



ESCWA

Workshop on capacity building for ICT policy making in Western Asia

2-4 May, 2006

UN-House, Beirut-Lebanon

E-government journey: from formulating strategies to implementing plans of action

Presented by Wajdi Mattar

Purpose of the presentation

- To offer a strategic framework to guide the development of e-government
- To present a roadmap for implementing e-government
- To highlight main challenges, with special emphasis on addressing major security issues
- To discuss measurements of e-government
- To look into future e-government evolution
- To recommend the development of an e-government observatory for the region

Strategic Framework

Strategic framework to guide the development of e-government

Vision

Target

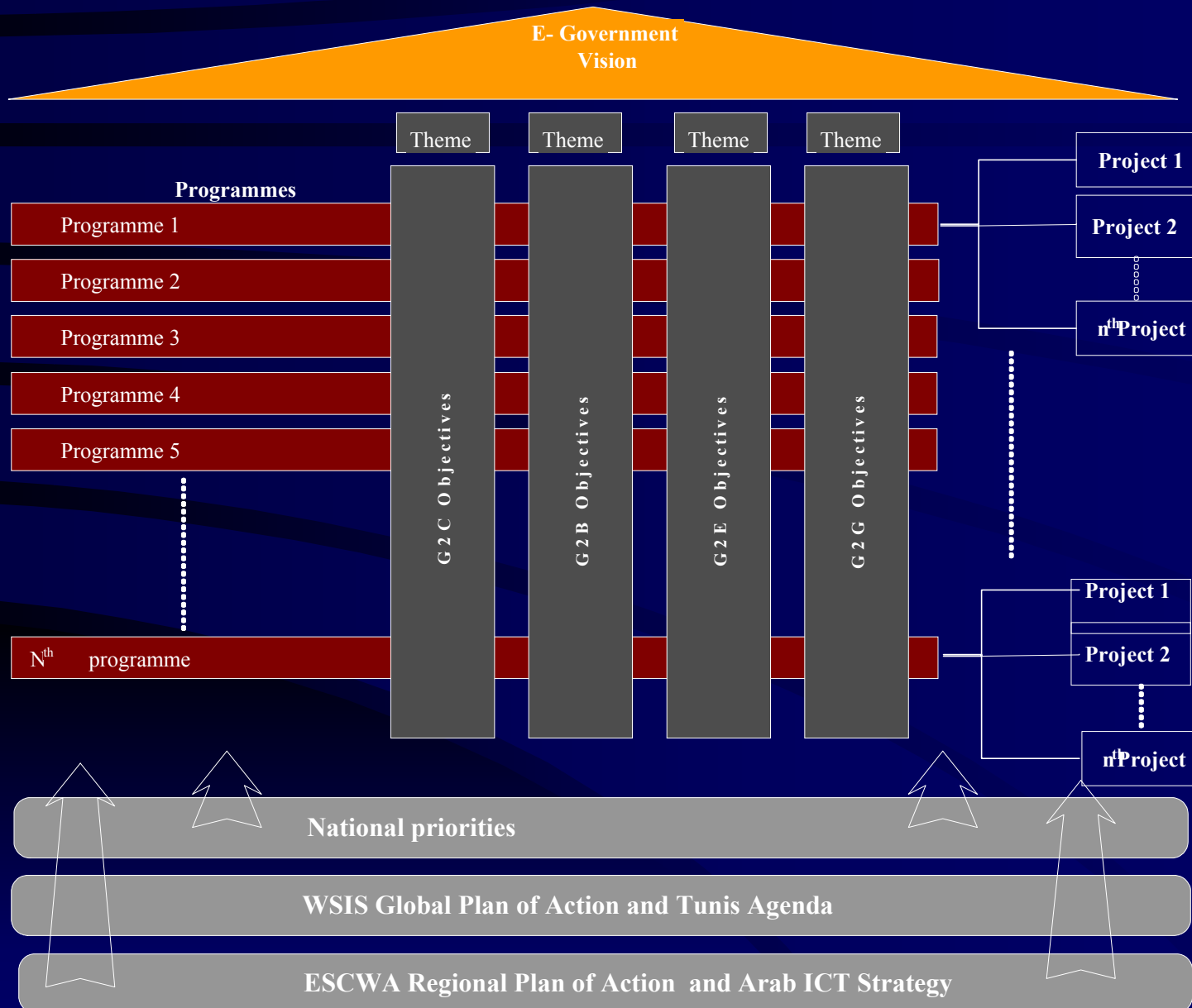
Theme

Objectives

Programmes

Projects

Strategic Framework



Example

Vision	Delivery of world class public services in the digital economy			
Target	G2C	G2B	G2E	G2G
Theme				
Objectives	convenient & less complicated means to public services	communicate with the government online, with greater speed & convenience	services officers to deliver efficient and cost effective services	flexibility & convenience through integrated platforms for delivery of public services

Results-based management system (RBM)

RBM is a powerful system that:

- Improves strategic planning
- Enables better justification and allocation of resources
- Provides ongoing monitoring and assessment of performance
- Emphasises achieving results in order to fulfil development goals

Main elements of the logical framework programme 1/2

Objectives

Objectives are overall desired achievements involving a process of change that aim to meet certain needs of identified end-users within a given period of time.

Objectives describe the intended achievements, rather than the intended actions, of the programme.

Expected accomplishments (results)

Expected accomplishments are a desired outcome involving benefit to end-users and are expressed in quantitative or qualitative terms. They are the direct consequence or effect of the generation of outputs and lead to the fulfillment of a certain objective.

Expected accomplishments describe what should happen in order to meet programme objectives.

