e-Government Guidelines for Government Agencies

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www.yesser.gov.sa
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1 Executive Summary

In the last decade many pioneer countries embraced e-Government to increase effectiveness and efficiency, to increase productivity of the public sector; to improve quality of government services provided to citizens, residents and to the business sector, which inevitably led to economic growth and improved gross domestic product.

e-Government is a Nation wide project that is adopted by the government with the aim to influence and affect government agencies, individuals and businesses. The objectives and scope of the e-Government initiative varies from a country to another based on each country needs and objectives.

Generally, one chief guidance and management agency is assigned to lead and manage the implementation of the e-Government initiative in accordance with the powers entitled to this agency. Explicitly, launching the e-Government initiative should adopt certain key believes and national level objectives, and also adhere to a well defined approach to strategize, design and implement the initiative.

The followed approach should be based on a comprehensive user-centered vision; the approach should start with defining the set of objectives e-Government initiative aims to achieve. Consequently, the approach should plan all the activities required and related to transforming the government into an information society and provides e-enabled services.

Furthermore, the approach should govern the implementation of e-Government projects through associated managerial disciplines critical to the success of e-Government and which empower the implementation phase and support it like: change management and communication management.

To ensure achieving the desired objectives from implementing e-Government, responsible government agencies should well understand the e-Government principles and concept. They should also adhere to the approach adopted by the government and learn from similar best practices.
2 Introduction

e-Government facilitated the rapid and efficient transformation of the public sectors to an information society around the world. Among the many reasons why pioneer countries embraced e-Government are the increased effectiveness and efficiency, increased productivity of the public sector; improved quality of government services provided to citizens, residents and to the business sector, which inevitably led to economic growth and improved gross domestic product.

World best practices and experiences in e-Government projects signify that it’s important to follow a well defined approach when launching and implementing an e-Government initiative. This booklet provides a comprehensive guideline about the e-Government concepts and approach.

This booklet comprehensive content about e-Government discusses e-Government concept, key believes, success factors and clarifies several topics related to e-Government. It also points out a systematic approach to design and implement the e-Government initiative.

2.1 Document purpose

The purpose of this document is to empower ICT managers and staff in the Saudi Public Sector with a comprehensive resource for the e-Government initiative approach, its success factors and issues of relevance.

Any agency assigned responsibility for redesigning Saudi public sector services must use this document as a reference through the flow of the project.

2.2 Document Structure

This booklet will provide a review for a comprehensive systematic approach to the establishment, designing and implementation of an e-Government imitative and its projects. The approach includes two stages: Strategy and Design Stage and Implementation Stage. Furthermore, the booklet covers the following chapters:

- Overview of E-Government initiative
- E-Government initiative approach

The booklet is enriched with Figures and key Learnings through the flow of its content. Moreover, those key Learning Lessons are obtained from the results of the benchmarking carried out for the Saudi e-Government initiative.
3 Overview of e-Government Initiative

e-Government is the use of Information and Communication Technologies to promote more efficient and effective government services and provide better accessibility of these services by users.

By implementing an e-Government initiative and embracing ICT advancements; government agencies will streamline their processes, connect all the stakeholders, cut costs and improve the delivery of their services.

Internally; government agencies will provide standards of accountability, transparency and participatory governance as critical elements for more efficient and effective government services provided to internal government agencies or externally to citizens and businesses.

The development and implementation of e-government involves consideration of its effects including environmental, social, cultural, and educational and consumer issues among others through a well established national strategy and action plan.

The Saudi e-Government national strategy provides a roadmap towards the implementation of e-Government activities, to set the stage for the transformation of the public sector to an information society and to empower users with transparent access to information and new technologies.

The plan includes the vision, objectives and national priorities, and suggests the appropriate execution model. It also lays out e-Services’ projects, various national applications and national infrastructure projects for a certain period of time. It also specifies roles and responsibilities, funding mechanisms and estimated budgets necessary for the successful deployment of the initiative.

Implementing e-Government initiative projects aims at achieving several objectives and goals that adheres to the following principles:

- Improvement and enhancement delivery of government services
- Empowerment of citizens through greater access to government information and ability to interact and participate
- Transparency achievement and higher accountability of the government
- Improvement of internal relationship between the government and the citizens electronic delivery

### Key Learning

**e-Government facilitates transformation into an information society**

**About**

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

**Best Practices Examples**

- **Chile**
  - 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
- **Sweden**
  - One of four Swedes are connected to and use broadband despite geography constraints and the very low population density
- **Malaysia**
  - Malaysian Smart School Pilot Project aims at transforming Malaysian education system into a highly advanced technology-based system

**In your government agencies**

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.
Key Believes on e-Government

The Saudi e-Government initiative aims at providing better services to users. Its strategy is driven by three key beliefs as illustrated in Figure 1 which is explained below:-

1. e-Government is 80% about “Government” and only 20% about “e”
   - In e-Government efforts, IT should not be seen as an end purpose in itself, but as a mean, therefore the involvement of business process owners is a key task
   - Changing processes, people’s mindset and how the government interacts with its customers needs to be the focus; simply putting existing services online will not be enough

2. 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 only
   - 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)

3. 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 a potential for high resistance to change from departmental (ministerial) power bases
### THREE KEY BELIEFS ABOUT E-GOVERNMENT

<table>
<thead>
<tr>
<th>Belief</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-government is 80% about “government” and only 20% about “e”</td>
<td>* 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.</td>
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</tr>
</tbody>
</table>

Figure 1: Key Believes on e-Government

#### e-Government and Benchmarking

In preparation for the e-Government Strategy and Action Plan, a dedicated Committee should conduct an extensive benchmarking, in which it studies several countries' experiences in the e-Government project. Selected countries should include leading e-Government experiences, countries from the region and countries in a situation similar to that of proposed e-Government country.

