT policies;
- Supportive policy frameworks to **facilitate implementation**, and
- objectives against which to **monitor progress** and **produce defined results**.

Why/What ICT strategy ?

Ulrich & Chacko, UNDP, Asia Pacific

■ Recommendations

- be specific in setting goals;
- do not re-invent what has already worked elsewhere;
- prioritize your objectives;
- be patient, strategies are made generally for 10 years, and few opportunities exist for leapfrogging stages;
- let government drive ICT initiatives, with investment and with conducive policies;



Why/What ICT strategy ?

Islamic Development Bank

■ 5 strategic pillars:

- Policies and regulations;
- Human resources development;
- ICT infrastructure;
- Content and community, and
- Innovation clusters.

■ 3 critical success factors:

- Strong leadership and political will;
- Participative change;
- The right governance and management.



WHAT IS AN ICT STRATEGY ?

World Bank/IFC Toolkit

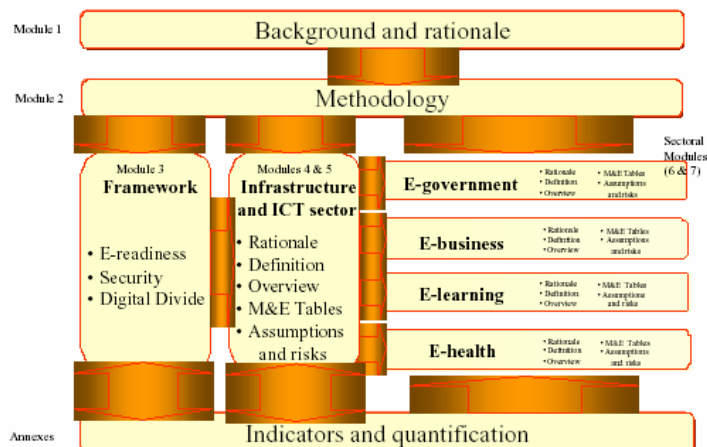
- **Mod 1. A Logical Framework**
- **Mod 2. A Monitoring & Evaluation Framework**
- **Mod 3. Building on Sound Foundations**
- **Mod 4. ICT Infrastructure**
- **Mod 5. ICT Sector**
- **Mod 6. E-government**
- **Mod 7. Other Sectors**



WHAT IS AN ICT STRATEGY ?

World Bank/IFC Toolkit

Toolkit Structure



Mod 1. A Logical Framework

- Policy → Why ?
- Strategy → What ?
- Implementation Plan → How ?



Mod 1. A Logical Framework

Pyramid Layer	Objective	Indicator	Data source
Policy goals	<ul style="list-style-type: none"> ▪ Create an efficient, responsive and transparent government 	<ul style="list-style-type: none"> ▪ Perception of overall administrative burden ▪ Perception of govt effectiveness 	Office of Government and Ministry of Local Government
Strategic priorities	<ul style="list-style-type: none"> ▪ Offer cost-effective online government transactional services anywhere anytime 	<ul style="list-style-type: none"> ▪ Perception of govat online services ▪ % govt agencies with transactional sites ▪ % of possible services online (by agency) 	E-government CIO's Office
Key initiatives	<ul style="list-style-type: none"> ▪ Create online versions of offline services (to cut costs and redeploy resources more efficiently) ▪ Raise public awareness through online and offline channels <p><i>Examples: ID cards, certifications (death, birth, marriage, divorce), land ownership titles, registrations (automobiles, change of ownership), public procurement (tenders), tax and fine collection</i></p>	<ul style="list-style-type: none"> ▪ No. of online services ▪ % of possible services that are online (by agency) ▪ % of total customers transacting online (per service)⁴⁵ ▪ Usage growth rate (per service) ▪ Time to complete transaction (per service) 	E-government CIO's Office
Actions	<ul style="list-style-type: none"> ▪ Establish guidelines for selecting online services ▪ Establish mechanism for interagency coordination and system integration ▪ Assess technology and organizational needs ▪ Develop online transactional platforms, integrating with interactive and informational platforms ▪ Address the concerns of government workers whose roles will change 	<ul style="list-style-type: none"> ▪ Guidelines for selection established by month A ▪ Relevant services identified by month B ▪ Interagency mechanisms and procedures established by month C ▪ System functional requirements completed by month D ▪ Mid-term 	Project team or Central M&E unit



Mod 2. Monitoring & Evaluation Framework

- **Measurement & Monitoring are part of the strategy**
for each level
- **Solve the institutional issue: who is responsible ?**
a specific M&E agency ?



