

Supporting plans and methodologies:  
(b) E-government guidelines manual  
for government agencies



برنامج النماذج الإلكترونية الحكومية  
e - Government Program

Riyadh, November 16, 2005

# AGENDA

- **Key beliefs on e-government**
- Steps in doing an e-government project
- Lessons learned from benchmarking
- Success factors for an e-government initiative

# THREE KEY BELIEFS ABOUT E-GOVERNMENT

## Explanation

**E-government is 80% about “government” and only 20% about “e”**

- In e-government efforts, IT should not be seen as an end in itself, but as a means, therefore the involvement of business process owners is key
- Changing processes, people’s minds and the way how government interacts with customers needs to be the focus; simply putting existing services online will not be enough

**E-government needs to be driven by user demand, not only by cost reduction goals**

- The real benefit of e-government lies in delivering time savings and convenience for users, rather than cost reduction
- Successful implementation requires an understanding of which services are in high demand and what incentives are required for users to go online
- Depending on the e-readiness of the government agency, appropriate channels for service delivery need to be selected (e.g., Internet, ATMs, mobile phones, kiosks in public places)

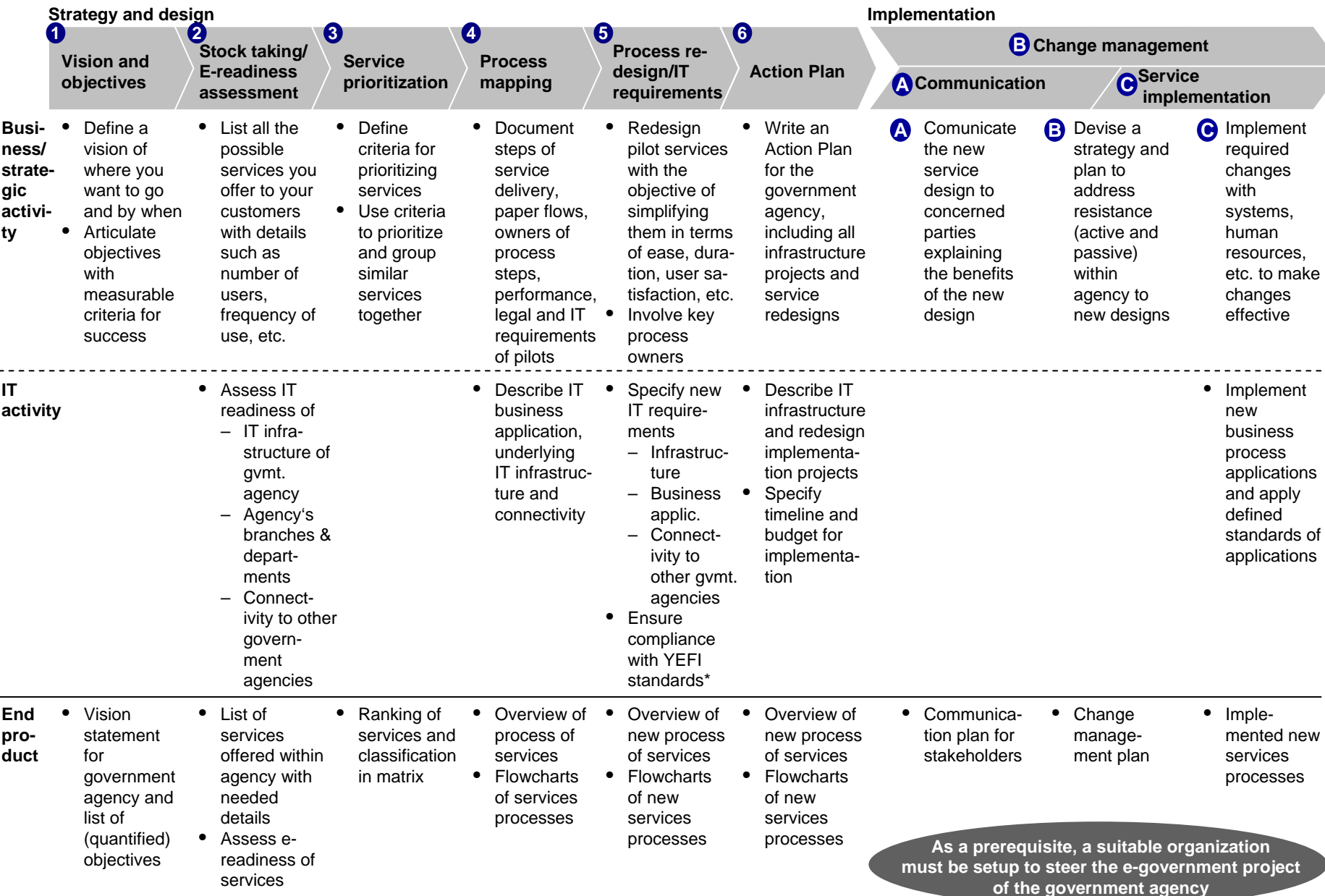
**E-government requires strong political leadership and management buy-in**

- A visible political champion will have to give real authority to the implementation organization within the government agency to make change happen
- E-government in some cases requires launching programs across departments (and even ministries), with potentially high resistance to change from departmental (ministerial) power bases

# AGENDA

- Key beliefs on e-government
- **Steps in doing an e-government project**
  - **Strategy and design**
  - Implementation
- Lessons learned from benchmarking
- Success factors for an e-government initiative

# STEPS IN DOING AN E-GOVERNMENT PROJECT

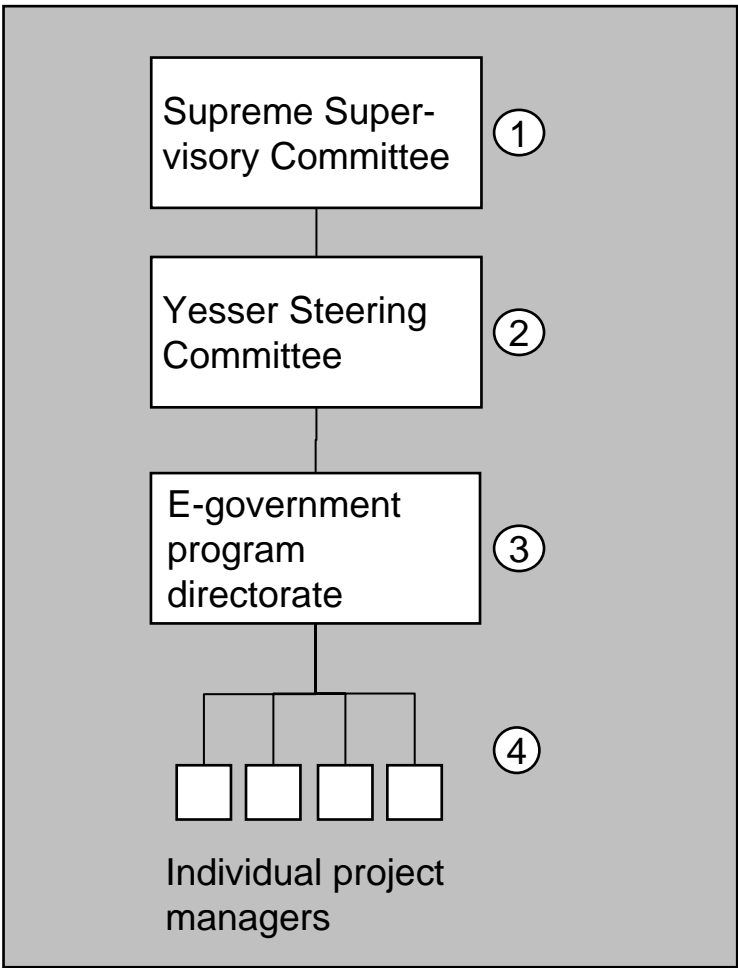


As a prerequisite, a suitable organization must be setup to steer the e-government project of the government agency

\* Yesser Framework for Inter-operability (under development)

# PREREQUISITE FOR E-GOVERNMENT INITIATIVE: GOVERNMENT AGENCIES NEED A CLEAR ORGANIZATION FOR THEIR E-GOVERNMENT INITIATIVES

## Yesser's organizational setup



## Responsibilities

- ①
  - Ultimate responsibility for program
  - Review overall implementation progress on a quarterly basis
  - Decide on key issues escalated by the Yesser steering committee
- ②
  - Decide on key issues escalated by the e-government program directorate
  - Support issue resolution
- ③
  - Decide on key issues escalated by the PMO
  - Support issue resolution
  - Maintain holistic approach for e-government program
- ④
  - Take responsibility for project implementation
  - Lead project implementation team
  - Update program office on implementation status

**A clear organizational structure is one of the key success factors for e-government initiatives**

# 1 A VISION STATEMENT SHOULD GUIDE E-GOVERNMENT INITIATIVES OF GOVERNMENT AGENCIES

## VISION STATEMENT FOR SAUDI ARABIA'S E-GOVERNMENT INITIATIVE

EXAMPLE

Goal of providing services to **everyone** in the country (i.e., city and countryside, citizens, business and expatriates)

**Timeline** needed to boost motivation and ensure timely delivery

Goal of providing access to services from **everywhere** inside and even outside the country (e.g., expatriates)

Goal of providing access to services **at any time** ("24/7")

"By the **end of 2010**, **everyone** in the Kingdom will be able to enjoy – from **anywhere** and at **any time** – **world class** government services offered in a **seamless, user friendly** and **secure** way by utilizing a variety of **electronic** means."