The benchmarking effort produces key Learnings and recommendations for best possible outcomes. The key Learnings derived constitute the background against developing the Strategy and Action Plan. They guide the formulation of the vision and objectives for the e-Government initiative, the development of the framework to be used, the choice and design of individual projects to be implemented and the Organizational Setup of the initiative.

The Saudi e-Government has conducted benchmarking against twenty countries. As a result of conducting the benchmarking, seventeen key Learnings have been identified. These key Learnings affect three elements: vision and objectives, organization and planning and implementation as illustrated in Figure 2.

The seventeen key Learnings are stated in more details throughout this booklet according to sections relevance to the key learning.
### KEY LEARNINGS FROM BENCHMARKING 20 COUNTRIES

<table>
<thead>
<tr>
<th>Vision &amp; Objectives</th>
<th>Organization &amp; Planning</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>3. E-government champion should be key decision maker committing openly to program</td>
<td>10. Projects and quick-wins need to be publicized</td>
</tr>
<tr>
<td>2. E-government facilitates transformation into an information society.</td>
<td>4. E-government initiatives require substantial funding to be successful</td>
<td>11. Successful pilot projects have to address a wide audience</td>
</tr>
<tr>
<td>5. A dedicated and influential office is needed to implement e-government.</td>
<td>6. Opposition to e-government from inside government is to be expected</td>
<td>12. Multiple contact channels are needed for IT-illiterate &amp; remote parts of population</td>
</tr>
<tr>
<td>7. Redesign of processes is a must before automating them.</td>
<td>8. Government-to-Citizen and Government-to-Business portals are organized around user-centred events.</td>
<td>13. Secure privacy, authorization and e-payments must be provided</td>
</tr>
<tr>
<td>9. Laws ‘legalizing’ e-transactions are necessary for user adoption.</td>
<td></td>
<td>14. Public private partnerships can be conducive in e-procurement, e-payment &amp; IT.</td>
</tr>
</tbody>
</table>

Figure 2: Key Learnings obtained from benchmarking
4 e-Government Initiative Approach

In order to achieve the desired results from the e-Government initiative, it is advised to establish and follow a strategic plan that defines implementation verticals, goals and objectives, approach, constraints and a clear organizational setup for the initiative projects and communication.

This chapter describes in depth the approach to design, strategize and implement an e-Government initiative. It states the steps required to be followed to achieve the best possible results from applying the e-Government initiative detailed and illustrated with figures.

4.1 Initiative Organizational Setup

The first step in transferring the e-Government initiative into reality is to establish a coherent organizational structure that assigns roles and responsibilities to government agencies and managerial committees. This organizational structure can be established through a dedicated or influential office to monitor and sponsor implementing the e-Government initiative.

This important step was realized by the Saudi Government, and as a result of the cooperation and efforts between the Ministry of Communication and Information Technology, the Ministry of Finance and the Communication and Information Technology Commission (CITC), the Yesser Program was initiated.

Yesser Program translates the Saudi Government's keen interest in implementing the e-Government concept and approach. It aims to support e-Government projects to achieve sustained growth and development in all aspects of life.

Yesser Program represents the organizational setup required to clarify and manage the e-Government projects and roles and responsibilities assigned to agencies and committees.

Yesser Organizational Setup as illustrated in Figure 3 consists of:

- **Supreme Supervisory Committee**: The ultimate responsibility for the Committee is to review the overall projects progress periodically; and decide on key issues escalated by the Yesser Steering Committee.

**Key Learning**

**A dedicated and influential office is needed to implement e-government**

**About**

Benchmarking showed that in

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

**Best Practices Examples**

- **Malaysia**: Malaysian administrative modernization and management Planning Unit (MAMPU) under the Prime Minister’s Department oversees e-government
- **Italy**: Italy founded Ministry of Innovation and Technologies mainly to carry through Italy’s e-government initiative

**In your government agencies**

Make sure that your government project is headed by either a dedicated office, to prevent being de-prioritized among other initiatives, or an influential office that can make things happen and see it through to implementation.
• **Yesser Steering Committee:** Its role is to decide key issues escalated by the e-Government program directorate and to support issue resolution

• **E-Government Program Directorate:** Decides on key issues escalated by the Project Management Office (PMO), support issue resolution and maintain holistic approach for e-Government program

• **Individual Projects Managers:** Are responsible for project implementation, Lead project implementation team and update program office on implementation status

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

![Yesser's organizational setup](image)

<table>
<thead>
<tr>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ultimate responsibility for program</td>
</tr>
<tr>
<td>2. Review overall implementation progress on a quarterly basis</td>
</tr>
<tr>
<td>3. Decide on key issues escalated by the e-government program directorate</td>
</tr>
<tr>
<td>4. Support issue resolution</td>
</tr>
<tr>
<td>5. Maintain holistic approach for e-government program</td>
</tr>
</tbody>
</table>

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

Figure 3: Organizational Setup
4.2 Approach

Building an e-Government initiative along with its corresponding projects requires a well-defined approach that consists of phases and steps. This model, illustrated in Figure 4, consists of two main phases that were followed by Yesser Program. These phases are:

- **Strategy and Design Phase**: During this phase, the vision and objectives of the e-Government initiative are defined. e-Readiness Assessments are conducted along with services prioritization, process mappings, and processes redesigning and deciding on the action plan for the e-Government projects.