Mod 2. Monitoring & Evaluation Framework

- **Measurement & Monitoring**
 - Policy indicators → Impact Development-focused
 - time horizon & Causality
 - Strategic Priorities → Outcome indicators
 - What to do and not to do ? Shorter time horizon
 - Key Initiatives → Output deliverables
 - measured in quantity & quality ... Monitoring
 - Action plans → Interim deliverables
 - assessing institutional creation or capacity building
 - Resources → Input indicators
 - How the resources are used ?
 - Assumptions & Risks



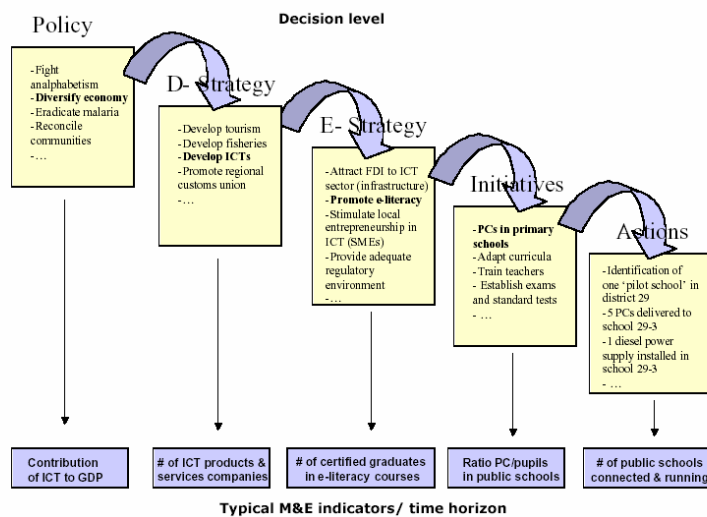
Mod 2. Monitoring & Evaluation Framework

• The Institutional Issue

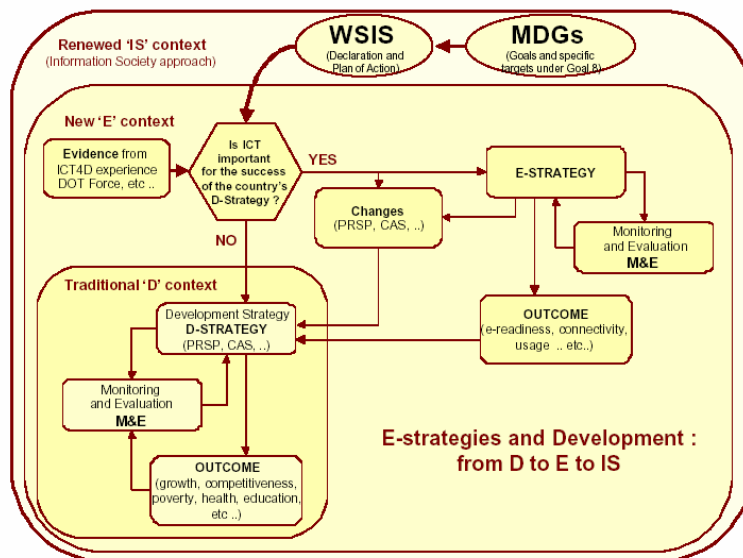
- Who is responsible ?
 - for **implementation of each project**
 - Primary Responsibilities & resources
 - for **Monitoring & Evaluation**
 - Ownership, data access, and capacity leverage
 - Where should M&E located ?
 - not an implementation team
 - not judge & party
 - ➔ A specific Agency ?



Mod 3. Sound foundations for e-strategy



Mod 3. Sound foundations for e-strategy



Mod 3. Sound foundations for e-strategy

- **e-strategies vs D-strategies**
 - **formulation & linkage**
- **e-strategies vs Information Societies**
 - **Integration, quality & Compatibility for measurements**
- **e-strategies vs Access & Usage**
 - **ICT is a tool and not an end**
 - **Usage better than access**
 - ➔ **e-readiness**
 - What to do?**
 - How much to do ?**