Main elements of the logical framework programme 2/2

Outputs (projects)	<p>Outputs are the final products or services delivered by a programme or sub-programme to end-users. Outputs include studies, training and projects.</p> <p>Outputs describe the products and services delivered to target beneficiaries.</p>
Owner of the output and time frame	<p>The main entity responsible for the output and the time frame for completing the output.</p> <p>Suggest grouping outputs into three categories: Short term, medium term and long term.</p>
Indicators of achievement	<p>Indicators of achievement are used to measure the extent to which objectives and/or expected accomplishments have been achieved and correspond, directly or indirectly, to the objective or expected accomplishments.</p> <p>Indicators of achievement describe that which demonstrates that the expected accomplishments have indeed been made.</p>

Example of G2B programme

Programme title: _____

Objective	Expected accomplishments	outputs	Owner/Time frame	Indicators of achievement
Enable businesses to interact, transact and communicate with the government online, with greater speed & convenience	To increase national bandwidth with a view to develop broadband access	Develop an affordable, secure and reliable ICT infrastructure at the national level	MoT / Short term	Increase Internet penetration rate as well as throughput among private firms
	To increase number of e-government services targeting the private sector as well as their transparency and accountability	Automate business registrations and streamline interactions with Government such as tax processes, customs declarations, building permits and renewal of licences	MoICT / Short term	Number of G2B e-government services completed Number of firms using these services

Example of G2G programme

Programme title: _____

Objective	Expected accomplishments	outputs	Owner / Time frame	Indicators of achievement
Enhanced government processes and optimised resources allocation	To automate back office operations	Develop e-government metadata standard	MoICT / Short term	Increased number of ministries with automated core processes; Increase number of government organizations that are interconnected to exchange information as well as optimise resources allocation;
	To increase sharing of information	Implement ERP in ministries	MoICT and respective ministries / Short term	
		Build adequate ICT infrastructure among ministries	MoT / Short term	

GUIDELINES FOR DEVELOPING PROJECT CONCEPT PAPERS

Concept paper header

- *Project identification panel.*
- *Executive summary.*

✓ A project concept paper is a concise presentation of a project, addressed to high-level management meetings, that provides the basis for project selection for subsequent consideration by relevant organizations or programme managers

Concept paper body

- *Objectives*
- *Background and justification*
- *Project description*
- *Expected accomplishments and indicators of achievement*
- *Activities*
- *Budget and timeline*

**Roadmap
&
Implementation model**

Roadmap for e-gov implementation

Define a vision & priority areas



Assess e-government readiness



Find e-leaders & political will



Select the right projects



Plan & manage e-government project



Overcome resistance from within a government



Measure & communicate progress



Keep relationship with private sector & NGO's

Organizations responsible for implementing e-government

Selected organizations from ESCWA member countries responsible for e-government :

- Egypt: Ministry of Communications and Information Technology <http://www.mcit.gov.eg>
- Jordan: Ministry of Communications and Information Technology (MoICT) <http://www.moict.gov.jo>
- Lebanon: Mainly OMSAR – a proposal is underway to establish a higher council for ICT reporting directly to the PM office
- Qatar: Supreme council of ICT (ictQatar) <http://www.ict.gov.qa/en/Default.aspx>

E-government development models

Proposed by/ Source	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6
Deloitte Research	Information publishing/ dissemination	"Official" two-way transaction	Multi-purpose portals	Portal personalization	Clustering of common services	Full integration & enterprise transformation
Elmagarmid & McIver	One-way communication	Two-way communication	Complex transactions	Integration across government administration	-	-
Layne & Lee	Catalogue	Transaction	Vertical integration	Horizontal integration	-	-
Watson & Mundy	Initiation	Infusion	Customization	-	-	-

Source: E-government in Asia: enabling public services innovation in the 21st century, compiled and edited by James SL Yong, ISBN 9812325913, 2003, page 17