- **Implementation Phase**: During this phase, a clear communication plan that facilitates the buy-in of the strategy is developed. A change management methodology is adopted to govern the e-Government initiative and the selected services for e-enablement projects starts.

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### STEPS IN DOING AN E-GOVERNMENT PROJECT

<table>
<thead>
<tr>
<th><strong>Step</strong></th>
<th><strong>Strategy and design</strong></th>
<th><strong>Implementation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Vision and objectives</td>
<td>Communication</td>
</tr>
<tr>
<td>2</td>
<td>Selecting E-government assessment</td>
<td>Change management</td>
</tr>
<tr>
<td>3</td>
<td>Service prioritization</td>
<td>Service implementation</td>
</tr>
<tr>
<td>4</td>
<td>Process mapping</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Process redesigning</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Action Plan</td>
<td></td>
</tr>
</tbody>
</table>

**Business strategic activity**

- Define a vision of where you want to go and by when.
- Articulate objectives with measurable criteria for success.

**IT activity**

- Assess IT readiness of:
  - IT infrastructure of the government agency.
  - Agency’s business, departments, and branches.
  - Connectivity to other government agencies.

**End product**

- Vision statement for the government agency and its objectives.
- List of services offered within the agency with detailed descriptions.
- Overview of processes and classification of services.
- Overview of new processes of services.
- Communication plan for stakeholders.
- Change management plan.

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*Yesser Framework for Interoperability (under development)*

![Figure 4: Steps in doing an e-Government Project - e-Government Initiative Approach](image-url)
4.2.1 Strategy and Design Phase

This phase consists of six steps which are:

1. **Vision and objectives**

In order to compile a clear well defined strategy for the e-Government initiative, it is essential to define a vision that sets the boundaries of the overall initiative and its projects and also guide the implementation of these projects at the government agencies. A clear vision is a seamless interface between agencies, government and its constituents.

The vision statement should be well stated and should include the initiative main elements, guiding principles, timeline and desired end results. It should summarize the e-Government initiative concerns, objectives and should also be intended for all stakeholders and user-centered.

The **vision** for the Saudi e-Government initiative is user-centric which focuses on providing better government services to the user (i.e., individuals **G2C**, businesses **G2B** and government agencies **G2G**) and is summarized by the following vision statement:

"**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.**"

More emphasis on each component in the vision statement is shown in Figure 5.
Once the vision statement is complied, publicized and activated; objectives derived from the vision should be detailed through timely framed and governed with tangible measurement criteria.

The Saudi e-Government vision is further detailed by ten specific **objectives** that are to be achieved by the implementation of the initiative. These objectives address three disciplines: providing better services; increasing efficiency and effectiveness; and contributing to the country's prosperity. The list of objectives is demonstrated in Figure 6.

The tangible measurement criteria embedded in the objectives plays a vital role in later monitoring and assessment tasks, as it provides a clear base for later comparison and decision making.
1. THE VISION CAN BE DETAILED BY OBJECTIVES WITH MEASURABLE CRITERIA FOR SUCCESS

**10 OBJECTIVES OF THE SAUDI ARABIA’S E-GOVERNMENT INITIATIVE**

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔️ Objectives for the e-government initiative can be defined which should contain measurable criteria for success</td>
</tr>
<tr>
<td>✔️ They can represent a mix of government agency internal, user related and other objectives, e.g., national</td>
</tr>
<tr>
<td>✔️ This will guide the monitoring of the implementation</td>
</tr>
</tbody>
</table>

**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

Figure 6: Objectives for the Saudi e-Government Initiative

2. Stock Taking/ e-Readiness Assessment

Guided by the vision and objectives of the e-Government initiative a list of all services provided by governmental agencies must be identified through conducting a stock taking in each government agency.

The list of services obtained should detail each service with its key information elements for later analysis purposes. Key information elements cover the service group (G2G, G2B, and G2C), number of users, and frequency of usage, agencies affected by the service and agencies that participate in providing the service.

After compiling the list of services provided by government agencies, it is essential to assess each agency IT readiness for all prospected changes that e-Government projects will cause. The assessment should be conducted by the agency itself. The objective of the self assessment is to score the agency IT readiness in addition to recommending what the agency sees feasible for improvements. Furthermore, it is crucial to evaluate the service automation requirements and necessities.

Assessing the IT readiness covers several dimensions in the agency; Figure 7 illustrates three of the main dimensions with possible work streams to pursue the assessment.
3. Service Prioritization

In the strategy and design stage, services acquired through stock-taking must be prioritized for implementation. Sorting services for redesign and e-enablement is done through a selection process in which candidate services for implementation are catalogued and prioritized in a time-lined plan in accordance to predefined criteria.