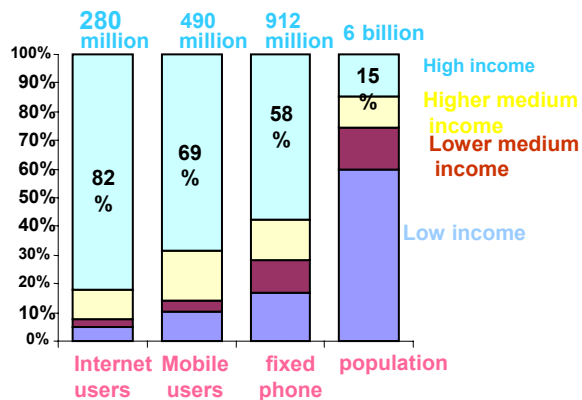
Mod 4. ICT Infrastructure

- **Infrastructure is at the Core of an e-strategy**
Coverage & Affordability
- **3 Pillars**
 - **increase private sector led competition**
 - License private providers, privatize ?
 - **establish a regulatory framework**
 - develop regulatory framework, establish regulator
 - **and undertake universal access schemes**
 - develop schemes, implement output based aid
- **for each ICT infrastructure**
Fixed phones, mobile phones, Internet, international calls
in an evolving technology



How Telecommunication consumption relates to GDP per capita ?

Consumers market



ITU World Telecommunication Indicators Database





Mod 5. The ICT Sector

- **Developing the sector is a main component**
Export or local demand
goods, softwares, consulting, ICT enabled-services
- **3 Pillars**
 - **improve SME's regulatory environment**
 - business registration, contract enforcement,
 - **improve SME's access to capital**
 - Venture capital, credit market
 - **create business incubation services**
 - create incubators, incubate & launch
- **demand vs supply analysis**



Mod 6. e-government

- **The role of Government is key**
Setting strategy
driving force
Part of Administrative reform → efficient & transparent Gvt
Critical to e-strategy and development is the highest
- **3 Pillars**
 - **Publish**
 - **interact**
 - **contract**
- **Political will**



Mod 6. e-government

• ABCDE's

Prerequisite	Concern	Activity (typical indicators)
Access	Infrastructure, costs, competition/regulation (hence includes proper regulatory and competition frameworks)	<ul style="list-style-type: none">• Equipment (PCs, kiosks, community centers)• Teledensity• Rule of law• Pro-competitive ICT regulation (tariff and non-tariff barriers, competition in the ICT sector)• Cost (fixed line calls and Internet access)• Access for disadvantaged or excluded
Basic Skills	Basic education, vocational training, ICT awareness	<ul style="list-style-type: none">• Literacy (alphabetization rates)• E-literacy ratios per age/group/sex/region• Vocational training
Content	Value to government and citizens	<ul style="list-style-type: none">• Questionnaires on value to users/citizens and government• Content in local languages
Desire	Political leadership and will to reform	<ul style="list-style-type: none">• Public statements/decisions• Laws & regulations (perceptions of quality of legal system)
Engagement	Commitment of all components of civil society	<ul style="list-style-type: none">• Broad involvement of civil society (questionnaire/survey)• Local awareness of ICT potential for development (questionnaire/survey)



2. Analyzing ESCWA countries e-strategies



2. Analyzing ESCWA countries e-strategies

- **Information on ESCWA countries strategies**
- **The measurement issue**
- **Adopting a framework**



Information on ESCWA countries e-strategies

- ***ESCWA ICTD Country Profiles***
 - Policies & strategies
 - Legal & regulatory framework
 - ICT infrastructure
 - ICT capacity building
 - Building the ICT sector
 - Application in government establishments
 - Digitization of information
 - Applications in education
 - Application in commerce and business
 - Applications in healthcare
 - Digital Arabic content
- **Countries Publications**
 - Documents
 - Internet



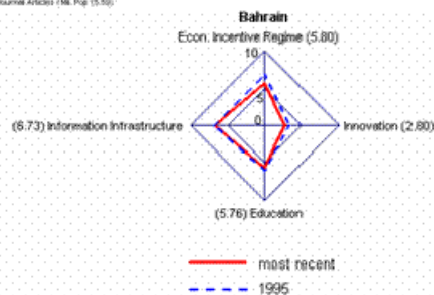
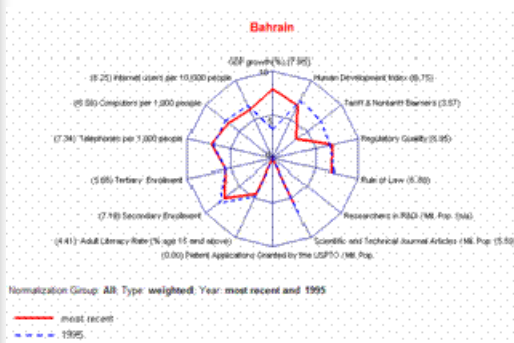
The issue of measurement