Proposed stages of E-government development

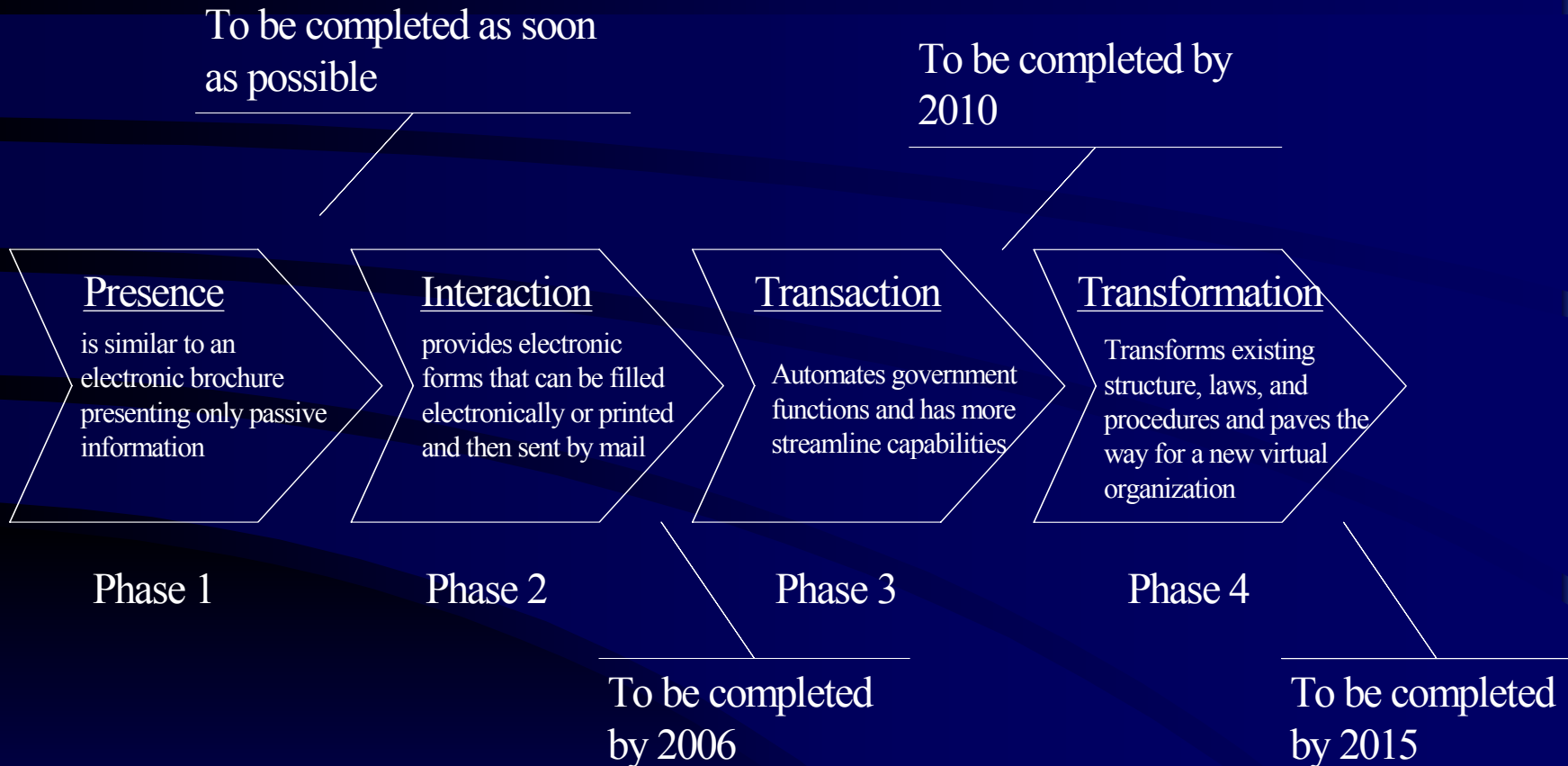
Presence

Interaction

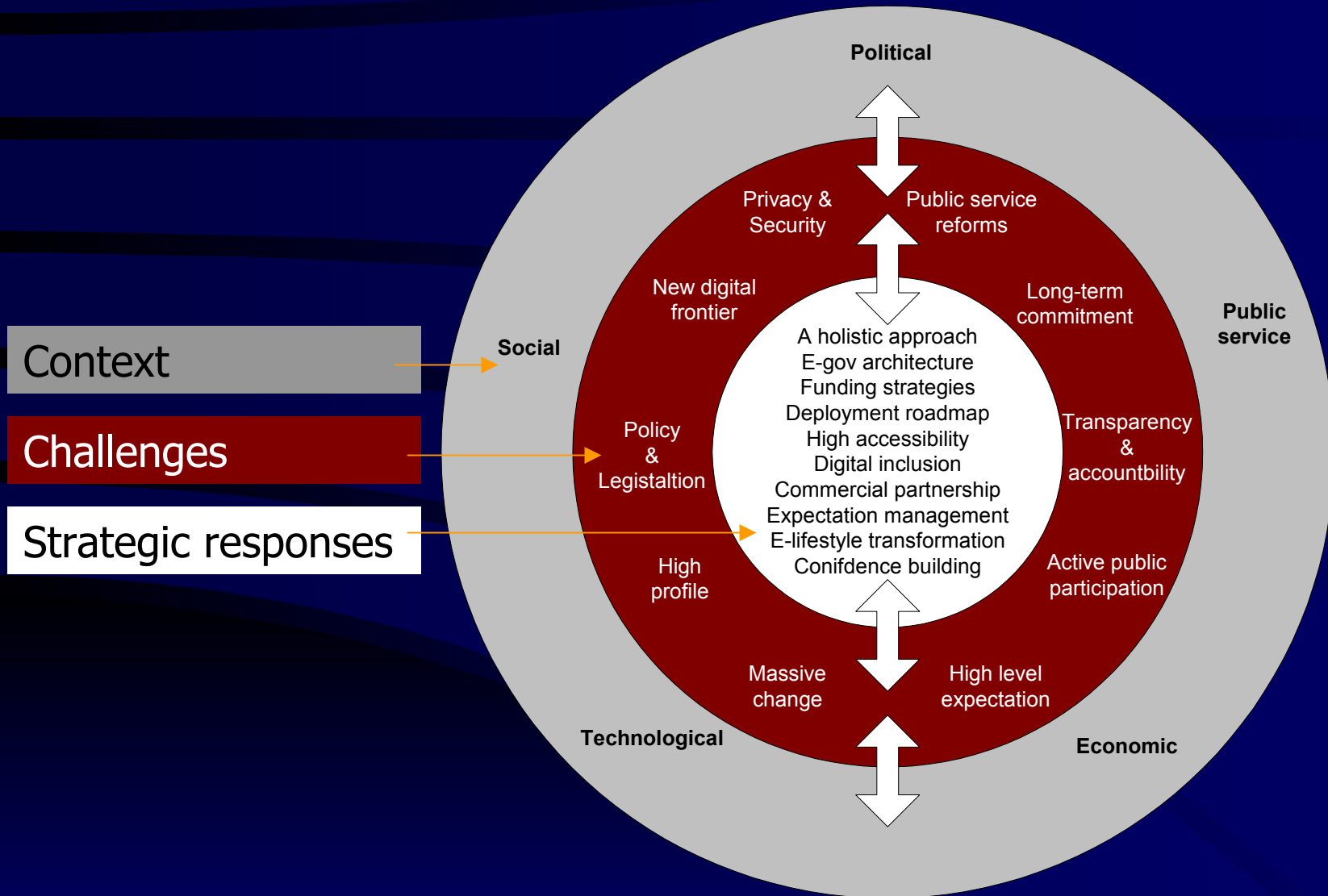