Objective of providing **better services**

Key belief of "e-government must be **driven by user demand**"

Goal of providing services to the user in an integrated and **seamless** way

Goal of providing services through **electronic** means such as internet, kiosks, IVRs and mobile phones (SMS)

Goal of providing services at the highest standard of **security**

### Description

- A vision statement should guide the e-government program of each government agency
- It can contain
  - Timeline,
  - Guiding principles (e.g., user friendliness)
  - Desired end-state

# 1 THE VISION CAN BE DETAILED BY OBJECTIVES WITH MEASURABLE CRITERIA FOR SUCCESS

## Description

- Objectives for the e-government initiative can be defined which should contain measurable criteria for success
- They can represent a mix of government agency internal, user related and other objectives, e.g., national
- This will guide the monitoring of the implementation

## 10 OBJECTIVES OF THE SAUDI ARABIA'S E-GOVERNMENT INITIATIVE

EXAMPLE

### PROVIDE BETTER SERVICES BY THE END OF 2010

1. Provide the top priority services (150) at world class level of quality electronically
2. Deliver services in a seamless and user friendly way and at highest standards of security
3. Make services available to everyone in the Kingdom and allow 24/7 access from cities as well as countryside and even outside the country
4. Realise 75% adoption rate with respect to the number of users
5. Ensure 80% user satisfaction rating for all services provided electronically

### INCREASE INTERNAL EFFICIENCY AND EFFECTIVENESS

6. Deliver all possible official intra-governmental communication in a paperless way
7. Ensure accessibility of all information needed across government agencies and storage of information with as little redundancy as possible
8. Purchase all goods and services above a reasonable value threshold through e-procurement

### CONTRIBUTE TO COUNTRY'S PROSPERITY

9. Contribute to establishment of information society in the Kingdom through spreading information, knowledge and use of e-services
10. Help improve use of country's assets and resources by increasing society's productivity in private, business and public sector

## 2 ALL SERVICES OFFERED BY THE GOVERNMENT AGENCY SHOULD BE LISTED WITH KEY INFORMATION AS BASIS FOR PRIORITIZATION

LIST OF 150 SELECTED GOVERNMENT SERVICES OF SAUDI ARABIA

EXAMPLE

Service ID	Service name (English)	Service name (Arabic)	Category	Theme	Host ministry/ agency
135	Project funding request		G2B	Loan/Funding Requests	Agricultural Bank/Mo Finance
134	Agricultural loan request		G2B	Loan/Funding Requests	Agricultural Bank/Mo Finance
132	ISP permit		G2B	Registration of new company/permits	CITC
133	Internet domain registration		G2B	Registration of new company/permits	CITC
46	Travel agency permit		G2B	Registration of new company/permits	Commission for aviations presidency
126	Social insurance payment for individuals		G2C	Social security benefits	GOSI
122	Social insurance certificate issuance		G2B	Employee issues	GOSI
123	Employee registration for insurance	-	G2B	Employee issues	GOSI
124	Early retirement pension		G2C	Social security benefits	GOSI
127	Disability pension		G2C	Social security benefits	GOSI
125	Permanent disability pension		G2C	Social security benefits	GOSI
143	Patent Registration		G2C	Cultural/religious affairs	Science and Technology
144	Research funding request		G2C	Loan/Funding Requests	Science and Technology
113	animal farm permit		G2B	Registration of new company/permits	Ministry of Agriculture
114	poultry farm permit		G2B	Registration of new company/permits	Ministry of Agriculture
115	agricultural project permit		G2B	Registration of new company/permits	Ministry of Agriculture
116	fish farm permit		G2B	Registration of new company/permits	Ministry of Agriculture
85	employment service - general (job matching)		G2C	Employment	Ministry of Civil Service

### Description

- A stock-taking of all services on them should be conducted
- As a result, a list should be developed with key information on the services containing, e.g.,
  - Category (Government-to-Citizen, Government-to-Business, Government-to-Government)
  - Number of users
  - Frequency of usage

## 2 AN E-READINESS SELF-ASSESSMENT SHOULD BE CONDUCTED BY THE GOVERNMENT AGENCY

### Objective and approach

- Assess e-government IT readiness of your entity by completion of qualitative questionnaire
- Questionnaire indicates readiness along 3 dimensions architecture, infrastructure, and processes
- Aggregation of readiness in 3 dimensions suggests overall readiness of entity

### Main workstreams

<b>A</b>  <b>Assess architecture readiness</b>	<ul style="list-style-type: none"><li>• Subcategory scores in 3 areas cover readiness regarding<ul style="list-style-type: none"><li>– Current logical organisation of architecture</li><li>– Current organisation of interfaces</li><li>– Preparation of current web presentation</li></ul></li></ul>
<b>B</b>  <b>Assess future infrastructure readiness</b>	<ul style="list-style-type: none"><li>• Subcategory scores in 3 areas cover readiness regarding<ul style="list-style-type: none"><li>– Availability of basic hardware and software</li><li>– Degree of external data exchange</li><li>– Current level of interoperability of internal units</li></ul></li></ul>
<b>C</b>  <b>Assess process readiness</b>	<ul style="list-style-type: none"><li>• Subcategory scores in 3 areas cover readiness regarding<ul style="list-style-type: none"><li>– Availability of general support functionalities</li><li>– Current level of process automation</li><li>– Information about interface to customer</li></ul></li></ul>

### Outcome

- Overall score indicating IT readiness for e-government of your entity
- Recommendation for steps to be addressed by improvement initiatives

Also see separate document on IT-readiness assessment

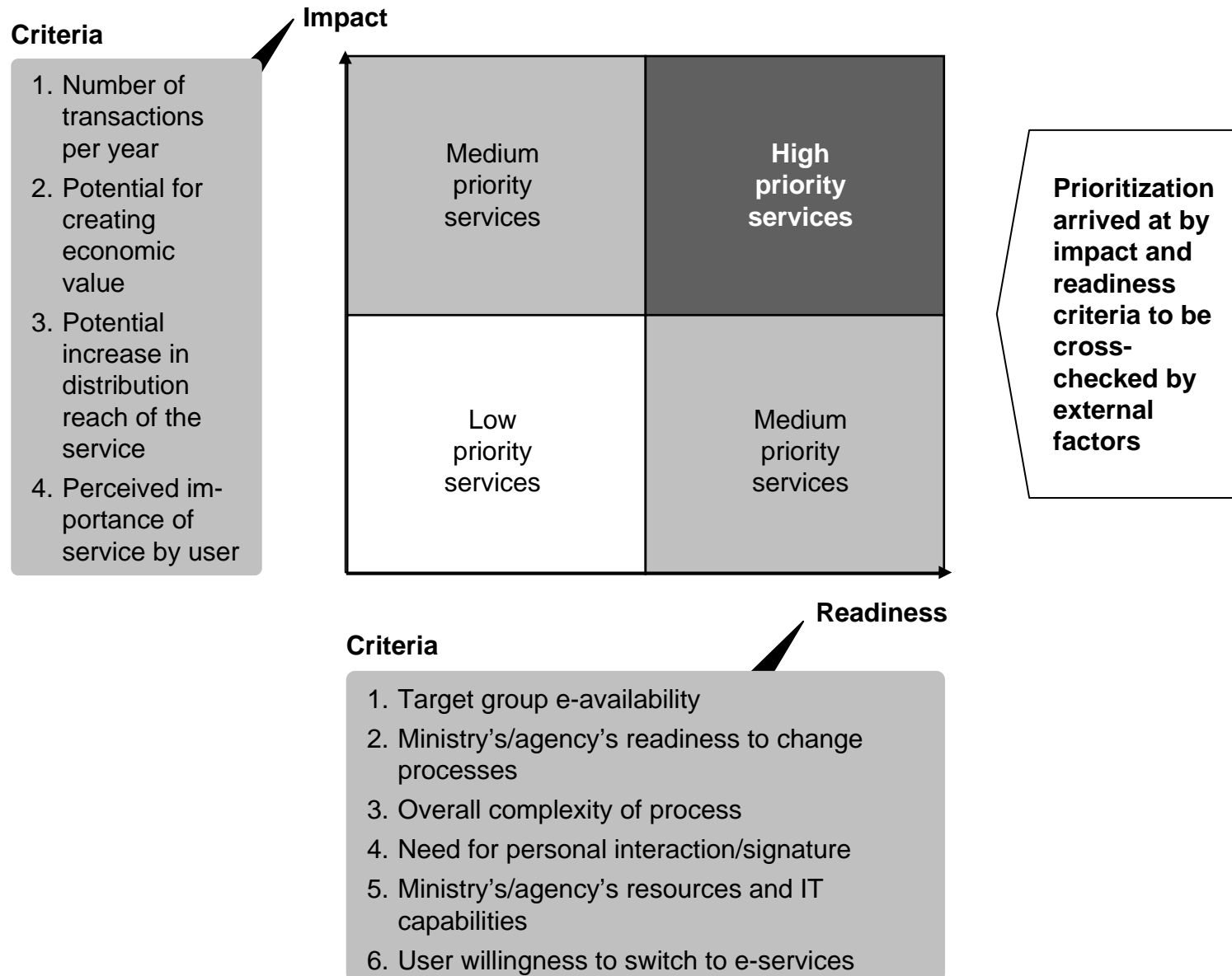
### 3 THERE ARE SEVERAL POTENTIAL CRITERIA FOR SERVICE PRIORITIZATION

#### Description

- Prioritization of services can be done based on a number of criteria structured along
  - Impact
  - Readiness
  - Other external factors
- The criteria for prioritization of the individual government agency's services should be decided by the working team