- **Four Major sources**
 - **The World Bank Institute's (WBI) Knowledge Assessment Methodology (KAM) and the Knowledge Economy Index (KEI)50;**
 - **The Global Information Technology Report's (GITR) Networked Readiness Index (NRI), World Economic Forum**
 - **Orbicom's Index of countries' "Infostates"**
 - **International Telecommunications Union's (ITU) Digital Access Index (DAI).**
- ➔ **Global, not always adapted to strategies and key initiatives**



The issue of measurement

World Bank Institute



The issue of measurement

GITR- Network Readiness -WEF

Table 1

Countries	Network Readiness
Bahrain	0,37
Egypt	-0,24
Iraq	
Jordan	0,1
Kuwait	
Lebanon	
Oman	
Palestine	
Qatar	
Saudi Arabia	
Syria	
UAE	0,84
Yemen	
Israel	1,02
France	0,96
Korea	0,81
Tunisia	0,39
Morocco	-0,17
Algeria	-0,66
Turkey	-0,14

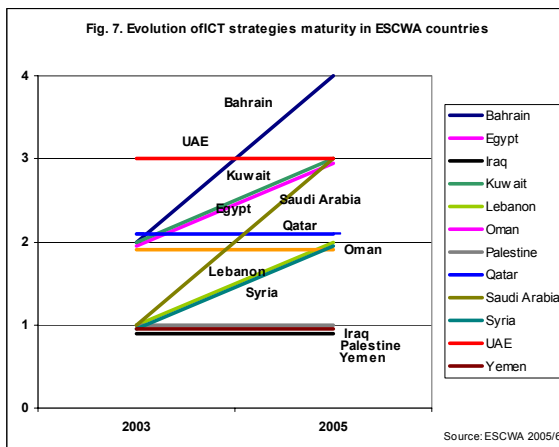
Source Duttal & al 2004



The issue of measurement

ESCWA/ICTD/ 2005

Fig. 7. Evolution of ICT strategies maturity in ESCWA countries



Source: ESCWA 2005/6

Levels:

- 1: no strategy, no implementation
- 2: clear strategy, no implementation
- 3: clear strategy, moderate implementation
- 4: clear strategy, effective implementation



Analyzing ESCWA countries e-strategies

• Mod 1. Strategies Rationale

Table 2. Status of ICT strategies in ESCWA countries

Countries	Status of ICT Strategies	Year	Formal Document	Elaboration	Level of Approval
Bahrain	Yes	?	No	Central Informations Organization	Government ?
Egypt	Yes	?	No	Ministry of Communications & Information Technology	Government ?
Iraq	No		No		
Jordan	Yes (REACH)	1999	Yes	IT Association of Jordan (INTAJ)	Government ?
Kuwait	No		No		
Lebanon	Yes	2003	No	Office of the Minister of State for Administrative Reform	Government?
Oman	Yes	1995	No	National Committee for Information Technology	Government?
Palestine	Yes	2005	No	Government	Government
Qatar	Yes	2004	No	ICT Qatar	Government?
Saudi Arabia	under preparation		No	King City for Science & Tech. & Min. of Planning	
Syria	Yes	2004	Yes	Minsitry of Communications & Technology	Government
UAE	No		No		
Yemen	under preparation		No	National Information Center	

Source: Compiled by author from ESCWA regional and national profiles

Analyzing ESCWA countries e-strategies

• Mod 1. Strategies Rationale

- Strategies not always formalized ... or not build on a logic of target/indicator
- Not always clear how government will approve and implement strategy... and where are the resources allocated
- ICT strategy not always placed in (economic development) policy objectives... (+export vs local market)
- The reason for choice of Key Initiatives, not always set in a global framework
- No systematic target indicators are fixed, within a clear time frame

Analyzing ESCWA countries e-strategies

• Mod 1. Strategies Rationale, Case Example : SYRIA ICT strategy

- **Targets: Penetration ...horizon 2013 (10 years)**
- **Resources/Investments needed: US\$ 8 billions, Gvt US\$ 2 billions >> tax and royalties revenues**
- **22 priority issues to be solved identified**
- **7 key initiatives:**
 - **2 Action Programs (Ministry)**
 - restructuring the Telecommunications Sector
 - building the ICT sector (regulation, independent IT association, ..)
 - **3 National initiatives**
 - e-government initiative
 - national initiative for technological parks
 - initiative for sectoral centers of excellence
 - capacity building initiative
 - national knowledge society initiative (AHDR)



Analyzing ESCWA countries e-strategies

• Mod 2. Monitoring as part of the strategy

- **Responsibility of implementation vs responsibility of monitoring**
- **Often no specific Indicators (deliverables) were designed for the monitoring of the implementation of key initiatives or action plans (Mixing with ITU, etc...)**
- **Strategy documents do not address how the necessary indicators should be collected (institutional issue)**
- **The process of strategy reorientation/redefinition function of monitoring is not defined**