Table: List of 150 Selected Government Services of Saudi Arabia

<table>
<thead>
<tr>
<th>Service ID</th>
<th>Service Name (Arabic)</th>
<th>Service Name (English)</th>
<th>Category</th>
<th>Theme</th>
<th>Most Directly Affected</th>
</tr>
</thead>
<tbody>
<tr>
<td>135</td>
<td>مساعدة على الصيدلة</td>
<td>Aid to Pharmacy</td>
<td>Health</td>
<td>Urgent</td>
<td>Health Ministry</td>
</tr>
<tr>
<td>136</td>
<td>مساعدات مالية لل빼ك</td>
<td>Financial Assistance</td>
<td>Economy</td>
<td>Urgent</td>
<td>Finance Ministry</td>
</tr>
<tr>
<td>137</td>
<td>تسهيلات تجارية للتاجر</td>
<td>Commercial Facilitation</td>
<td>Commerce</td>
<td>Urgent</td>
<td>Commerce Ministry</td>
</tr>
<tr>
<td>138</td>
<td>تسهيلات سكنية للتاجر</td>
<td>Residential Facilitation</td>
<td>Residential</td>
<td>Urgent</td>
<td>Residential Ministry</td>
</tr>
<tr>
<td>139</td>
<td>تسهيلات مالية للتاجر</td>
<td>Financial Assistance</td>
<td>Economy</td>
<td>Urgent</td>
<td>Finance Ministry</td>
</tr>
</tbody>
</table>

Figure 8: List of 150 Selected Government Services Saudi Arabia
In the Saudi e-Government initiative, the government services suggested from each government agency for redesign, e-enablement and implementation were selected according to the following criteria:\(^1\):

(i) Services that require a transaction between government and user at some point and do not merely involve display of information or queries and

(ii) Usability of the service was taken as the total of transactions related to the given topic (e.g., issuing a passport, renewing a passport and adding a child to a passport were all considered transactions within the same service)

The list of services was narrowed down, using insights from other countries’ experiences, to a total number of 150 service -refer to Figure 8- a number that is similar to what leading countries set out to implement during the first phase of an e-Government initiative.

After the selection of the top-priority 150 government services, these services needed to be prioritized with respect to implementation. Again, this was done using insights from the benchmarking with other countries. An extensive benchmarking of twenty countries' e-Government initiatives was conducted regarding (a) the services that these countries have chosen to redesign e-enable and implement at the very start of the initiative and (b) the dimensions and criteria that were used by the benchmarked countries for prioritizing the services identified.

Based on that, a prioritization criteria (illustrated in Figure 9) for Saudi government services was developed. This matrix focused on:

- **Impact**: Which services would, after redesign, e-enablement and implementation, produce the highest degree of improvement for the user of this service and the country at large?
- **Readiness**: Which services and their administering agencies are in a good starting position to guarantee successful redesign, e-enablement and implementation of the service within the required timeframe 2006-2010?
- **External Factors**: what are the services chosen for e-enablement in other countries e-Governments? Which services are less bounded with conditions and constraints for e-enablement?

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The prioritization criteria that were used by the Saudi e-Government resulted in three categories for implementation and are applied in three phases. These categories are:

**Category One**
Include six services to be implemented as pilot projects in the first twelve months of the initiative. These six services are selected based on their impact and readiness. Feedback and experience obtained as a result of implementing these projects will be utilized during the implementation of the other two categories. The ownership of these services is decided by Yesser program and is mainly assigned to the government agency associated with the service.

**Category Two**
20 e-services and application projects will start the second year. Candidate services for this category should be high in their readiness and impact.

---

**Key Learning**

**Successful pilot projects have to address a ‘wide audience’**

- A pilot project must have a wide audience
  - Affect a large number of citizens
  - Affect a large number of government units
- Must have compelling reason to adopt
  - Saves time
  - Saves money
  - Avoids dealing with corruption
  - Enforced by law, etc

**Best Practices Examples**

**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
- Purchases of all government agencies over $500 are mandated by law to be done over the Internet

**USA**
- 42% of tax returns were filed online because the government promised to pay them in less time / paper requests

**In your government agencies**

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

124 e-services and application projects will start the following three years. These services are developed building on the experiences acquired during the implementation of Category one and Category Two services.

In addition to the e-services projects in government agencies, the Saudi e-Government initiative includes other projects such as: applications on the national level for generic services that are not bound to one agency and integration projects to facilitate and support all other projects and applications across the kingdom.

4. **Process Mapping**

Aspired by one of the Saudi e-Government key believes, *e-Government is 80% about “government” and only 20% about “e”,* the effect of e-Government project on these services exceeds the automation results to improving the business processes of these services.

Improving business processes implies redesigning the services by a specialized team according to a well established BPR methodology\(^2\). This requires a deep understanding of the current status for processes in the organization to provide basis for developing the services/processes framework and set the change boundaries.

There are several methods of process documentation that records process parameters and flow of activities. The parameters mapped cover several levels including: communication interfaces and parties' involved, process owners and description of the process performance. Another method for process documentation is flowcharts which maps the process flow of activities and steps, clarifying as well who does these steps. Using this method will enrich the knowledge obtained about each process.

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**Key Learning**

*Redesigning processes is a must before automating them*

**About**

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

**Best Practices Examples**

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

**In your government agencies**

- 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

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\(^2\) For further information on BPR; please refer to *Guidelines on Business Process Redesign Methodology* booklet on Yesser Website
5. Process Redesign / IT Requirements

e-Government projects and initiatives aim to improve government services delivery and productivity which requires streamlining and enhancing services' processes structure and flow, obstacles sources and sight opportunities for improvements. Moreover, e-Government initiative adoption for electronic means and ICT tools as a facilitator for services improvements entails redesigning services to fulfill e-enablement demands and requirements.