Dimensions	Criteria
Impact	<ul style="list-style-type: none"> <li>• Number of potential users } Number of transactions per year</li> <li>• Frequency of usage }</li> <li>• Perceived importance of service (by user)</li> <li>• Potential for creating economic value</li> <li>• Potential increase in distribution reach of the service (e.g., from capital only to nation)</li> <li>• Potential (time/resource) savings for users/government</li> <li>• Potential complexity reduction of service delivery process</li> <li>• Potential “hassle reduction” (user experience of improvement)</li> </ul>
Readiness	<ul style="list-style-type: none"> <li>• Users           <ul style="list-style-type: none"> <li>– Willingness to switch to e-services</li> <li>– Target group e-availability (e.g., internet penetration, mobile phone penetration)</li> </ul> </li> <li>• Ministries/agencies           <ul style="list-style-type: none"> <li>– Resources and existing IT infrastructure</li> <li>– Readiness to change processes</li> </ul> </li> <li>• Delivery           <ul style="list-style-type: none"> <li>– Overall complexity of the process (e.g., number of process steps/agencies involved)</li> <li>– Suitability of service for alternative channels (E.g., mobile phones, kiosks, ATMs, call centers)</li> <li>– Need for personal interaction/signature (legal restrictions)</li> </ul> </li> </ul>
External factors	<ul style="list-style-type: none"> <li>• Boundary conditions for service prioritization/pilot selection already described in Saudi e-government program</li> <li>• EU categorization and sophistication scoring for 20 basic services as cross-check</li> <li>• Experiences from previously launched e-government initiatives in other countries</li> <li>• Limitation of criteria in number, scope and depth to remain manageable by team</li> </ul>

### 3 YESSER SELECTED 10 CRITERIA FOR PRIORITIZING SERVICES EXAMPLE



# 4 FIRST, AN OVERVIEW OF PROCESS STEPS CAN BE DONE FOR PROCESS MAPPING

ILLUSTRATIVE

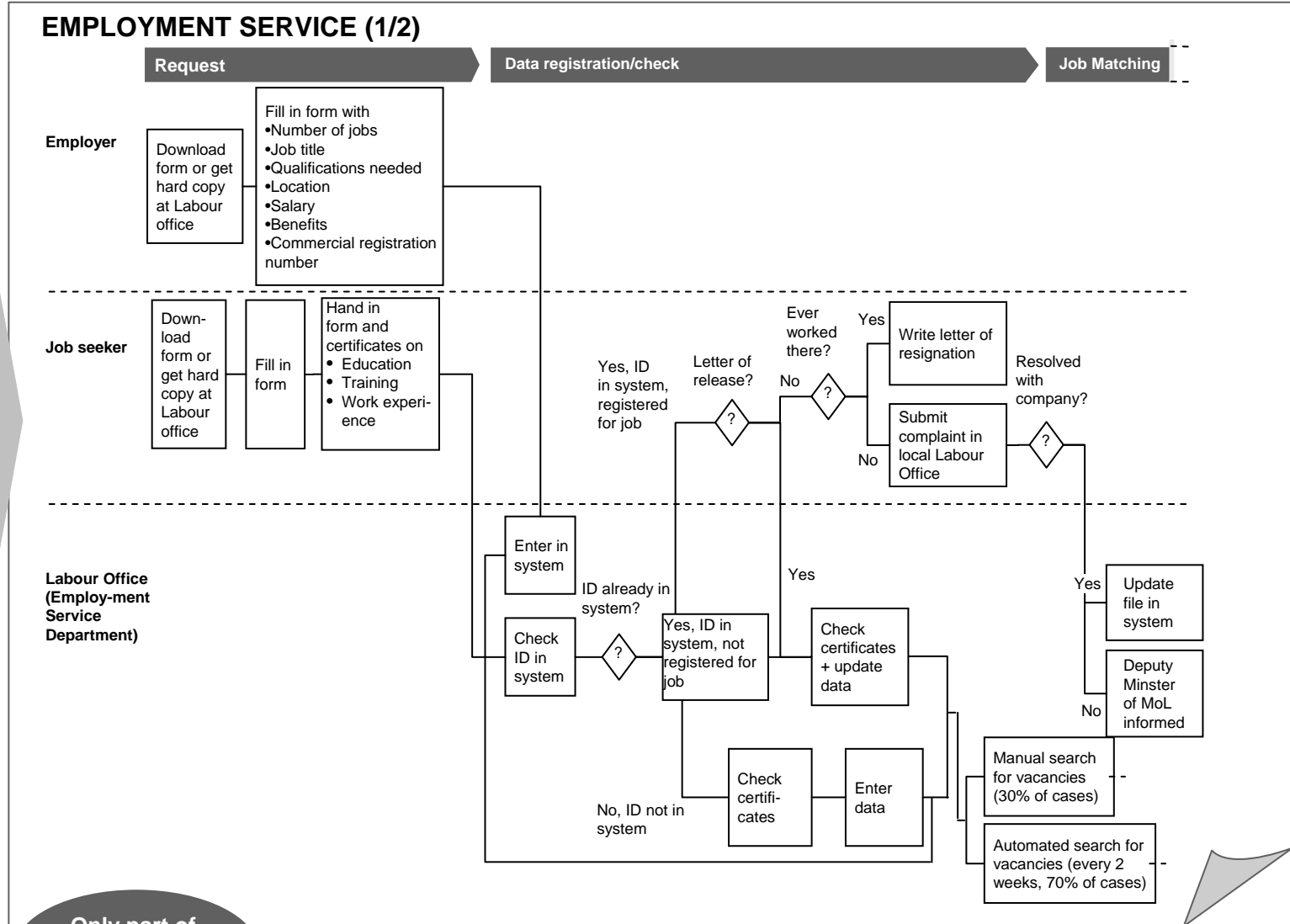
**Description**

Prepare 1-page overview of process to give quick outline of

- Process steps
- Process owners
- End products
- Performance measures
- Rules and regulations
- IT requirements
- Legal constraints

	Request	Data registration/ check	Job matching	Job interviewing/ decision	Feedback/further support
<b>Explanation</b>	<ul style="list-style-type: none"> <li>• Job seeker hands in his request form plus supporting documents</li> </ul>	<ul style="list-style-type: none"> <li>• Job seeker's status checked in system and information is entered or updated</li> </ul>	<ul style="list-style-type: none"> <li>• Automated or manual job vacancy search for skill set of job seeker</li> </ul>	<ul style="list-style-type: none"> <li>• Job seekers arranges interviews with company and other gets the job or returns to labour office with form</li> </ul>	<ul style="list-style-type: none"> <li>• Employer can apply for HR development fund support for 24 months if he hired, or else, if he did not, ESD can ask for feedback why</li> </ul>
<b>Process owner</b>	<ul style="list-style-type: none"> <li>• Job seeker</li> </ul>	<ul style="list-style-type: none"> <li>• ESD</li> </ul>	<ul style="list-style-type: none"> <li>• ESD</li> </ul>	<ul style="list-style-type: none"> <li>• Job seeker</li> </ul>	<ul style="list-style-type: none"> <li>• Employer/ESD</li> </ul>
<b>Other involved parties</b>	<ul style="list-style-type: none"> <li>• Labour office – Employment Service Dept*</li> </ul>	<ul style="list-style-type: none"> <li>• Job seeker</li> </ul>	<ul style="list-style-type: none"> <li>• Job seeker</li> <li>• Employer</li> </ul>	<ul style="list-style-type: none"> <li>• Employer</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Communication interfaces</b>	<ul style="list-style-type: none"> <li>• Form obtainable in – Hardcopy labour office – Softcopy of website</li> </ul>	<ul style="list-style-type: none"> <li>• Counter at ESD</li> <li>• Computer linked to database</li> </ul>	<ul style="list-style-type: none"> <li>• Counter at ESD</li> <li>• Search function in computer system</li> </ul>	<ul style="list-style-type: none"> <li>• Telephone for contacting</li> <li>• Personal interview</li> </ul>	<ul style="list-style-type: none"> <li>• Printed form for HR development fund application</li> <li>• Telephone for contacting</li> </ul>
<b>End products</b>	<ul style="list-style-type: none"> <li>• Filled out job matching request form</li> </ul>	<ul style="list-style-type: none"> <li>• Job seeker entered into system</li> </ul>	<ul style="list-style-type: none"> <li>• Job recommendation printed</li> </ul>	<ul style="list-style-type: none"> <li>• Signed contract or job recommendation letter filled out with reasons for rejection</li> </ul>	<ul style="list-style-type: none"> <li>• Signed and filled HR development fund application</li> <li>• Understanding of reasons for rejection</li> </ul>
<b>Performance</b>	<ul style="list-style-type: none"> <li>• X requests per day</li> <li>• Y employees to process</li> </ul>	<ul style="list-style-type: none"> <li>• X requests per day</li> <li>• Y employees to process</li> </ul>	<ul style="list-style-type: none"> <li>• X job recommendation letters, per Y job seekers every 2 weeks</li> </ul>	<ul style="list-style-type: none"> <li>• x% of job recommendations lead to new job</li> </ul>	<ul style="list-style-type: none"> <li>• X% of new employees supported</li> <li>• X% of failed job matching salvaged</li> </ul>
<b>Legal constraints</b>	<p>← Rules set by Ministry with some exceptions →</p>				
<b>IT requirements</b>	<ul style="list-style-type: none"> <li>• Website offering forms download</li> </ul>	<ul style="list-style-type: none"> <li>• Computer with connection to database</li> </ul>	<ul style="list-style-type: none"> <li>• Computer linked to database with search and match functionality</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>