Analyzing ESCWA countries e-strategies

• Mod. 2 Monitoring as part of the strategy, Case Example : Jordan ICT strategy

- **Institutional: REACH initiative, driven by the Jordan Computer Society, under the leadership of the king**
- **Monitoring:**
 - **New update every 1 or 2 years**
 - **Identification of challenges to solve**
- **Targets: in 1999 for 2004**
 - **30,000 IT-related jobs (20,000 direct);**
 - **US\$ 550 millions in annual exports;**
 - **US\$ 150 millions in Foreign Direct Investment.**
- **Update REACH 4, 2004 for 2006**
 - **30,000 IT-related jobs (20,000 direct);**
 - **US\$ 100 millions in annual exports;**
 - **US\$ 550 millions in annual domestic revenues;**
 - **US\$ 170 millions in foreign direct investment.**



Analyzing ESCWA countries e-strategies

• Mod 3. Sound foundations for a strategy

- **WSIS and Millenium Development Goals have been a driving mechanism for building e-strategies in all ESCWA countries**
- **The embedment of e-strategy in national development plan is not always clear**
 - the ICT sector does not always seem to be a target economic sector by itself
 - the e-strategy is not always embedded in the development strategy of other sectors (ex textile, ...)
- **The issue of How to develop a sustainable local demand is mostly not addressed**
- **e-strategies are mostly seen in term of access and not of usage**



Analyzing ESCWA countries e-strategies

• Mod 3. Sound foundations for a strategy

Table 3. Comparison of Usage Indexes

Countries	Individual	R	Business	R	Government	R
Bahrain	0,3	37	0,47	39	0,49	30
Egypt	-0,7	75	-0,08	56	0,57	26
Iraq						
Jordan	-0,5	65	0,4	41	0,49	29
Kuwait						
Lebanon						
Oman						
Palestine						
Qatar						
Saudi Arabia						
Syria						
UAE	0,75	29	0,81	24	1,46	7
Yemen						
Israel	1,08	19	1,48	8	1,31	10
France	0,94	22	1,12	17	1,12	15
Korea	2,56	2	0,96	22	1,06	19
Tunisia	-0,52	67	0,45	40	0,49	28
Morocco	-0,64	73	-0,07	55	0,11	46
Algeria	-0,77	78	-1,28	92	-0,37	56
Turkey	-0,13	49	0,38	42	-0,02	52

What validity for such indicators ?
What are the priorities ?

Source: Dutta & al 2005



Analyzing ESCWA countries e-strategies

• Mod 4. ICT Infrastructure

- All ESCWA countries recognize access as priority objective
- Not always clear how this is translated into key initiatives? :
 - increasing penetration: fixed, mobile, internet, broadband ??
 - reducing wait time for calls
 - reducing cost of local calls: fixed, mobile ...
 - reducing internet and broadband costs
- The resources/investments necessary almost never clearly defined
- The economics (market vs government role) are not clearly addressed



Analyzing ESCWA countries e-strategies

• Mod 4. ICT Infrastructure

- Relation between income and access: **a fatality ?**

Income Level	Digital Access Level				
	FMF not available	High Access	Upper Access	Medium Access	Low Access
High Income			Bahrain Kuwait Qatar United Arab Emirates		
Upper-Middle Income				Lebanon Oman Saudi Arabia	
Lower-Middle Income	Iraq			Egypt Jordan Palestine	Syrian Arab Republic
Low Income					Yemen



Analyzing ESCWA countries e-strategies

• Mod 4. ICT Infrastructure: the 3 pillars

- Increasing private sector led competition
 - only for internet and limited
 - monopoly, duopolies in fixed and mobile
 - privatization: a political problem
 - however WTO, association agreements
 - OK but clarify how resources shall be funded from budget
 - when/how more competition
 - Clarify the licensing schemes for the sectors open for competition
 - What are the tax revenues of this sector: mobile phones
- Establishing a regulatory authority
 - Most countries see it as association of operators
 - adoption of governing laws for private investment,
 - corporatization of public companies
 - non-political independent REGULATOR: tariffs, frequencies, disputes, universal access
 - How it will be financed
 - Technical/economical/judicial skills + service of the society
 - attn WTO regulator rules .. How to comply?