Transaction

Transformation

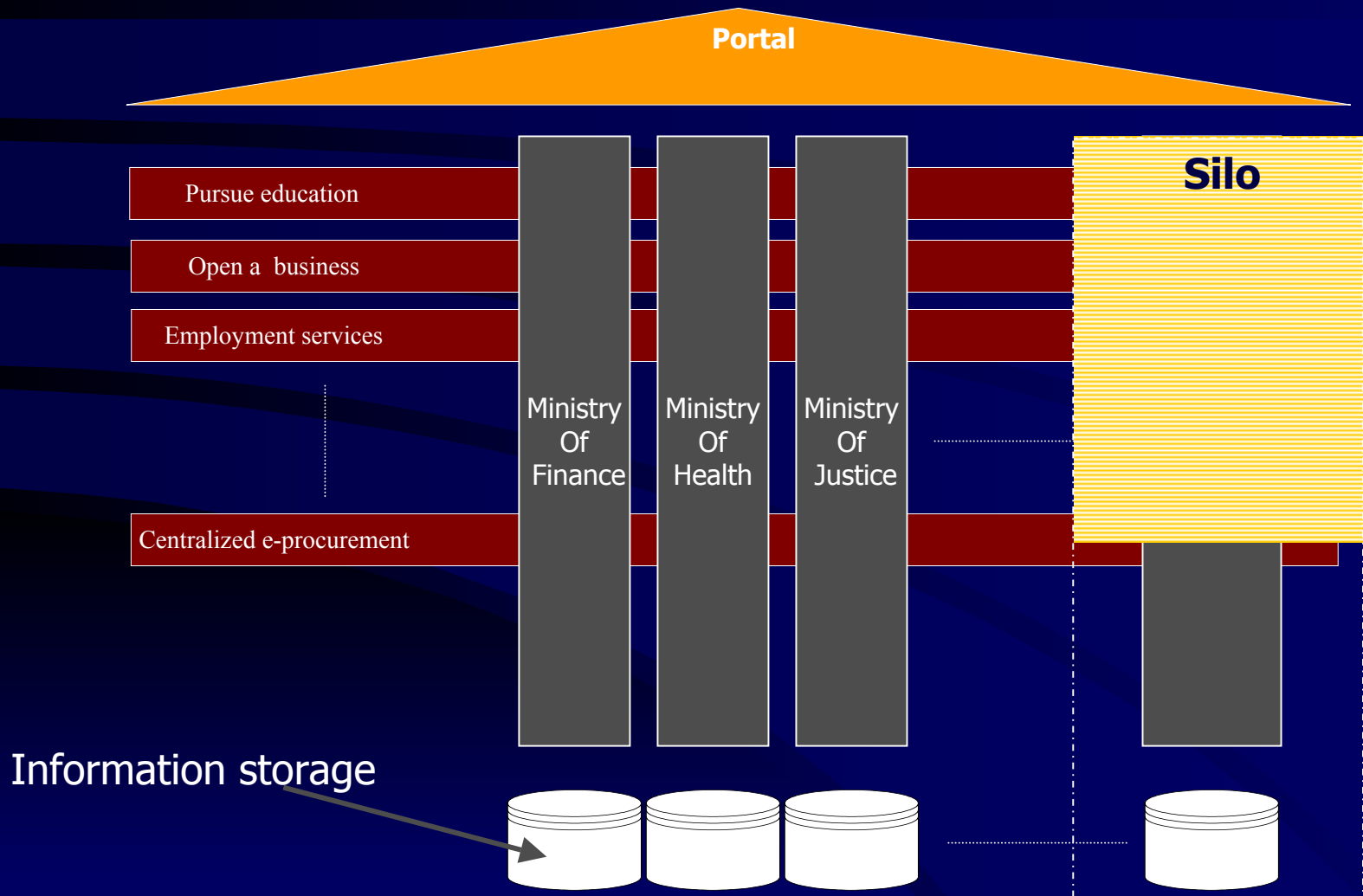
Proposed milestones based on e-government stages