# 4 A PROCESS MAP OF PAPER AND INFORMATION FLOWS AT WORKPLACE LEVEL WILL DETAIL THE PROCESS ILLUSTRATIVE



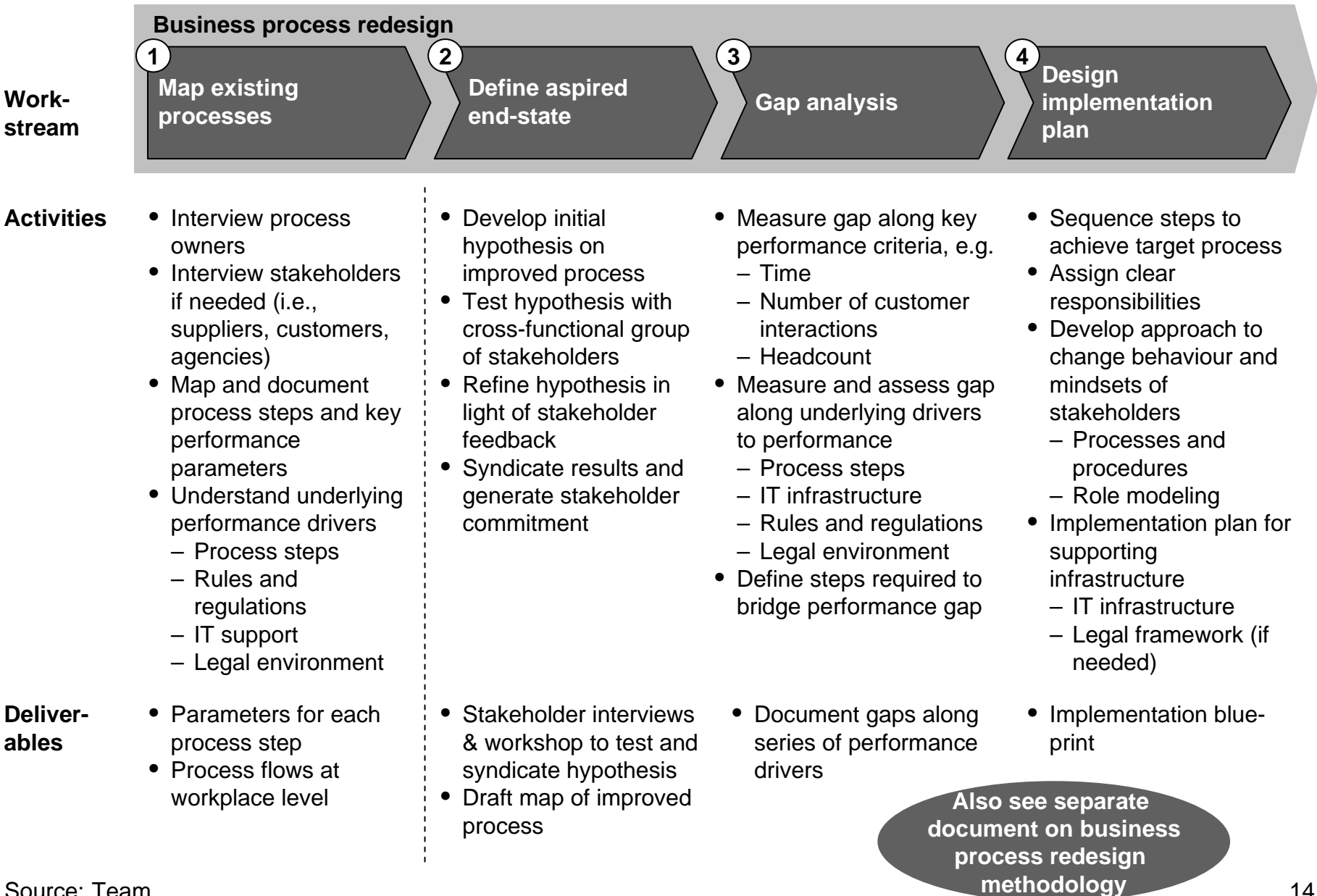
**Description**

Prepare flowchart containing

- Paper flows
- Information flows
- Levels indicating owners of process step
- Diamonds illustrating decision points

Only part of actual process map shown here

# 5 BUSINESS PROCESS REDESIGN CAN BE DONE IN FOUR STAGES



Also see separate document on business process redesign methodology

## 6 AN ACTION PLAN SHOULD BE THE OUTLINE OF THE GOVERNMENT AGENCY'S ENTIRE E-GOVERNMENT INITIATIVE

### Definition

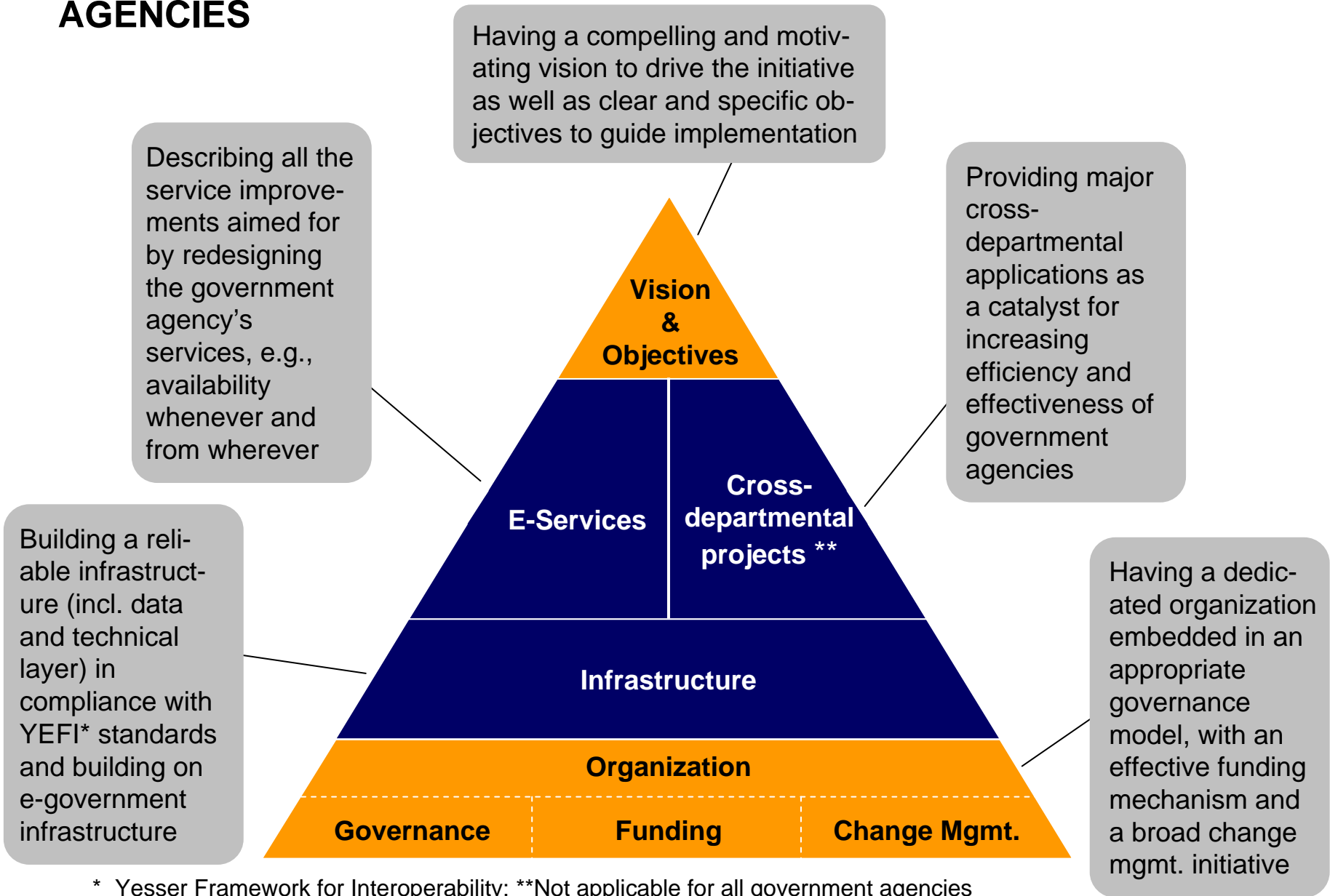
- The Action Plan should be an outline of all major projects and steps to be taken within the government agency's e-government initiative
- It needs to be sufficiently detailed to allow follow-up on reaching of milestones and objectives