Analyzing ESCWA countries e-strategies

• Mod 4. ICT Infrastructure: the 3 pillars

• Developing Universal Access

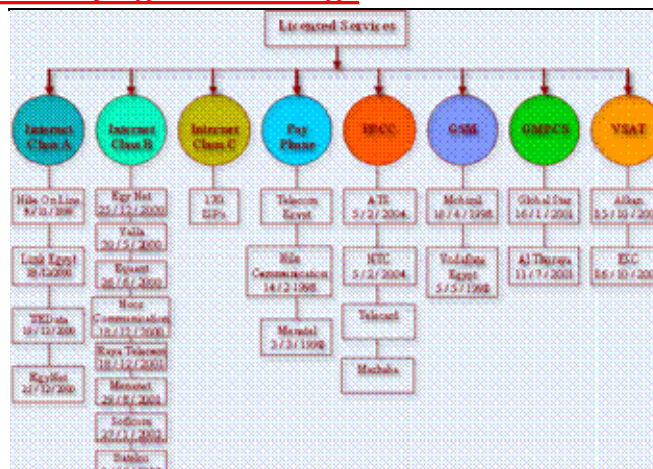
- not putting this as a strategic priority/ public service
- not addressing that low penetration is linked to revenues
- Access to low income/remote areas to be financed by government (even for mobile)
- No Financial schemes (fund) defined: gvt → private
- No specific indicators for universal access
 - While there is donors aids
 - universal access not even set as target for public operator

More Generally

- globalized environment
- evolving technologies
- economic implications of delay in developing access

Analyzing ESCWA countries e-strategies

• Mod 4. ICT Infrastructure: Case example Egypt Initiative for developing Internet Usage



Concentration ?



Analyzing ESCWA countries e-strategies

• Mod 4. ICT Infrastructure: Case example Egypt Initiative for developing Internet Usage

• Subscription free internet service: 2002

- 1 million new households in 3 years
- method of payment

• PC for every home: 2003

- 100,000 new computer in 2 years
- financing scheme, method of payment


• Broad-band initiative: 2004 for 3 years

- adsl 25 US\$/month
 - 50,000 new subscribers in 1 year
- 



Analyzing ESCWA countries e-strategies

• Mod 5. ICT Sector

- All ESCWA countries recognize ICT sector as priority
 - Not always clear how this is translated in key initiatives? :
 - specific total sector revenues
 - contribution of sector to GDP
 - number of patents files
 - number of people employed by sector
 - Not differentiating IT from Telecom
 - Not recognizing that it mostly an SME's business
 - ➔ Informal sector
 - The economics (supply/demand) not clearly addressed
 - Export not local demand !!!!
- 

Analyzing ESCWA countries e-strategies

• Mod 5. ICT Sector

Countries	Incubation	Financial Support	Business Regulation	Infra-structure	Human Capital	Networks	Stimulating demand
Bahrain			xx	xx			
Egypt	xxx	x	xx	xx			
Iraq							
Jordan	xxx	xx	xxx	xxxx	xx	xx	xx
Kuwait	x		xx	xx	xx	x	x
Lebanon	x			x	x		
Oman	xx			xx	x		
Palestine	x			xx	x		
Qatar	x			xx	x		
Saudia				xx	x		
Syria	x			xx	x		
UAE	x			xx	x		
Yemen	x			xx	x		

Source: Compiled by author from ESCWA regional and national profiles



Analyzing ESCWA countries e-strategies

• Mod 5. ICT Sector: the 3 pillars

• Improving SME's regulatory environment

- streamlining business creation & registration... flexibility
Number of companies launched, total start-up cost or time
 - protecting property rights ... → identify recognizable IPR
Number of IPR's filed
 - recognizing the SME's risk ... employment, closure...
Perception indicators
- Not really addressed
This is not just helping multinationals to implement & protect IPR

• Access to capital

- No policies for encouraging Venture Capital
- Regional & International cooperation badly used
- VC, if any, for large companies or power related ..RITSEC
Evolution of value of fund
Number off high-tech cies supported
Successfully launched cies
ROI of fund



Analyzing ESCWA countries e-strategies

• Mod 5. ICT Sector: the 3 pillars

• Establishing business incubators

- few steps have been taken to establish incubators
- confusion with technology parks for subsidiaries of multinationals
- Unclear value proposition of incubators

Physical infrastructure

Business & management expertise

Access to regional/international networks.....incubators, research, big companies....