A practitioner's perspective



From organizational silos into citizen-centric



Portal management

✓ A common misconception is to treat portal as a stand alone application

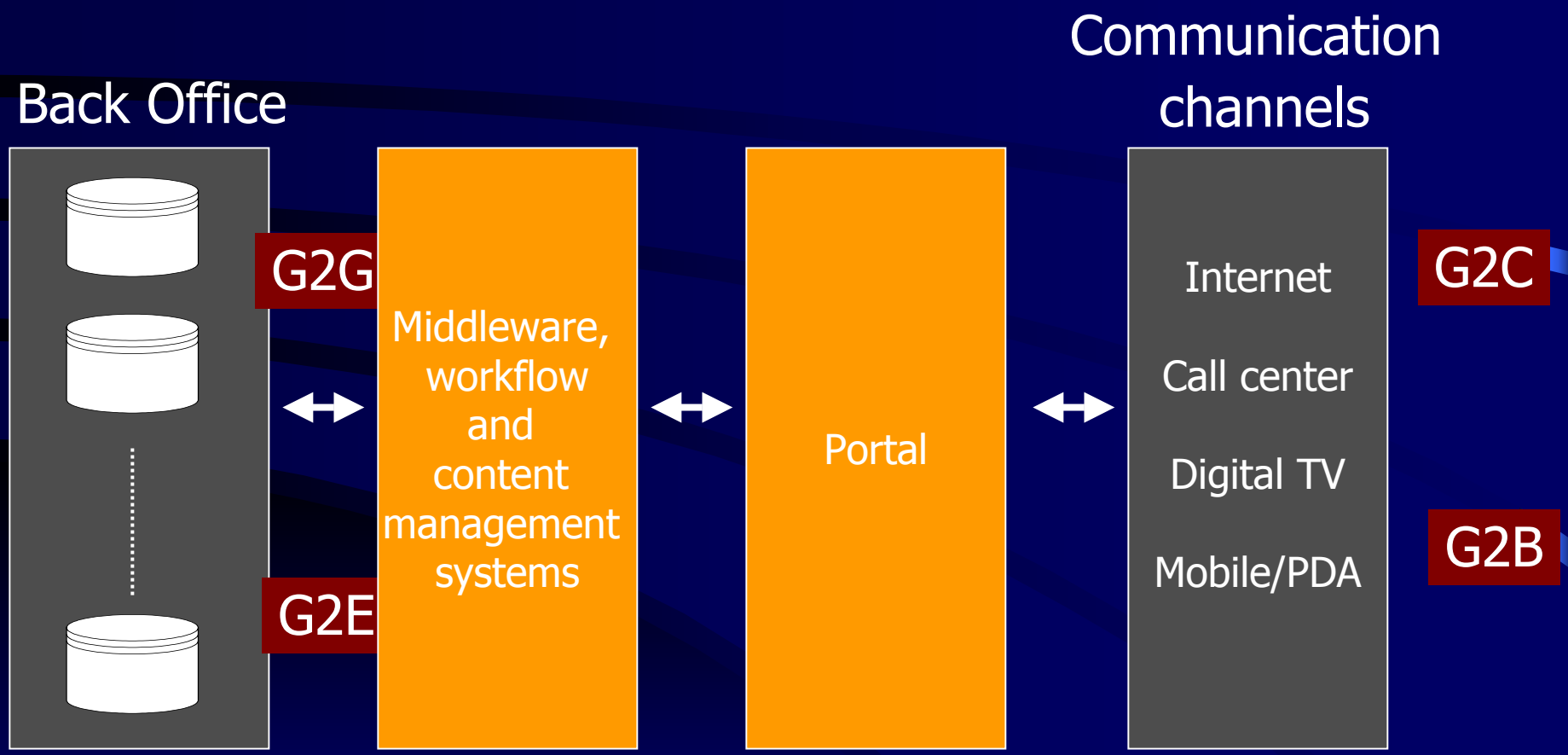
Main issues

- Restructuring to attain strong levels of inter-agency cooperation and coordinated service delivery
- Digital signature
- Electronic creation, delivery, storage and retrieval of government documents
- Agency ownership
- Portal security

Content-related issues

- Who creates content?
- Who approves content?
- Who maintains individual communities?
- What is the process for managing user feedback and queries?
- How should content be structured (taxonomy)?

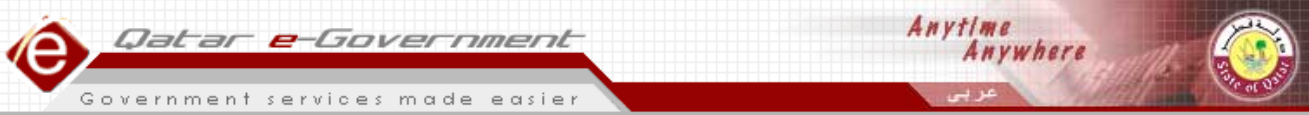
E-government interoperability challenge



Example of e-government portals

Selected e-government portals from ESCWA member countries:

- Egypt: <http://www.egypt.gov.eg>
- Qatar: <http://www.e.gov.qa/eGovPortal/index.jsp>
- UAE (Dubai): <http://www.dubai.ae/>
- UAE Federal e-government portal:
<http://www.government.ae/gov/en/index.jsp>



- Online Services
- Home Page
- Tech Support
- Feedback
- Contact us
- Pilot Project
- Site Map

- Visit Visa
- Driving License
- Traffic Violations
- Electricity & Water
- Zakat Fund
- Qatari Employment
- Health Cards
- Red Crescent Funds
- Resident Permits
- Students Registration
- Upcoming eServices

- Information Center
- About Us
- Otel Bill Payment
- Press Release
- Links
- (+974) 4657802 (7:00 to 21:00) (+3GMT)

welcome to
Qatar e-Government

QATAR'S GATEWAY
TO THE 21ST CENTURY

Our aim is to achieve the highest performance in executing governmental transactions electronically, through streamlined business processes and integrated information technology solutions

Play movie

The Resident Permit e-Services

Qatar e-Government reaches (17,634) transactions for the month of December 2005.

Qatar e-Government reaches a milestone in achieving (17,634) transactions for the month of December, 2005. This 8.89 % growth compared to November, 2005 was due to the increase in number of companies and individuals wanting to use the e-services on the site.

[More](#)

News

- [The Qatar e-Government in coordination with the Ministry Of Education plan an Awareness campaign for Students Registration e-service for the school year 2005-2006](#)
- [Qatar wins the Excellent e-Government Portal Award](#)

[more](#)

Members Login

Login ID

Password

[Forgot Password ?](#)

[Click here](#) to Register

Smart Card Login

[Click here](#) for SmartCard Login

Traffic Violation

Enter Vehicle Plate No.