BPR helps bridge the current organizational processes to a modified model that meet and provide the needed performance and quality desired.

By redesigning processes and services, improvements can be achieved. Applying a BPR methodology will bridge the current organizational processes to a modified model that achieves better performance best quality.

The main stages in BPR methodology; as illustrated in Figure 10 below; are:

1. Map existing processes
2. Define aspired end-state
3. Gap analysis
4. Design implementation plan

Each stage includes several activities and is ought to produce defined deliverables and outputs. It is essential to note that the sequence of stages in the methodology guarantees better change results.
6. Action Plan

The last step in the strategy and design stage is outlining the action plan for the e-Government initiative projects. This plan covers national and integration projects for the overall initiative in addition to planning e-services projects.

It is vital to note that the Action Plan addressed at this stage refers to the overall e-Government initiative managed by Yesser Program. This action plan must be aligned with agencies and entities in order to achieve best levels of cooperation minimize work redundancy.

The action plan contains all tasks needed to be done by the government agencies and engaged parties according to a well established time frame. It is the outcome of a team work effort supervised by the e-Government initiative steering committee and should be detailed in a sufficient way that allows follow-up and monitoring in later stages.

Structuring the action plan can follow several models, nevertheless, it must clarify the e-Government initiative's vision, objectives, projects to be implemented by government agencies, other infrastructure projects, roles and responsibilities and prioritize all the projects and tasks in a manageable time frame.

A proposed definition and structure for the action plan is shown in Figure 11.
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.

*Figure 11: Action Plan Definition and Structure*

Furthermore, Yesser program has outlined the components of the Saudi e-Government initiative action plan which are listed below and illustrated in Figure 12:

- Vision and objectives
- e-Services
- Cross departmental projects
- Infrastructure
- Organization
  - Governance
  - Funding
  - Change management
COMPONENTS OF E-GOVERNMENT ACTION PLAN FOR GOVERNMENT AGENCIES

- Vision & Objectives: Having a compelling and motivating vision to drive the initiative as well as clear and specific objectives to guide implementation.
- E-Services: Describing all the service improvements aimed for by redesigning the government agency’s services, e.g., availability whenever and from wherever.
- Cross-departmental projects: Providing major cross-departmental applications as a catalyst for increasing efficiency and effectiveness of government agencies.
- Infrastructure: Building a reliable infrastructure (incl. data and technical layer) in compliance with YEFP standards and building on e-government infrastructure.
- Organization: Having a dedicated organization embedded in an appropriate governance model, with an effective funding mechanism and a broad change management initiative.

* Yesser Framework for Interoperability, **Not applicable for all government agencies

Figure 12: Saudi e-Government Action Plan Components
4.2.2 Implementation Phase

The second phase of the e-Government approach is the implementation phase where the action plan outlined in the strategy and design phase is implemented.

The implementation phase is a continuous phase in which its elements function and overlap during the whole project period. And through which several principles are achieved and attained; among these principles is guaranteeing the buy-in of the e-Government strategy from all engaged stakeholders, including government agencies, employees and users through clear communication management and planning.

Another essential principle is managing the change brought by the e-Government projects and facilitating the adaptation and the buy-in of the e-Government projects by following a coherent change management approach.

A- Communication Plan

End users and government agencies employees are mainly affected by the change the e-Government projects bring. E-Government services improvement and enablement to become e-Services is achieved through changing the classical work flow for end users best interest.

Therefore, it is vital to communicate the e-Government initiative main components to end users and employees to facilitate their adaptation for the initiative projects and changes.

Delivering the strategy and its components should follow a structured approach that covers all stakeholders and ensures conveying the right message of the initiative and all related requirements and consequences.

Seven steps can be taken into consideration when developing a communication plan. These steps are listed below and illustrated with further details in Figure 13 are:-

1. **SWOT Analysis:** analysis of the organizational situation against four factors: Strengths, Weakness, Opportunities and Threats.
2. **Stakeholder Identification:** The identification of the audience addressed in the

---

**Key Learning**

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

**About**
- 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.

**Best Practices Examples**

<table>
<thead>
<tr>
<th>Country</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brazil</td>
<td>Brazil launched mobile units in Bahia State equipped with computers to go to 400+ communities in rural areas without access to ICT</td>
</tr>
<tr>
<td>India</td>
<td>India has placed touch-screen kiosks in 177 villages in Karnataka state</td>
</tr>
</tbody>
</table>

**In your government agencies**
- 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 ATM's 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
communication plan. The audience consists of the persons that will receive the messages as well as any possible affected parties by the delivered messages.

3. **Stakeholder Analysis**: the analysis of stakeholder’s categories and characteristics. In addition to stakeholder’s tasks analysis and investigation: stakeholder’s roles and responsibilities and questions to address.

4. **Key Communication Choices**: Based on the analysis conducted, a communication strategy should be defined with clear goals and objectives.

5. **Message Development**: According to the analysis outcome and grouping, communication messages should be clarified and developed to ensure most possible delivery acceptance.

6. **Channel Audit**: Assessing in this step best addressing mechanism for each stakeholders group taking into consideration communication objectives messages delivered demands.

7. **Stakeholder Action Plan**: Developing the communication action plan is the required outcome of the seven steps approach conducted, which contain a detailed time-planned activities to ensure e-Government initiative Buy-In and adoption.