➔ *ESCWA initiative for incubators & technology parks*

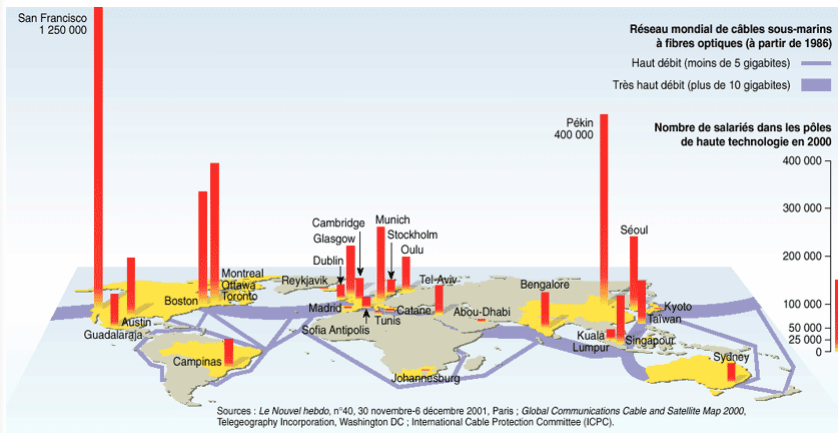
- few cities per country (20-100)
- Not recognized as major issues:
 - Availability of high bandwidth infrastructure
 - management of skills

ESCWA

Analyzing ESCWA countries e-strategies

• Mod 5. business incubators

Number of workers in incubators & Tech Parks



Economic players

Producers

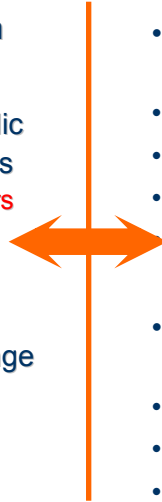
- Hardware production
- Software production
- Software for large public
- Software for Institutions
- **The concept of Incubators**

- Services production:
 - Telecommunications
 - Internet & data exchange
 - Institution-oriented software servicing
 - Other services

Consumers

- **Activate institutional consumption**
- **Government bodies**
- **Banks**
- **Production facilities**
- **Service facilities**

- **Activate individual consumption :**
- **Telephone networks**
- **Internet**
- **PCs & software**



Analyzing ESCWA countries e-strategies

• Mod 5. ICT Sector: Case example Jordan REACH Initiative

• 6 strategic thrusts

- **IT industry development;**
- **Policy and regulatory strengthening;**
- **Human resources development;**
- **Capital and financing;**
- **Infrastructure development.**

Clear identification of the role of Gvt, industry, and others

تقدير مبدئي لحجم أسواق مجالات المحتوى في العالم العربي

ملاحظات	السوق الرقمية	السوق الإجمالية	بنود المحتوى
الجزء الرقمي 10% من السوق الإجمالية	40	800	
متوسط التقديرين في التقرير. مجمل هذا البند رقمي.	3 400	3 400	
50% من التقدير الميسطر مجمل هذا البند رقمي.	1 600	1 600	
100% من التقدير الميسطر 80% من هذا البند رقمي.	480	600	
متوسط التقديرين في التقرير. 50% من هذا البند رقمي.	250	500	
التقدير الأعلى نظراً لخصوصية البلدان العربية. مجمل هذا البند رقمي.	500	500	
السوق ربع التقدير الميسطر والجزء الرقمي 20% من السوق الإجمالية للبند.	50	250	
السوق نصف التقدير الميسطر الجزء الرقمي 65% من السوق الإجمالية لهذا البند.	35	700	
الجزء الرقمي 10% من السوق الإجمالية للبند.	280	2 800	
السوق نصف التقدير الميسطر الجزء الرقمي 65% من السوق الإجمالية لهذا البند.	25	500	
السوق ربع التقدير الميسطر والجزء الرقمي 10% من السوق الإجمالية للبند.	120	1 200	
الاهتمام هو فقط هنا بالألعاب الإلكترونية. السوق العربية 2% من السوق العالمية.	400	400	
راجع الدراسة	1 400	1 400	الأعمال الإلكترونية بين المؤسسات
راجع الدراسة	300	300	الأعمال الإلكترونية إلى الأفراد
راجع الدراسة	0	0	الأعمال الإلكترونية بين الأفراد
راجع الدراسة	35	35	الحكومة الإلكترونية
راجع الدراسة	0	0	التعليم الإلكتروني
راجع الدراسة	0	0	الصحة الإلكترونية
راجع الدراسة	0	0	المشاركة الإلكترونية
راجع الدراسة	0	0	الثقافة الإلكترونية
2002: +10 إلى 20% سنوياً	8 915	14 985	المجموع