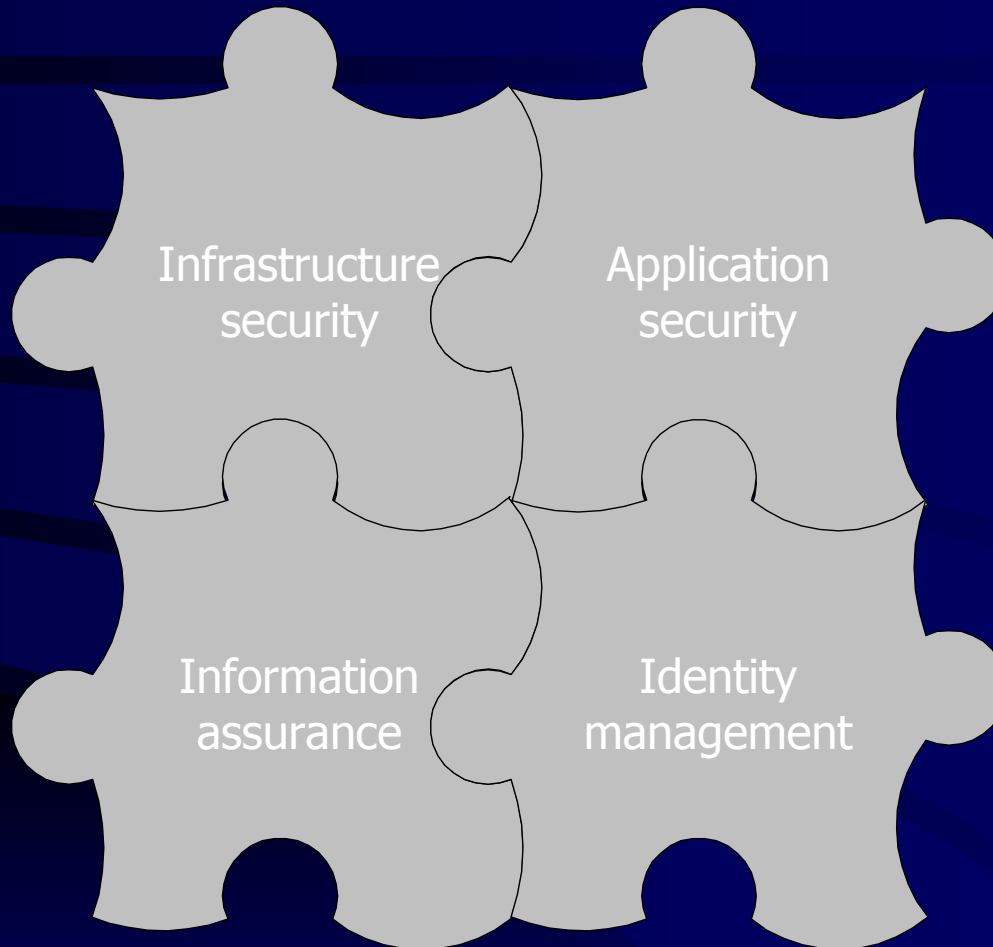
Vehicle Type

Electricity & Water

QID/Establishment ID

Electricity Number


Main security issues



Measurements of e-government

ICT indicators for e-government in the European union

Eurostat:

- D.1 Nbr of basic public services fully available on-line (List of 20 basic public services -12 for citizens & 8 for business) 
- D.2 % of individuals using the Internet for Interacting with public authorities broken down by purpose
- D.3 % of enterprises using the Internet for interacting with public authorities broken down by purpose