### 7 STEPS CAN BE TAKEN TO A COMMUNICATIONS PLAN

![Figure 13 Communication Plan](image)

Figure 14 below, illustrates in more depth Step Two in the communication plan; stating ways to communicate the strategy to stakeholders and the analysis tasks to be conducted to assure best interaction rates with the strategy.
To ensure high levels of buy-in, it is essential for the communication plan to allow feedback from users whether they are citizens, government agencies or businesses.

Feedback obtained from government agencies should consider the effects of e-Government projects on agencies private vision and strategy.

From citizens and businesses, it is important to observe projects consequences on services relevance to public, citizen’s adoption rates and acceptance and business particular demands and feedback.

In addition to creating communication and feedback channel to e-Government officials. To benefit from feedback, improve communication end results and facilitate change management performance.

### Key Learning

**Citizens need to proactively asked for feedback**

**About**

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

**Best Practices Examples**

**Brazil**

Brazil website allows citizens to send feedback messages to the federal government.

**Singapore**

Singapore website asks for feedback on—How to cut red tape—How to reduce government spending

**Europe**

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.

**In your government agencies**

Your agency is offering its services to users and you will need to involve these users in the process to maximize the probability of success of this new channel. Feed back from users can be solicited to enhance the decision-making process.
B- Change Management

Due to the vast changes initiated by the e-Government projects on work environment and social aspects, opposition to the e-Government initiative is expected to rise.

Lack of enthusiasm for participating and facilitating e-Government projects can be a common attitude between all affected stakeholders.

Government agencies executives and employees might fear that changes brought may affect their roles or take many of their privileges. Also Customers might not feel certain about services efficiency and security after redesign or automation. Another important reason for resistance is stakeholders unfamiliarity with technology incorporated through change.

Neglecting expected resistance - in any possible form – will negatively affect the projects’ progress and hinder the desired results. Thus it is vital to manage and solve change adaptation possibilities and channels of acceptance and rejection to ensure higher users' adaptation for the initiative projects.

Managing change should follow a planned strategy that covers all engaged stakeholders and foresee change elements and consequences; through adhering to a dedicated change management approach and theory that offers a complete study for raising adoption rates and minimizing resistance.

Hence, the e-Government initiative strategy should embrace motivation methods to ensure user adoption of the changes and provide monitoring methods to eliminate aspects that may affect user's acceptance and involvement.

The change management strategy should contain several motivational methods and reinforcement mechanisms to facilitate and guide changing mindsets and behaviors such as: positive role modeling, the use of compelling and energizing stories, plans to develop the right skills and the use of formal mechanisms. Further details on these methods are illustrated in Figure 15.

As a motivational method Positive Role Modeling advocates that the new design leaders and change agents –i.e. executives and key figures- to role the newly required behaviors; this will encourage employees to adopt changes smoothly.
In addition, Figure 15 describes the use of compelling stories and Quick-wins to boost employee’s acceptance for the change brought by e-Government initiative. They ensure to employees or reluctant stakeholders that change brought will be in their best benefit and will lead to better results for them and for the organization as a whole, like it did in the mentioned stories and Quick-wins.

Therefore, the selection of Quick-wins and compelling stories should be done taking into consideration the targeted audience characteristics and the Quick-wins nature and characteristics.

**Key Learning**

Projects and quick-wins need to be publicized

**About**
- publicize projects to inform and educate audience, thus increase adoption
- publicize quick-wins to excite public and government employees
- Use different media channels

**Best Practices Examples**

U.K  
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

**In your government agencies**

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.
Selected Quick-wins and compelling stories could be conveyed to the audience through the use of different media channels such as distributing leaflets, publishing the stories on the organization internal bulletin board and conducting seminars about them.

It is advised to communicate first information about services that have a higher chance for adoption and acceptance in order to push and facilitate adoption for other changes.

The change management approach to be followed should test and analyze change demands for new processes and services before formal launching.

This analysis should produce a complete list of requirements needed to manage the change process. Change management should mainly focus on soft skills and training required to prepare and empower employees with the suitable tools, knowledge and skills to do their tasks the best way.

Skills required include functional skills related to employee's role in specific and associated awareness about e-Government concept and initiative.

Change management approach must be also concerned with customers and the affect of change on them. Therefore, it is important to facilitate change according to customers' needs and abilities. This could be accomplished through offering learning toolkits and educational materials (reading documents and help guidelines) to assist using the newly redesigned services.

The final mechanism mentioned in Figure 15 is the use of formal enforcement mechanisms to ensure adoption; through the use of structured measurements and monitoring approach, users will be forced to adopt changes to improve their performance and productivity as a progress condition for their work. By that, employees will be more willing to adopt change to improve their work and be rewarded in return.

### Key Learning

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

**About**

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 build in administering the new services.

**Best Practices Examples**

- **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.

**In your government agencies**

- 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 that government employees are able to use the automated systems.
C- Service Implementation

Efforts in the strategy and design stage formed a prioritized list of services for implementation and a consistent action plan to organize e-Government projects in a timely frame.

A successful implementation of the services should take into consideration the following main focus issues which are: monitoring and control; Projects funding and nature; and organizational setup role and responsibilities. Each focus issues consist of several tasks and functions critical to the success of the implementation phase.