### Structure of Action Plan

- Vision and objectives for e-Government initiative
- E-services projects to be implemented
- Infrastructure projects to be implemented
- Roles and responsibilities
- Timeline with well-defined milestones
- Budget, incl. planning on which funding mechanisms are planned to be applied

**The Action Plan should be written by a working team, closely linked to the steering committee**

# 6 COMPONENTS OF E-GOVERNMENT ACTION PLAN FOR GOVERNMENT AGENCIES



\* Yesser Framework for Interoperability; \*\*Not applicable for all government agencies

# AGENDA

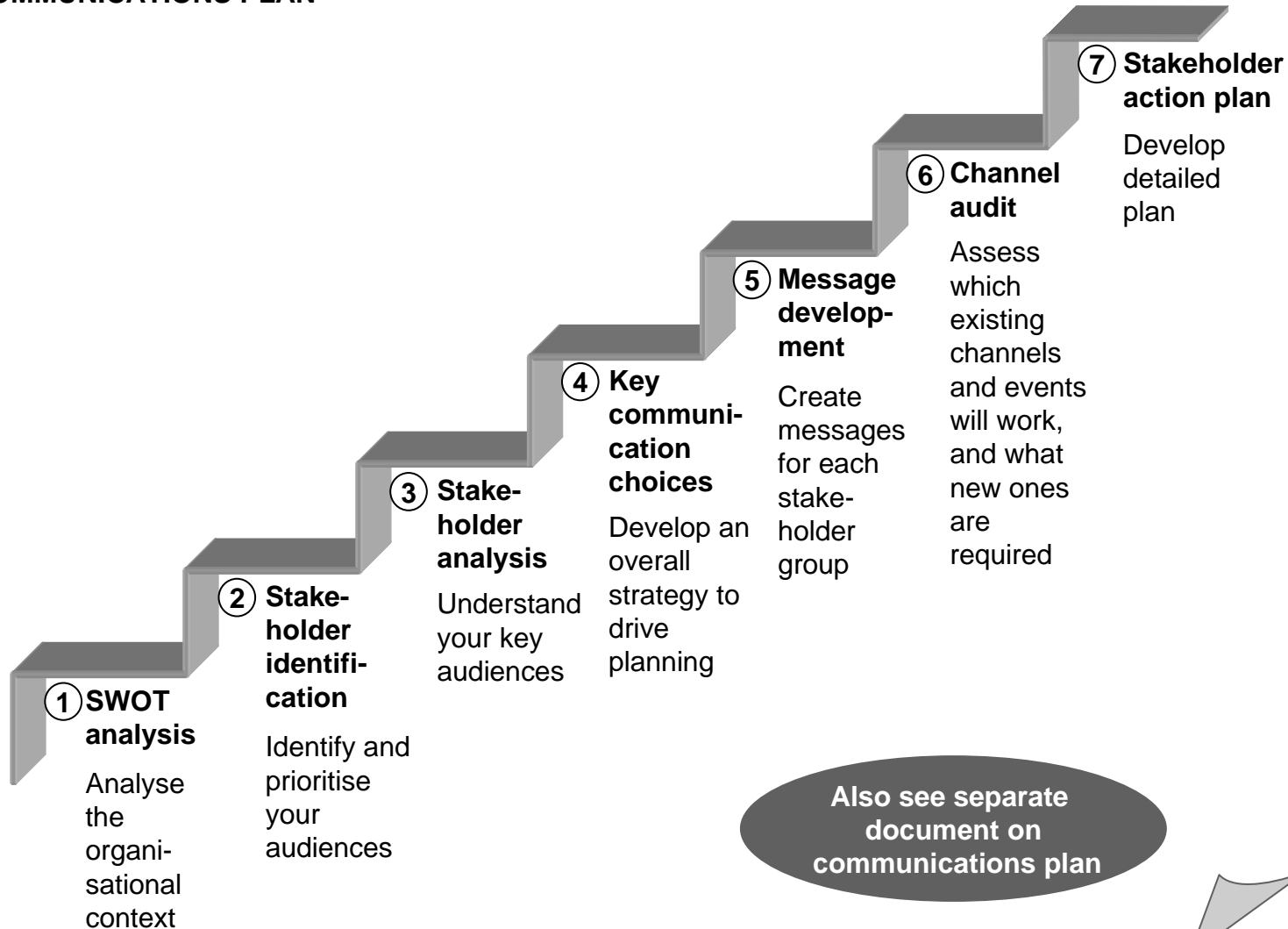
- Key beliefs on e-government
- Steps in doing an e-government project
  - Strategy and design
  - **Implementation**
  - Lessons learned from benchmarking
  - Success factors for an e-government initiative

# A 7 STEPS CAN BE TAKEN TO A COMMUNICATIONS PLAN

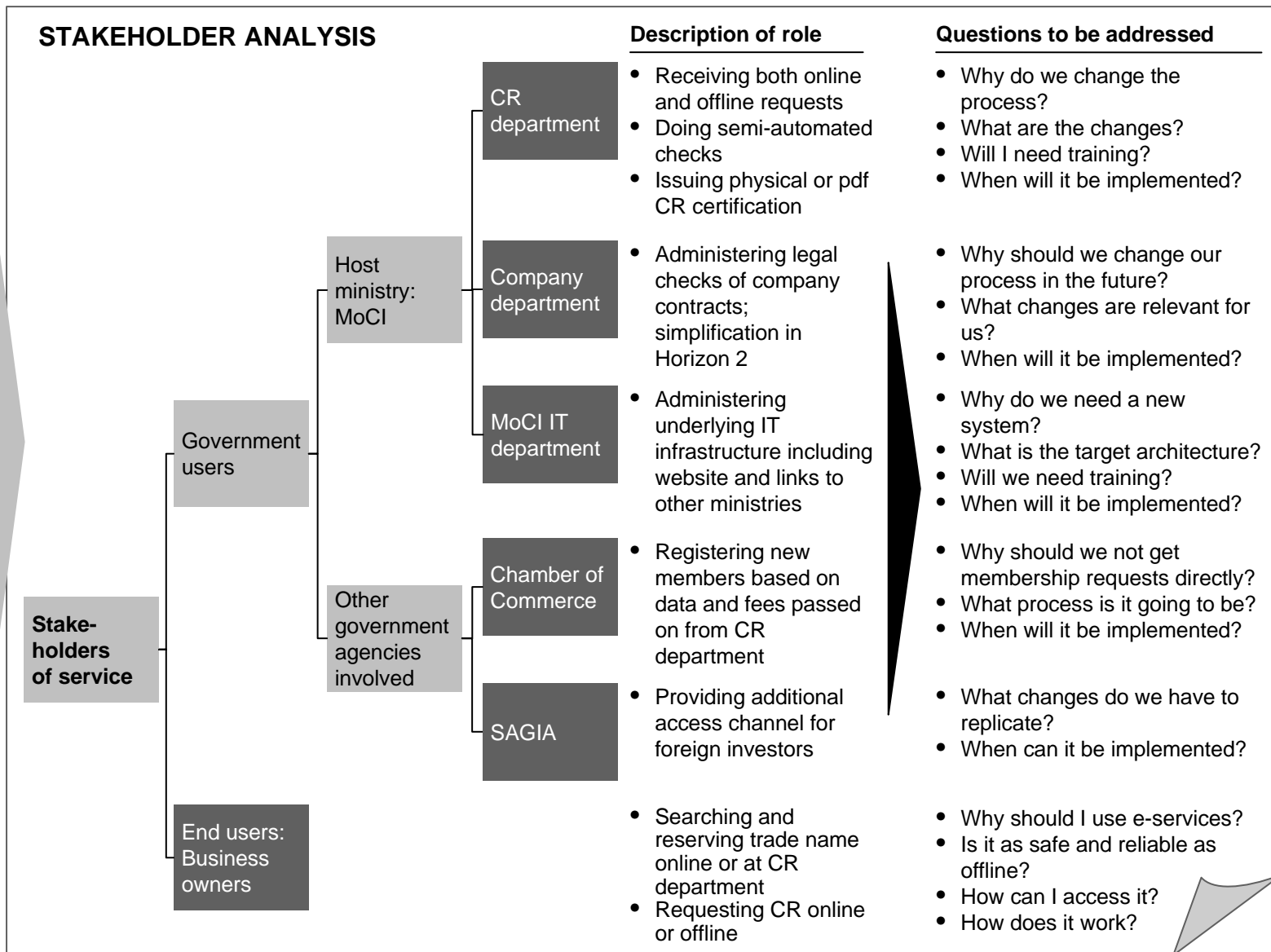
## COMMUNICATIONS PLAN

### Description

- The communications plan is the basis for user adoption of e-government services
- A structured approach can follow seven steps leading to stakeholder action plan
- The communications plan should take into account not only end users, but also government employees administering the service