Source: <http://europa.eu.int/comm/eurostat>

Citizens

Income Taxes

Job Search

Social Security Benefits

Personal Documents

Car Registration

Application for Building Permission

Declaration to the Police

Public Libraries

Birth and Marriage Certificates

Enrolment in Higher Education

Announcement of Moving

Health-related Services

Businesses

Social Contribution for Employees

VAT

Corporate Tax

Registration of a New Company

Submission of Data to the Statistical Office

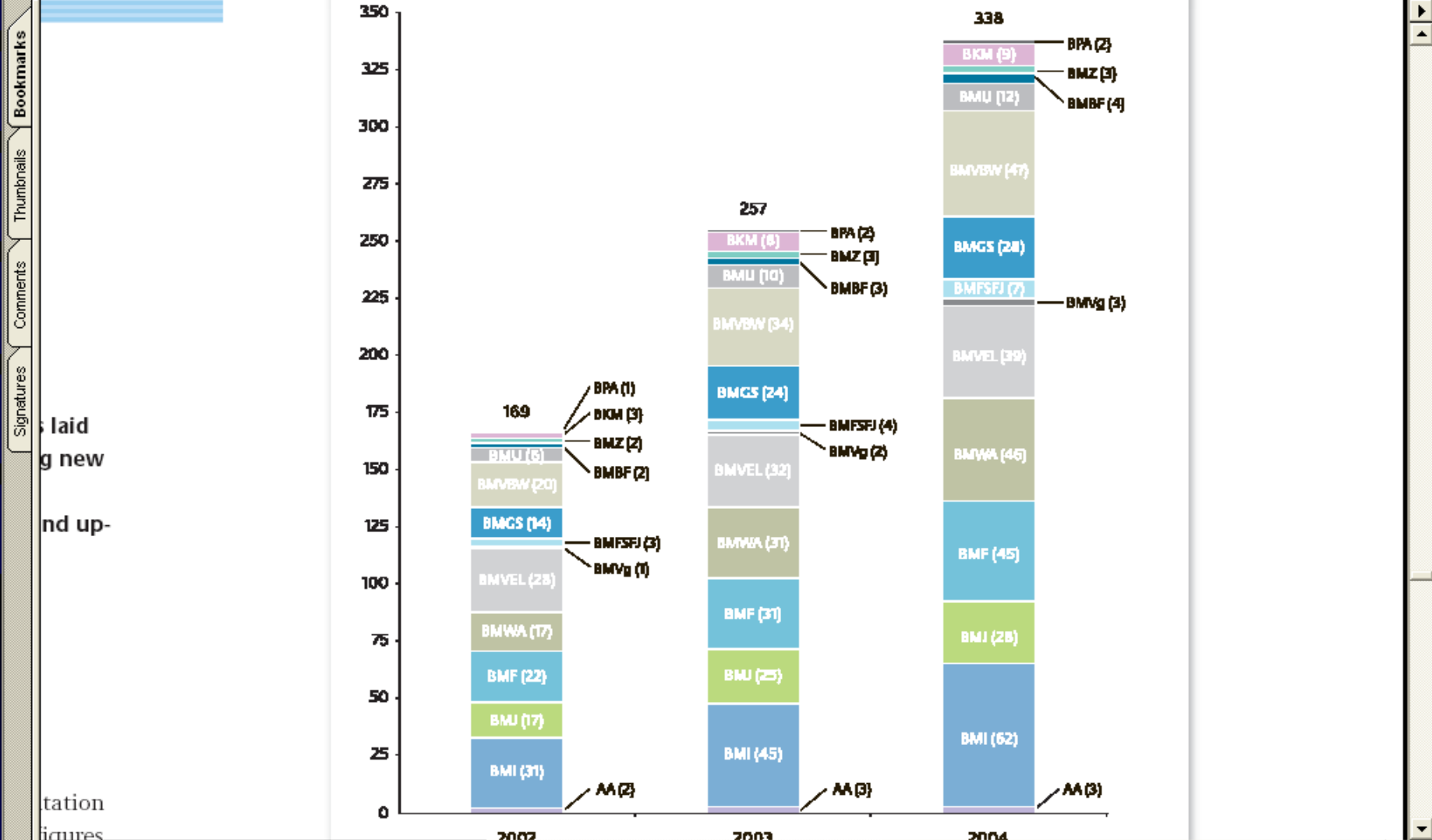
Custom Declaration

Environment-related Permits

Public Procurement

File Edit Document Tools View Window Help

200%



Source: BundOnline 2005 Implementation plan 2004 status and outlook, Federal Ministry of the Interior, Germany

UN global e-government readiness report 2005

Out of
179
countries

Rank	Country	index
42	United Arab Emirates	0.5718
53	Bahrain	0.5282
62	Qatar	0.4895
68	Jordan	0.4639
71	Lebanon	0.4560
75	Kuwait	0.4431
80	Saudi Arabia	0.4105
99	Egypt	0.3793
112	Oman	0.3405
118	Iraq	0.3334
132	Syria Arab Republic	0.2871
154	Yemen	0.2125