Those associated tasks are not strict for all projects. Several other tasks may arise according to project necessities and nature. Therefore, the supervising committee’s role is to arrange those tasks and assign them.

Monitoring projects processes and control is needed across all projects to ensure in-time implementation of projects or to identify changes necessary for e-Government projects to be successful.

Depending on the project demands, the project manager or an exterior Project Management Office (PMO) should monitor projects progress through several evaluation and control techniques.

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**Key Learning**

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

**About**

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

**World Examples- Best Practices Examples**

Russia

Russia’s e-government program is practically non-existent because of an inappropriate governance model and lack of funding

Germany

Germany’s citizen services are mostly at the information and interaction levels, seriously lagging other countries such as UK and Sweden

**In your government agencies**

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.
### Structure of Status Update Report

<table>
<thead>
<tr>
<th>Description</th>
<th>Management Summary</th>
</tr>
</thead>
</table>
| 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. | - Current project status (delayed/on track/ahead of schedule/completed)  
- Remarks on progress  
- Actions necessary |

<table>
<thead>
<tr>
<th>Basic Information</th>
<th>Status Information</th>
<th>Status Evaluation</th>
<th>Action Recommendations</th>
</tr>
</thead>
</table>
| - E-government project goal  
- E-government project description  
- Benefit/budget (plan)  
- Timeline  | - 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.) | - Evaluation of project status vs. plan (red-yellow-green traffic light system)  
- Red: "severe delays"  
- Yellow: "some issues"  
- Green: "on schedule"  
- Checkmark: "closed" | - 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 |

#### Figure 16: Structure of Status Update Report

To monitor and evaluate project progress, a periodic reporting structure must exist to deliver basic project information, status information for project tasks, and current status verses plan evaluation from specialized team to the management. The reports should also contain the working team recommendations and comments. Figure 16 above illustrates the structure of an *Update Status Report*.

The second focus issue associated with implementation is funding; In order for the projects of the action plan to become a reality, substantial funding has to be secured, as the key Learnings from best practices show. To this end, a central National e-Government Fund should be established and managed by a dedicated ministerial entity (i.e. the Ministry of Finance). Three different funding mechanisms can be distinguished:

- **Full Central Funding**  
  Financed fully by the assigned entity out of the central National e-Government Fund; granted to government agencies implementing e-Government projects contained in the e-Government Action plan.

- **Central Co-Funding**:  
  Financed partially out of the central National e-Government Fund and partially by individual government agencies' budgets; granted to individual agencies for projects newly proposed and submitted for central co-funding.
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 as follows:

- 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.

More detailed description on the Private-Public-Partnership (PPP) is illustrated in Figure 17 below.

Key Learning

**e-Government initiatives require substantial funding to be successful**

**About**

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.

**Best Practices Examples**

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

**In your government agencies**

Make sure that significant funding is allocated to e-government up front, and that the funding process works smoothly so there are no delays midway during implementation.

---

**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**

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

---

**Figure 17: PPP Funding Mechanism**
Deciding on the funding mechanism for each project depends on detailed analysis for the project nature, implementation possibilities, other strategic goals and objectives. For example, projects with full central funding should be projects with important value to the e-Government initiative like projects that serve several ministries. As for projects assigned to (PPP), the choice depends on financial needs, project nature as it needs long time for implementation.

**C EXAMPLES OF POTENTIAL CANDIDATES FOR PPP PROJECTS: FUNDING AND REVENUE SOURCE**

![Diagram showing examples of potential candidates for PPP projects.](image)

*Figure 18: Deciding Funding Mechanism for Projects*
The last focus issue associated with implementation is the organizational setup roles and responsibilities. As mentioned earlier in this chapter, Yesser Program leads the Saudi e-Government initiative; consequently, it plays a crucial role in the initiative success. For each step in the approach, Yesser Program can help in providing support and sustain the availability of materials.

Yesser Program can provide enormous help for projects by proposing risk management support, guiding funding mechanism and the overall control and guidance for the initiative and its projects.

Figure 19 illustrates the help Yesser Program can provide during implementing the e-Government project, clarified through the approach stages and steps.

### Key Learning

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

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

#### Best Practices Examples

**Malaysia**
- Malaysia partners with a private company to create and run its e-procurement service under a Build Operate Transfer (BOT) agreement

**Japan**
- 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

#### In your government agencies

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.
5 Success Factors for e-Government Initiative

Analysis has shown that there is a general set of success factors that affect e-Government projects. This chapter will clarify the success factors for the e-Government initiative in general and the success factors that specially address the Saudi e-Government project. In addition, this chapter will explain how to address these factors in order to increase the chance of success and/or reduce the chance of failure in your e-Government project.