# A STEP 2: STAKEHOLDER ANALYSIS NEEDS TO INCLUDE ALSO EMPLOYEES AND GOVERNMENT AGENCIES OFFERING THE SERVICE EXAMPLE



# B A CHANGE MANAGEMENT STRATEGY SHOULD ACCOMPANY IMPLEMENTATION TO CHANGE MINDSETS AND BEHAVIOURS

## CHANGE MANAGEMENT STRATEGY

### Description

- The target solution should contain a change management strategy as basis for the user-adoption plan
- It contains
  - Positive role-modeling
  - Compelling, energizing stories
  - Capability building
  - Reinforcement mechanisms

- Have the leaders of the new design role model the required behaviours
- Change agents

### Positive Role-modelling

“... I see superiors, peers, and subordinates behaving in a new way”

### Compelling, energizing stories: Fostering understanding and conviction

“... I know what is expected of me – and I agree with it”

- Ensure alignment on aspirations of new design through success, great story
- Ensure detailed understanding of design, own role and implications for work
- Ensure two-way dialogue enabling stake-holders to voice concerns
- Make use of viral communication



“I will change my mindset and behaviour if ...”

- “Test” the design and key processes before launch
- Immediately address resource and capability gaps with talent optimization and skill building

“... I have the skills and competencies to behave in the new way”

### Right capabilities: Developing talent and skills

“... the structures, processes, and systems reinforce the change in behaviour I am being asked to make”

### Reinforcing with formal mechanisms

- Define KPIs
- Measure performance improvements
- Hold performance reviews
- Reward employees (non-)financially for performance improvements

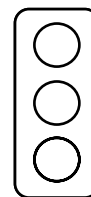
Also see separate document on change management

# MONITORING AND REPORTING WILL BE KEY TO SUCCESSFUL AND TIMELY SERVICE IMPLEMENTATION EXAMPLE

## STRUCTURE OF STATUS UPDATE REPORT

### Management Summary

- Current project status (delayed/on track/ahead of schedule/completed)
- Remarks on progress
- Actions necessary



Overall analysis

### Basic information

- E-government project goal
- E-government project description
- Benefit/budget (plan)
- Timeframe
- Organization

### Status information

- Milestones
- Resources
- Budget (plan/actual/forecast)
- Trend barometer
- Documentation situation
- Realized impact to date (e.g., simplification of process, reduction in service duration, increase in user satisfaction, cost savings, etc.)

### Status evaluation

- Evaluation of project status vs. plan (red-yellow-green traffic light system)
  - Red: “severe delays”
  - Yellow: “some issues”
  - Green: “on schedule”
  - Check mark: “closed”

### Action recommendations

- Description of key issues on red and yellow projects
- Alternative options for action and recommendation
- Type of action (desired/obligatory)
- Responsibility
- People to be involved
- Timetable

### Description

A monitoring process and a report structure are needed across all projects to ensure in-time implementation of projects or to identify changes necessary for e-government projects to be successful

# © PRIVATE-PUBLIC-PARTNERSHIP CAN BE A FUNDING OPTION FOR E-GOVERNMENT PROJECTS

## Definition

### Third party or Private-Public-Partnership (PPP) based funding:

Financed by private sector companies implementing e-government projects from which they generate revenues later on; these revenues may be generated in two different ways

- From government-external sources only, i.e., from individuals or businesses using government services
- From government-external and/or government-internal sources, i.e., from budgets of individual government agencies

## Criteria for choosing PPP

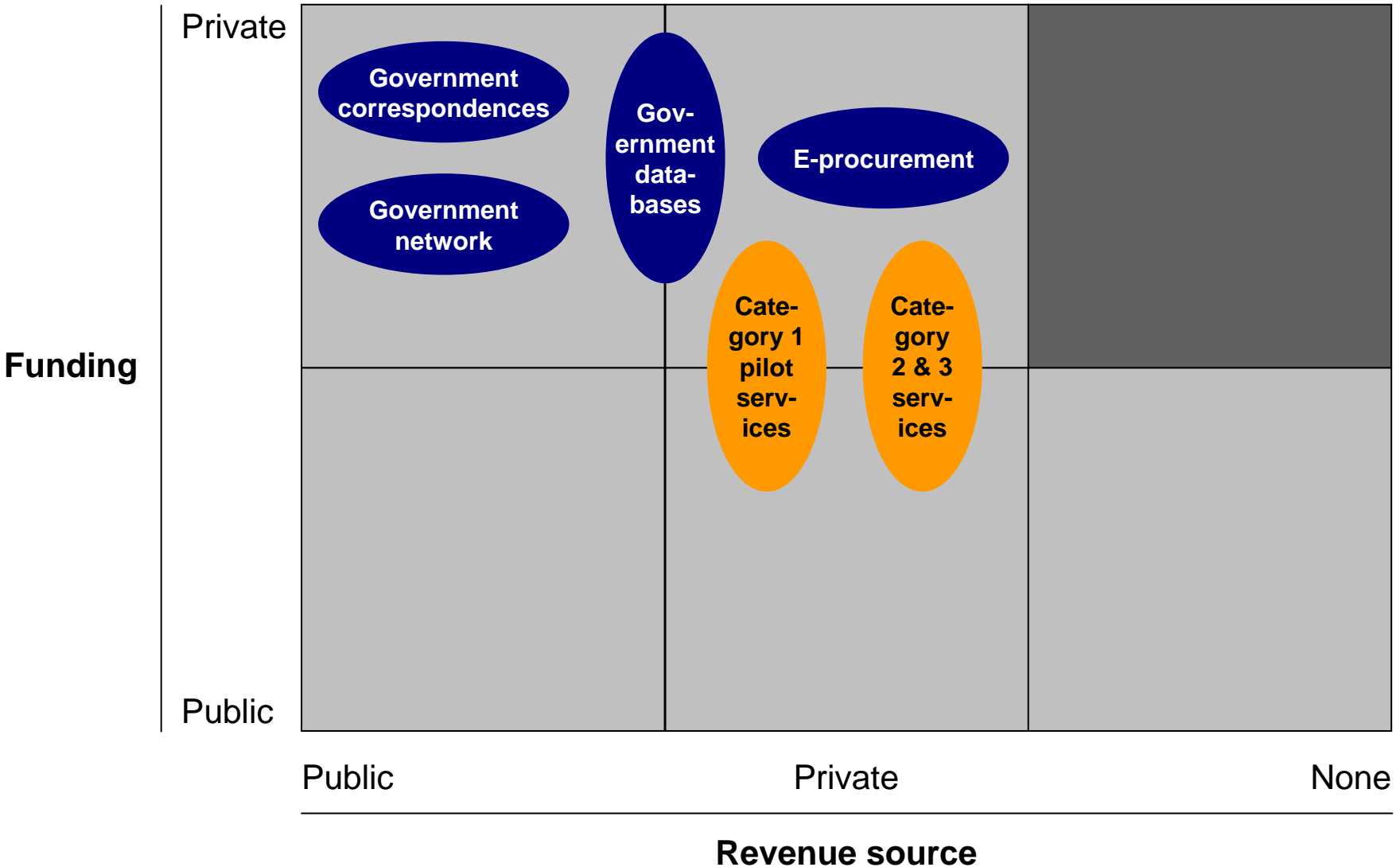
- **Financial need:** Budget pressure within the government is not allowing substantial one-time investments
- **Transfer of skills:** Certain skills or knowledge are not present in government and transfer of those from the private partner can be ensured during implementation
- **Time to implement:** Private companies have a higher degree of freedom for concentrating staff on one project on short notice
- **Development of private sector:** The government agency is pursuing the goal of developing the national private sector in a specific field such as IT

## Evaluation before selecting projects for PPP

Projects appropriate for PPP based funding to be identified by implementing gvmt. agency based on

- Revenue forecast
- Presence of required skills in private sector
- Risk assessment