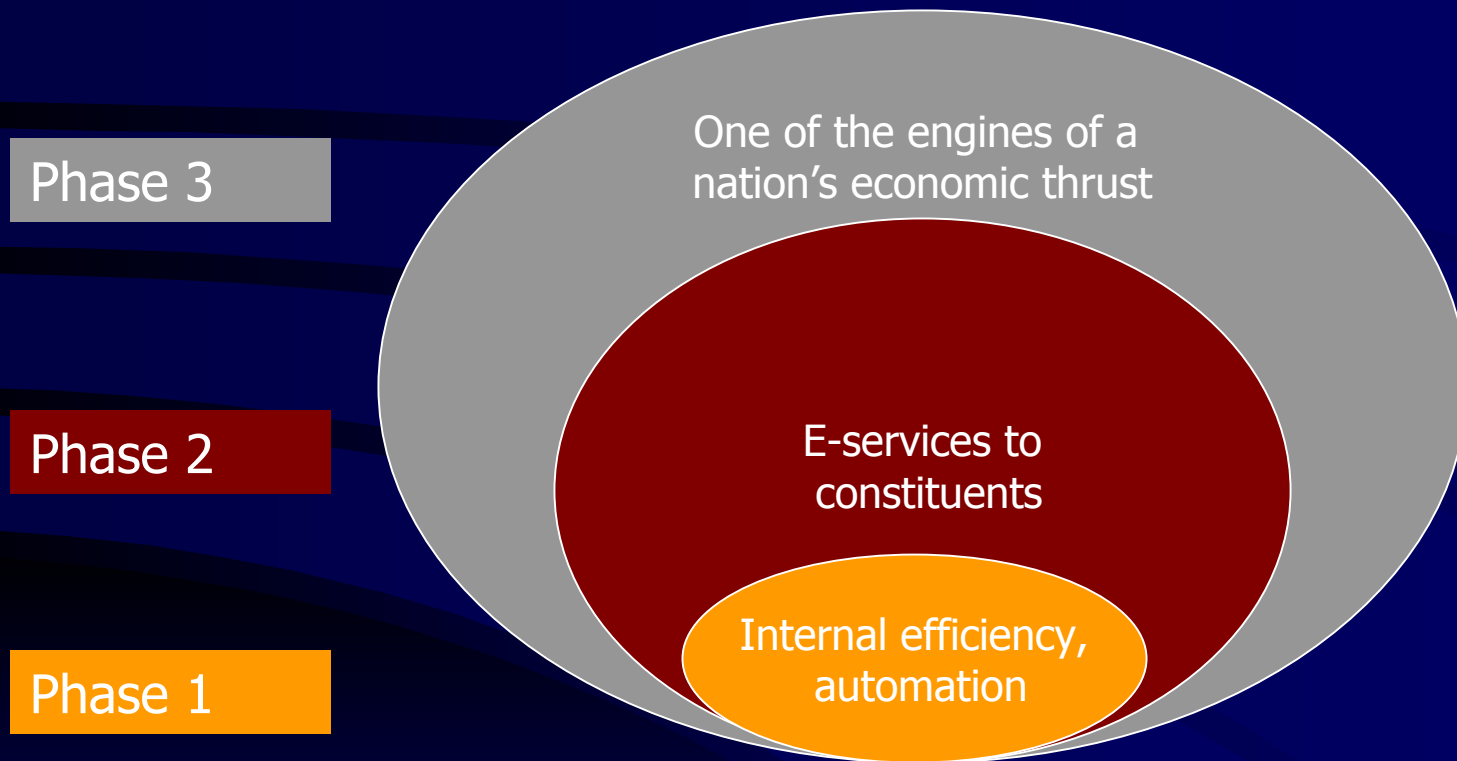
World
Average
0.4267

Classifications of e-government indicators

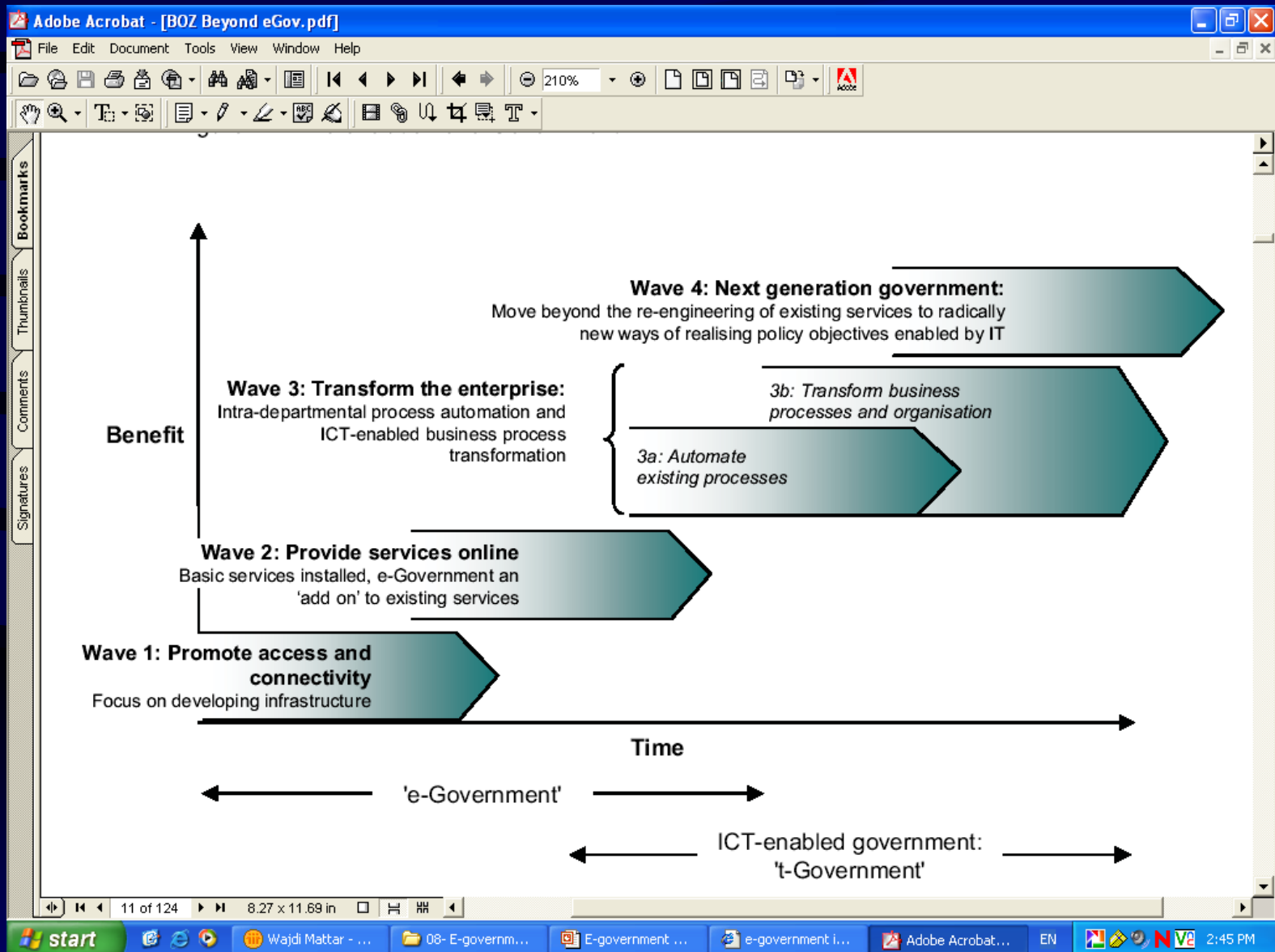
- Macro level (capital expenditure, mobile telephony services, Internet indicators, ...)
- Micro level (% of government department with implemented ERP, % government employees with email address and using it, ...)
- Impact (Extent of repeat use of e-government portal, proportion of e-government users satisfied, reduced prices for "charged-for" services, reduced fraud, increased tax collection, ...)

Future e-government evolution

Evolving role of e-government



Evolution of e-government



Knowledge management in the public sector

Public sector challenges

Results



Increase public demands



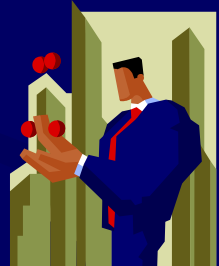
Breakdown of Govt bureaucracies



Breakdown of Govt monopolies



Knowledge society



Improve decision-making



Learning Government

Proposed regional project

E-government observatory

Provides valuable insight into e-government strategies, initiatives and projects

- E-government Fact sheets (presenting an overview of the e-government situation and progress in each ESCWA Member States)
- E-government library
- E-government case studies
- List of major e-government events
- E-government news and weekly e-government newsletter

✓ Target senior decision-makers in the public and private sector to closely follow ongoing e-government developments

References

- OECD e-government project, Proposal for work on an inventory of e-government business case indicators, Feb 2006, GOV/PGC/EGOV (2006)3
- United Nations, UN global e-government readiness report 2005, UNPAN/2005/14
- Beyond E-government: the world's most successful technology-enabled transformations, Booz Allen and Hamilton- INSEAD
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- <http://europa.eu.int/idabc/en/>
- <http://europa.eu.int/comm/eurostat>
- ESCWA, Regional plan of action for building the information society, E/ESCWA/ICTD/2004
- ESCWA, Capacity building in selected ICT applications in ESCWA member countries, Volume 1: e-government and e-commerce, E/ESCWA/ICTD/2003/6
- UNDP, Handbook on monitoring and evaluating for results, "RBM in UNDP: overview and general principles", <http://www.undp.org/eo/rbm/index.htm>.

Thank you