Success Factors for e-Government Initiative

1. Organization

- Ensure project management is in place including—Project Manager with a clear responsibilities and empowerment—dedicated working team comprised of
- Key business process owners
- IT department employees
- Get buy-in and support from the minister and other key decision makers at the government agency and have regular reviews scheduled
- Set up clear organization structure with defined, action-oriented escalation procedure, e.g., along Yesser example

2. Mapping/Redesign

- Have a clear description of scope and results
- Use pilot services to gain experience and to achieve first tangible results
- Use benchmarking as source of input for issue analysis and redesign
- Let outsiders do the process mapping to ensure objective issue analysis, but develop redesign in working team, i.e., with key business process owners
- Think bold and do not let perceived obstacles limit your solution space for service redesign
- Include end user perspective in redesign by conducting end user interviews or surveys
- Ensure compliance with Yesser Framework for Interoperability (YEFI)

3. Implementation

- Secure sufficient funding early on
- Consider the need to write an Request For Proposal (RFP) early on in detailing the redesign and IT requirements
- Clearly define contractually scheduled results/responsibilities for IT vendor
- Ensure sufficient monitoring and reporting with comparison to planning within the setup of the initiative
- Analyze project risks periodically
### KEY SUCCESS FACTORS FOR ANY E-GOVERNMENT INITIATIVE

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

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Mapping/Redesign</th>
<th>Implementation</th>
</tr>
</thead>
</table>
| • Ensure project management is in place including  
  – Project manager with clear responsibilities and empowerment  
  – Dedicated working team comprised of  
  • Key business process owners  
  • IT department employees  
  • Get buy-in and support from the minister and other key decision makers at the government agency and have regular reviews scheduled  
  • Set up clear organization structure with defined, action-oriented escalation procedure, e.g., along Yesser example | • Have a clear description of scope and results  
• Use pilot services to gain experience and to achieve first tangible results  
• Use benchmarking as source of input for issue analysis and redesign  
• Let outsiders do the process mapping to ensure objective issue analysis, but develop redesign in working team, i.e., with key business process owners  
• Think bold and do not let perceived obstacles limit your solution space for service redesign  
• Include end user perspective in redesign by conducting end user interviews or surveys  
• Ensure compliance with Yesser Framework for Interoperability (YEFI) | • Secure sufficient funding early on  
• Consider the need to write an RFP early on in detailing the redesign and IT requirements  
• Clearly define contractually scheduled results/responsibilities for IT vendor  
• Ensure sufficient monitoring and reporting with comparison to planning within the setup of the initiative  
• Analyse project risks periodically |

**Figure 20: Initiative success factor**
6 Useful readings

- E-Government
  - http://www.auditor.leg.state.mn.us/ped/pedrep/0208all.pdf
  - http://www.itu.int/wsis/
  - http://www.itu.int/
  - http://www.itu.int/

- Saudi e-Government
  - www.Yesser.gov.sa
  - www.saudi.gov.sa

- Benchmarking
  - http://www.benchmarking.com/
7 Glossary

- **Action Plan**
  A description of various steps, including milestones, timeline to be performed in a specified project

- **Automation**
  The act of implementing the control of equipment with advanced technology; usually involving electronic hardware; "automation replaces human workers by machines

- **Benchmarking**
  Comparing an organization's performance to that of other organizations or companies using objective and subjective criteria to identify the best practice and to learn how to lower costs, reduce defects, increase quality, or improve outcomes linked to organization or company excellence

- **Business Process Re-design (BPR)**
  A management approach aims at improvements by means of elevating efficiency and effectiveness of the processes that exist within and across organizations, through the analysis and redesign of workflow and business processes

- **Change Management**
  The practice of administering changes with the help of tested methods and techniques in order to avoid new errors and minimize the impact of changes

- **Communication management**
  Systematic planning, implementing, monitoring, and revision of all the channels of communication within an organization and between organizations

- **Customer Oriented**
  Refers to the orientation of a company to the needs and behaviors of its customers, rather than internal drivers (such as the quest for short term profit)

- **Effectiveness**
  Ability to achieve stated goals or objectives, judged in terms of both output and impact

- **Efficiency**
  The ratio of total output power to input power expressed as a percentage

- **E-Government**
  The use of Information and Communication Technologies (ICT), to promote more efficient and effective government services and provide better accessibility of these services by users

- **e-Government Portal**
  A web "super site" that provides a variety of services including web search, news, e-mail, discussion groups, shopping and links to other sites through using information and communication technology (ICT) to exchange information
E-services
Government services re-designed, automated and provided to users through electronic means like websites and portals. These services are available 24 hours a day, 7 days a week from just about any computer with an internet connection.

Government-to-Government (G2G)
Online communication and e-based forms of interaction between Government entities.

Government-to-Customers (G2C)
Online communication and e-based forms of interaction between Government and Customers.

Government-to-Business (G2B)
Online communication and e-based forms of interaction between Government and Businesses.

Key Performance Indicators (KPIs)
Quantifiable measurements, agreed to beforehand, that reflect the critical success factors of an organization.

One Stop Shop
Government services offer to customers. The idea is to provide convenient and efficient service and also to create the opportunity for the government to provide services at one physical location.

Process
A series of actions, changes, or functions bringing about a result.

Project Management
The application of knowledge, skills, tools and techniques to a broad range of activities in order to meet the requirements of the particular project.

Project Management Office (PMO)
The office responsible for establishing, maintaining and enforcing project management processes, procedures, and standards. It provides services, support, and certification for project managers.

Quality Control
Inspection, analysis and action required to ensure quality of output.

Risk Management
The optimal allocation of resources to arrive at a cost-effective investment in defensive measures within an organization; it works through allocating risks, define methods to avoid them and recovery plans if expected or non expected risks occurred.

Stakeholder
A person, group, or business unit that has a share or an interest in a particular activity or set of activities.

Subject Matter Expert (SME)
A person expert in a particular area with technical knowledge and skills.
SWOT Analysis
An analysis model that identifies an organization's Strengths, Weaknesses, Opportunities and Threats. Specifically, a model that assesses what an organization can and cannot do as well as its potential opportunities and threats.