# © EXAMPLES OF POTENTIAL CANDIDATES FOR PPP PROJECTS: FUNDING AND REVENUE SOURCE



# HOW YESSER CAN HELP IMPLEMENTING GOVERNMENT AGENCIES

Steps		How Yesser can help	Available material
<b>Strategy and design</b>	<ul style="list-style-type: none"> <li>• Vision and objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Use Yesser vision and objectives as a template for your e-government initiative; consult for guidance</li> </ul>	<ul style="list-style-type: none"> <li>• See appendix: Yesser vision and objectives</li> </ul>
	<ul style="list-style-type: none"> <li>• Stock taking</li> </ul>	<ul style="list-style-type: none"> <li>• Collect the same information Yesser collected; consult for guidance</li> </ul>	<ul style="list-style-type: none"> <li>• See separate document: Yesser list of services and their details</li> </ul>
	<ul style="list-style-type: none"> <li>• Service prioritization</li> </ul>	<ul style="list-style-type: none"> <li>• Use prioritization criteria and prioritization matrix specified by Yesser; consult for guidance</li> </ul>	<ul style="list-style-type: none"> <li>• See appendix: Yesser prioritization criteria and prioritization matrix</li> </ul>
	<ul style="list-style-type: none"> <li>• Process mapping</li> </ul>	<ul style="list-style-type: none"> <li>• Use template specified by Yesser; consult for guidance</li> </ul>	<ul style="list-style-type: none"> <li>• See separate document: Yesser process mapping methodology and process mapping for a sample service</li> </ul>
	<ul style="list-style-type: none"> <li>• Business process redesign</li> </ul>	<ul style="list-style-type: none"> <li>• Use methodology specified by Yesser; consult for guidance</li> </ul>	<ul style="list-style-type: none"> <li>• See separate document: business process re-design methodology</li> </ul>
<b>Implementation</b>	<ul style="list-style-type: none"> <li>• Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Use Yesser communication plan; consult for guidance</li> </ul>	<ul style="list-style-type: none"> <li>• See separate document: communication plan</li> </ul>
	<ul style="list-style-type: none"> <li>• Service implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Use Yesser template for new service design; consult for guidance</li> </ul>	<ul style="list-style-type: none"> <li>• See separate document: business process re-design sample</li> </ul>
	<ul style="list-style-type: none"> <li>• Change management</li> </ul>	<ul style="list-style-type: none"> <li>• Use Yesser change management plan; consult for guidance</li> </ul>	<ul style="list-style-type: none"> <li>• See separate document: change management plan</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• Organizational setup</li> </ul>	<ul style="list-style-type: none"> <li>• Use Yesser organizational setup as guidance; consult for guidance</li> </ul>	<ul style="list-style-type: none"> <li>• See Yesser organizational setup</li> </ul>

# AGENDA

- Key beliefs on e-government
- Steps in doing an e-government project
- **Lessons learned from benchmarking**
- Success factors for an e-government initiative

# KEY LEARNINGS FROM BENCHMARKING 20 COUNTRIES

■ Important points for e-government programs of government agencies

## Vision & Objectives

- 1. The vision statement needs to be user-centred and focused on the goal of providing better services to the user; specific objectives are needed to detail the vision**
- 2. E-government facilitates transformation into an information society**

## Organization & Planning

- 3. E-government champion should be key decision maker committing openly to program**
- 4. E-government initiatives require substantial funding to be successful**
- 5. A dedicated and influential office is needed to implement e-government**
- 6. Opposition to e-government from inside government is to be expected**
- 7. Redesign of processes is a must before automating them**
- 8. Government-to-Citizen and Government-to-Business portals are organized around user-centred events**
- 9. Laws 'legalizing' e-transactions are necessary for user adoption**

## Implementation

- 10. Projects and quick-wins need to be publicized**
- 11. Successful pilot projects have to address a wide audience**
- 12. Multiple contact channels are needed for IT-illiterate & remote parts of population**
- 13. Secure privacy, authorization and e-payments must be provided**
- 14. Public private partnerships can be conducive in e-procurement, e-payment & IT**
- 15. Citizens need to be proactively asked for feedback**
- 16. Awareness and skills issues have to be addressed through a change management initiative**
- 17. E-government implementation is difficult and slow in several countries**

# LESSONS LEARNED FROM BENCHMARKING 20 COUNTRIES (1/8)

■ Important points for e-government programs of government agencies

**Lesson**

**1**

**Vision statement needs to be user-centred and relevant**

**Explanation**

- Have a clear vision that
  - Can be shared by all stakeholders (government, citizens and businesses)
  - Reflects the specific conditions and ambitions of society
  - Is user-centred

**Examples**

- Malaysia’s e-government vision has been unchanged since 1997 because it relates to all the citizens of Malaysia
- India’s e-government vision focuses on the common man: meeting his basic needs in his locality at an affordable cost
- Egypt’s e-government vision focuses on empowering people and eliminating the traditional ad hoc way in which officials dealt with citizens

**2**

**E-government facilitates transformation into an information society**

- Providing citizens with transparent access to information empowers them and is a strong incentive for them to
  - Embrace new technology
  - Be more proactive in pursuing opportunities
  - Be more participative with government in policy setting

- Chile’s online services, including early tax reimbursements for electronic filers, go hand-in-hand with Chile having the highest broadband connection rate in Latin America
- One of four Swedes are connected to and use broadband despite geography constraints and the very low population density
- Malaysian Smart School Pilot Project aims at transforming Malaysian education system into a highly advanced technology-based system

**Consequences for government agencies’ e-government projects**

- Before embarking on one or several e-government projects, make sure you have a vision that guides you, is shared by and motives your staff, and reflects the needs of your customers
- Your agency can help bridge the digital divide by getting more of its users to move to the online channel
- This will also enable active user feedback in policy setting and prioritization

# LESSONS LEARNED FROM BENCHMARKING 20 COUNTRIES (2/8)

■ Important points for e-government programs of government agencies

**Lesson**

**Explanation**

**Examples**

**Consequences for government agencies' e-government projects**

3

E-government champion should be key decision maker committing openly to program

- E-government initiatives are often initiated and supported by the highest authority
- Even Federal countries which have no central e-government plan get the Head of State to sponsor the decentralized program

- German Chancellor launched the Federal government e-government program in 2000
- Australia has no central e-government action plan but the Prime Minister committed to providing all appropriate services online by 31 December 2001

- Make sure that your government agency head commits openly to championing the e-government project to be able to drive successfully through this change
- Also ensure that subsequent hierarchical levels of the agency, including deputies and department heads, are supportive of the project to drive it on the implementation level

4

E-government initiatives require substantial funding to be successful

- Successful e-government comprises several major activities including having a common infrastructure between government agencies, e-services, national applications, developing policies and standards, training employees, etc.

- Singapore has spent more than \$1.5 billion in 6 years on e-government despite being a physically small country
- State of Victoria in Australia usually spends 3-5% of its budget on IT and e-government

- Make sure that significant funding is allocated to e-government upfront
- Make sure that the funding process works smoothly so there are no delays midway during implementation

5

Dedicated/influential office is needed to implement e-government

- In Federal/highly decentralized countries, such as Australia and Sweden, each agency produces its own action plan
- In all other countries, a new office or an existing influential office is assigned with overseeing e-government plans

- Italy founded Ministry of Innovation and Technologies mainly to carry through Italy's e-government initiative
- Malaysian Administrative Modernisation and Management Planning Unit (MAMPU) under the Prime Minister's Department oversees e-government

- Make sure that your e-government project is headed by either a dedicated office, to prevent being deprioritized among other initiatives, or an influential office that can make things happen and see it through to implementation

# LESSONS LEARNED FROM BENCHMARKING 20 COUNTRIES (3/8)

■ Important points for e-government programs of government agencies

**Lesson**

**Explanation**

**Examples**

**Consequences for government agencies' e-government projects**

**6**  
Expect opposition to e-government from inside government

- Government employees will resist e-government because they fear
  - Technology may make them obsolete and make them lose their jobs
  - Their unfamiliarity with technology will marginalize their roles
  - Automated processes will mean fewer unofficial payments or bribes
  - Technology will mean more work for them, e.g., having to answer e-mail promptly

- India's state Andhra Pradesh had difficulties implementing its program due to resistance from unions fearing job losses
- U.K. spent 60% of project time getting buy-in for e-procurement system and only 40% to create it

- You will face resistance because of people's natural fear of change
- You will need to make sure that communication of benefits is upfront and clear and that this will be the only way forward
- You need a communications plan and a change management strategy to address resistance

**7**  
Redesign of processes is a must before automating them

- E-government is a reform process and not simple computerization of government operations
- Automating services does not make government processes citizen-centric

- Chile forces public agencies to simplify forms before putting them on line
- Singapore has reduced the application time needed to set up a new entertainment outlet from 8 weeks to 2 weeks

- You will need to redesign processes before putting them online because e-government is about simplifying processes rather than computerizing them
- Horizontal integration across departments and agencies will be necessary, which will require them to shift their thinking from being silo and territorial to being open and collaborative

# LESSONS LEARNED FROM BENCHMARKING 20 COUNTRIES (4/8)

■ Important points for e-government programs of government agencies

**Lesson**

**8**  
G2C & G2B portals are organized around user-centred events

**Explanation**

- Countries are moving to offer online services in groups of user-centred events rather than ministries or agencies
- This reflects how the citizen views the service rather than how the government offers it

**Examples**

- Singapore, Hong Kong, Malaysia, Chile, Italy, Egypt G2C portals are organized around lifestages or themes; G2B portals around business lifecycle
- UK G2C portal is organized around groups of people, e.g., over 50s, parents, etc; G2B portal split into functions, e.g., management, operations, etc.