Analyzing ESCWA countries e-strategies

• Mod 6. e-government

- All ESCWA countries recognize e-government as priority objective
- However:
 - Not strongly linked to administrative reforms: reengineering
 - Most successful: security
 - Mostly on publishing.. No interaction or contracting
 - Not recognized as THE major driving market
 - *Slowness making all e-strategies with low credibility*
 - Not recognized as a drive for Arabic content

Analyzing ESCWA countries e-strategies

• Mod 6. e-government: Comparison

E-Europe Plan

Public Services for Citizens	Public Services for Businesses
Income taxes	Social contribution for employees
Job search	Corporation tax
Social security benefits	Value Added Tax
Personal documents	Registration of a new company
Car registration	Submission of data to statistical offices
Application for building permission	Customs declarations
Declaration to the police	Environment-related permits
Public libraries	Public procurement
Certificates (birth, marriage)	
Enrollment in higher education	
Announcement of moving	
Health-related services	



Analyzing ESCWA countries e-strategies

• Mod 6. e-government: Case example UAE Federal Government Portal

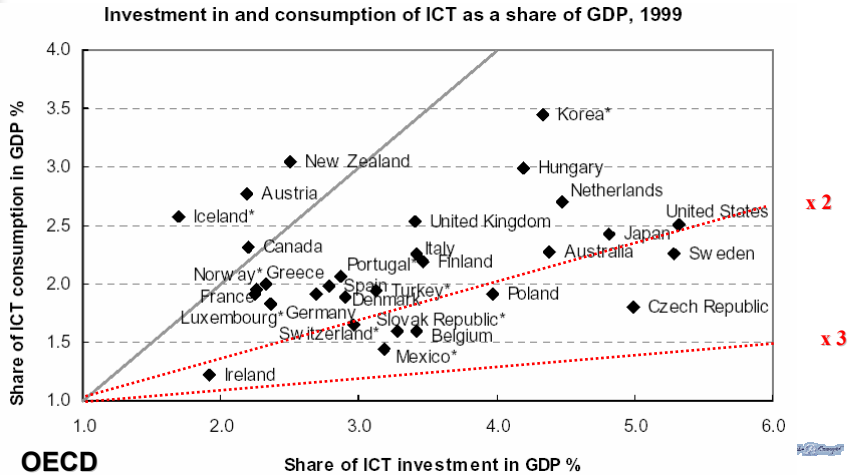
• **7 objectives:**

- Facilitate collaboration between federal government entities;
- Establish focus on policy formulation;
- Create, hare and distribute data between federal entities;
- Assist factual based federal decisions support;
- Share and allow external access to federal government information;
- Focus on appropriate and relevant best practice examples worldwide;
- Reduce cost, maximize internal operational efficiency and effectiveness.



Analyzing ESCWA countries e-strategies

• Mod 6. e-government: Comparison



Analyzing ESCWA countries e-strategies

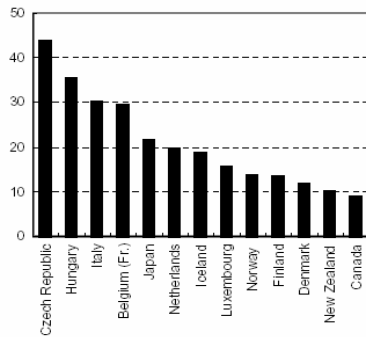
• Mod 7a . E-education

- Development of knowledge & skills
- ICT application in education administration, delivery & training
- A lot of efforts, with international assistance
- However:
 - Dissemination in primary schools still limited, not considered strategic
 - Theoretical curricula ... for a rapidly moving technology
- A difficult task ... not sufficiently addressed
- effort should be systematic for rationalizing education budget

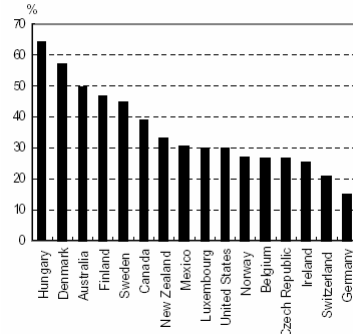
Analyzing ESCWA countries e-strategies

• Mod 7a . E-education

Ratio of students to available computers in lower secondary education, 1998/99



Percentage of 15-year old students using a computer at school at least a few times a week



OECD



Analyzing ESCWA countries e-strategies

• Mod 7a . E-Health

- Major drive for Arabic content
- necessary for rationalizing health budget
- critical social issue

- Little efforts in general .. Mostly private hospitals

- No healthcare initiative in ESCWA countries
 - while per capita health spending in some countries significant (Lebanon > Saudi Arabia)