**Consequences for government agencies' e-government projects**

- Your view of how government services are offered to citizens and businesses will need to change from being government centred to being user centred
- Service offerings will need to reflect this change in thinking in how services are structured and grouped

**9**  
Laws 'legalizing' e-transactions are necessary for user adoption

- Governments are passing laws to make e-transactions and e-signatures have the same legal status as paper transactions and signatures

- Malaysia issued the Digital Signature Act in 1997
- Singapore formed a task force consisting of an international law firm, university professors, members of the Judiciary, and government agencies to develop the Electronic Transactions Act (ETA) in 1998
- Hong Kong issued the Electronic Transactions Ordinance in 2000
- Sweden issued the E-signatures Act in 2001 and the E-commerce Act in 2002

- Existing laws may not extend the required legal status to your newly designed e-transactions, and you will need to effect amendments to these laws or issue new bills

# LESSONS LEARNED FROM BENCHMARKING 20 COUNTRIES (5/8)

■ Important points for e-government programs of government agencies

**Lesson**

**10**

Projects and quick-wins need to be publicized

**Explanation**

- Publicize projects to inform and educate audience, thus increasing adoption
- Publicize quick-wins to excite public and government employees about e-government
- Use different media channels

**Examples**

- UK government partnered with public, private and voluntary sectors to run a six-week campaign called "Get Started" to encourage new users to get online

**Consequences for government agencies' e-government projects**

- Since services will be offered in a new way and through new channels, you will need to communicate these changes to the public through several types of media to increase awareness and adoption of the public
- Also start with services that have a high chance of user adoption and advertise these quick-wins to create excitement and critical mass for the latter services

**11**

Successful pilot projects have to address a 'wide audience'

- Pilot projects must have a wide audience
  - Affect a large number of citizens
  - Affect a large number of government units
- And must have a compelling reason to adopt
  - Saves time
  - Saves money
  - Avoids dealing with corruption
  - Enforced by law, etc.

- In Chile, 40,000 applications of poor people for housing vouchers were processed during first 5 months of operation to avoid time loss, costs and red tape of applying in person
- In Chile, purchases of all government agencies over \$500 are mandated by law to be done over the Internet
- In USA, 42% of tax returns were filed online because the government promised to pay them in less time vs. paper requests

- You need to ensure two success criteria are available for all your pilot services: there are a lot of users for the service and there is a compelling reason for them to go online. If either of these criteria is not satisfied, the online service will not be a success

# LESSONS LEARNED FROM BENCHMARKING 20 COUNTRIES (6/8)

■ Important points for e-government programs of government agencies

**Lesson**

**12**

**Multiple contact channels are needed for IT-illiterate & remote areas**

**Explanation**

- Internet penetration in developing countries being low, other channels are more widely used, e.g., mobile units, kiosks, and ATM machines
- Remote areas may be more economical to reach through the use of other channels, e.g., mobile phones

**Examples**

- Brazil launched mobile units in Bahia State equipped with computers to go to 400+ communities in rural areas without access to ICT
- India has placed touchscreen kiosks in 177 villages in Karnataka state
- Sweden citizens can confirm their pre-calculated tax forms by SMS

**Consequences for government agencies' e-government projects**

- Since Internet penetration in Saudi is low, you will need to depend on other channels to offer online services
- You can use the highly connected network of ATMs in Saudi or mobile phones due to their higher penetration
- Creative ideas such as mobile units can be used to reach remote areas with no access to ATMs or mobile phone coverage

**13**

**Secure privacy, authorization and e-payments must be provided**

- Having an integrated model where agencies are sharing citizens' information should not impinge on citizens' privacy
- Providing services remotely calls for replacing physical verification of citizen identity with a system the public can trust

- Malaysia's MyKad is a multipurpose card that makes use of biometrics technology and provides convenient transactions between the Malaysian public, government and private sector
- Singapore's SingPass serves as a nation-wide personal authentication framework for e-services using a single identification and password
- UK's government gateway offers a centralized registration service for e-government services

- Users will not go online if they do not trust this new channel
- Trust includes several elements
  - Privacy of data: you must ensure that open communication between your agency and other gvmt. agencies does not risk the privacy of users' data and that access is on a need-to-know basis only
  - Authentication: you must ensure online verification of identity is as secure as physical verification
  - E-payments: transacting online is a must since just providing information on services is only an initial stage of e-government, but users need to trust the system as if they are paying physically in cash

# LESSONS LEARNED FROM BENCHMARKING 20 COUNTRIES (7/8)

■ Important points for e-government programs of government agencies

**Lesson**

**14**

Public private partnerships are especially conducive in e-procurement, e-payment & IT

**Explanation**

- Private sector can offer valuable expertise in specialty areas, e.g., banks on authorization and IT companies on infrastructure
- Public-private partnerships can reduce upfront cost in return for revenue sharing

**Examples**

- Malaysia partners with a private company to create and run its e-procurement service under a Build Operate Transfer (BOT) agreement
- Hong Kong partners with Microsoft, Oracle, Nortel and C&T to develop its e-government system, and Standard Chartered Bank and Citibank to provide wide choice of payment methods

**Consequences for government agencies' e-government projects**

- E-government enables government to partner with the private sector to tap their resources. You will need to decide how you can partner with the private sector to help you with offering your services online

**15**

Citizens need to be proactively asked for feedback

- Involving the public before and during implementation
  - Ensure service is relevant to public
  - Guarantee high adoption rates
  - Create a feedback channel to e-government officials
  - Solicit ideas for introduction of new services or improving current services

- Brazil website allows citizens to send feedback messages to the federal government
- Singapore website asks for feedback on
  - How to cut red tape
  - How to reduce government spending
- Without consulting its citizens, a European city implemented an online procedure for registering children for school; parents did not use the new system because they registered their children when visiting the schools

- Your agency is offering its services to users, and you will need to involve these users in the process to maximise the probability of success of this new channel
- Your agency can solicit feedback from users to enhance the decision-making process

# LESSONS LEARNED FROM BENCHMARKING 20 COUNTRIES (8/8)

■ Important points for e-government programs of government agencies

**Lesson**

**Explanation**

**Examples**

**Consequences for government agencies' e-government projects**

**16**  
Awareness and skills issues have to be addressed through a change management initiative

- Government employees and end users need to be aware of the e-government program, its objectives, and how it will affect them; in addition, capabilities have to be built in administering the new services

- Singapore promoted its e-services using broadcast and print media; road shows and exhibitions; advertisements on radio, public transport, newspapers, magazines and posters; handbooks, flyers and other marketing collateral; and as part of school syllabuses

- Develop a change management strategy and plan that addresses fear of change and technology and makes government employees buy in to the e-government program
- Ensure government employees are able to use the new automated systems

**17**  
E-government implementation is difficult and slow in several countries

- E-government can be delayed because of various reasons, e.g.,
  - Lack of financing
  - Inappropriate organizational structure to lead it
  - Insufficient cooperation between government agencies

- Russia's e-government program is practically non-existent because of an inappropriate governance model and lack of funding
- Germany's citizen services are mostly at the information and interaction levels, seriously lagging other countries such as UK and Sweden

- The above elements help facilitate smooth implementation and reduce obstacles, but it may still be difficult and slow. You will need to maintain persistence and perseverance

# AGENDA

- Key beliefs on e-government
- Steps in doing an e-government project
- Lessons learned from benchmarking
- **Success factors for an e-government initiative**

# KEY SUCCESS FACTORS FOR ANY E-GOVERNMENT INITIATIVE

## Tips and learnings from the Yesser e-government initiative and benchmarking

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<b>Organisation</b>	<ul style="list-style-type: none"><li>• Ensure project management is in place including<ul style="list-style-type: none"><li>– Project manager with clear responsibilities and empowerment</li><li>– Dedicated working team comprised of<ul style="list-style-type: none"><li>• Key business process owners</li><li>• IT department employees</li></ul></li></ul></li><li>• Get buy-in and support from the minister and other key decision makers at the government agency and have regular reviews scheduled</li><li>• Set up clear organization structure with defined, action-oriented escalation procedure, e.g., along Yesser example</li></ul>
<b>Mapping/ Redesign</b>	<ul style="list-style-type: none"><li>• Have a clear description of scope and results</li><li>• Use pilot services to gain experience and to achieve first tangible results</li><li>• Use benchmarking as source of input for issue analysis and redesign</li><li>• Let outsiders do the process mapping to ensure objective issue analysis, but develop redesign in working team, i.e., with key business process owners</li><li>• Think bold and do not let perceived obstacles limit your solution space for service redesign</li><li>• Include end user perspective in redesign by conducting end user interviews or surveys</li><li>• Ensure compliance with Yesser Framework for Interoperability (YEFI)</li></ul>
<b>Implement- ation</b>	<ul style="list-style-type: none"><li>• Secure sufficient funding early on</li><li>• Consider the need to write an RFP early on in detailing the redesign and IT requirements</li><li>• Clearly define contractually scheduled results/responsibilities for IT vendor</li><li>• Ensure sufficient monitoring and reporting with comparison to planning within the setup of the initiative</li><li>• Analyse project risks periodically</li></ul>

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