Key Issues

1. What criteria and categories should be used for assessing eServices investment proposals?

2. How can the value of IT be defined in this context?

3. How can government IT programs be assessed to ascertain their real value, to review objectives and to rebalance resources?

4. How can the readiness of services for e-enablement be judged?
Enabling eServices

Transformation

Funding stream
Big browser
Agency identity

Transaction

Competition
Privacy
Authentication
Transaction fees

Interaction

Information fees
Public response

Presence

Approval level
Public domain

existing procedures
amended procedures
revised laws
new laws
constitutional changes?
E-Government/ Digital Society

What
Transformation of internal and external public-sector relationships ...

How
... through Internet-enabled operations, information and communication technology ...

... to optimize government service delivery, constituency participation and internal government processes.

Policies, laws and regulations supporting digital society and e-government

E-Government

E-Governance

Regulatory framework

Infrastructure development

Education and learning

Economic development

Digital Society

Advanced in the adoption of the connected economy
Time Lag for High Impact Services

- Cost and Complexity
- Interaction
- Transaction
- Transformation/Integration

Value for Constituents

Time
Gartner Strategic Planning Assumption

Through 2008, over 80 percent of eServices initiatives that are not funded through either external sources or pooling resources from multiple agencies will fail (0.7 probability).
Funding Sources

Requirements
- An articulated strategy for funding and cycles
- Clearly defined selection criteria
- Life cycle justification process
- Enterprise (e-government) architecture

Diagram:
- Innovative
  - innovation charges
  - executive order
- Traditional
  - unused appropriation
  - direct appropriation
- Internal
- External
  - value-added fees
  - transaction fees
  - reverse user fees
  - user fees
eServices in Context

- What problem exists that must be solved?
- What stakeholders does this problem affect?
- What solutions are available?
- What are the benefits of each solution?
- What is the relative cost of each solution?
- What stakeholders are affected by the solution?
- How can these stakeholders affect my political future?
- How shall this solution be funded?
- What other problem goes unsolved?
Digital Oman - Objectives, Initiatives and Requirements

**OBJECTIVES**
- Enhance economy
- Information Age job opportunities
- World-class local IT capabilities
- Enhanced image internationally
- Modern life-style while retaining culture

**INITIATIVES**
- Public Sector
- Business community
- Developing local IT resources

**REQUIREMENTS**
- Road Map
- Technology Plan
- Infrastructure Plan
- Quick Wins
- Best Practices
- Education Plan
- Industry/business/government links
- Security Plan
- Implem. Structures
- Legislation guide
Prioritising eServices
Clear Thinking On Priorities

<table>
<thead>
<tr>
<th>Priority</th>
<th>Main Focus Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficiency</td>
<td></td>
</tr>
<tr>
<td>Better service</td>
<td></td>
</tr>
<tr>
<td>‘Digital Oman’</td>
<td></td>
</tr>
<tr>
<td>Image of Oman</td>
<td></td>
</tr>
<tr>
<td>Digital divide</td>
<td></td>
</tr>
<tr>
<td>Young population</td>
<td></td>
</tr>
</tbody>
</table>

- E-Gov
- Processes
- Education
- Telecomms
- Foreign Inv.
eServices are Multi-channel
5 Pillars of IT Value

- Economic development
  - Speed to market
  - Increased consensus
- Operational efficiency
  - Constituent reach
  - Reduced transaction cost
  - Increased organizational agility

IT Value Achievement

Context (Ever-Changing)

- Strategic Alignment
- Direct Payback
- Process Impact
- Architecture
- Risk

Political priorities
- Regulations
- Citizen demands

Business demands
- Economic situation
5 Pillars of IT Value

Gartner recommends that ITTS evaluate potential IT investments through five perspectives (including the financial one) or, as we prefer to call them, the “five pillars.” The five pillars are:

**Strategic Alignment:** The alignment of the IT investment strategy with the realization of the goals and objectives of the Government.

**Business Process Impact:** The impact on the requirement to redesign business processes, more closely integrate the supply of public services or to undertake similar process-intensive initiatives.

**Architecture:** The integration, scalability and resilience of the databases, operating systems, applications and networks currently being implemented and planned. The architecture should already be based on business drivers.

**Direct Payback:** The conventionally understood “benefits” a project can deliver, such as cost savings and better information.

**Risk:** Identifying the exposure of the proposed investment to failure or underachievement.
Strategic Alignment
Strategic Alignment Factors

- Enhance economy
- Information Age job opportunities
- World-class local IT capabilities
- Enhanced image internationally
- Enhance national security
- Foster ICT start-ups and entrepreneurship generally
- Encourage foreign direct investment (FDI)
- Enhanced social cohesion (e.g. by reducing the internal Digital Divide)
- Modern life-style while retaining culture
Business Process Impact
Business Process Impact Considerations

- Develop cross-Ministerial processes
- Embedding inefficient processes in the eService
- Support more flexibility in processes where required
- Support integration with external entities
- Better leverage of data resources
- Supports continuous improvement
Company Reg. After BPR

E-Payment Gateway

Search commercial name
Reserve name
Fill application online

BPM assumes overall control and removes manual intervention
Scan documents
Manual
Send to Ministries
Set inspection date
Request Decision
Contact Client

Accept Payment online
Validate Application
Request needed documents

Archive Record
Complete other tasks and issue permits at shop

Manual
Architecture
Architecture Considerations

Consistency with overall ITTS standards including (but not limited to):

- Government Nervous System (GNS)/Interoperability
- Applications architecture
- NRS/ Smart card
- E-Payments infrastructure
- Überportal

Scalability/accommodation of peak loads

Supports and is consistent with Col structures

Supports and is consistent with Life Event structures

Security/reliability/stability

Integrates with national information architecture

Support national objectives (e.g. a Linux initiative)
Government Architecture Overview
Architecture and Cols

- Ministry of National Economy
- Civil Services
- Business Col
- Manpower
- Commerce & Industry
- Government Network (ATM)
- Government Nervous System (ATM)
- Government Network (ATM)
- Ministry of Finance
- Ministry of Health
- Health Col
- Royal Oman Police
- Hospitals/Clinics

High speed links (ATM) provided by OmanTel. Provides the infrastructure nervous system provides the intelligence.
Cols Within the Oman Government
<table>
<thead>
<tr>
<th>Col</th>
<th>Functions</th>
<th>Involved Entities</th>
<th>Business Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Affairs</td>
<td>Civil affairs of citizens and residents related to the normal life of a citizen</td>
<td>ROP, MOH, MOMP</td>
<td>NRS, Labor information, Health system (birth-death registration)</td>
</tr>
<tr>
<td>Health</td>
<td>Health related and medical coverage and provision</td>
<td>MOH, hospitals</td>
<td>Health Information systems, hospitals HMIS, ...etc.</td>
</tr>
<tr>
<td>Education</td>
<td>Basic, undergraduate, postgraduate, vocational education</td>
<td>MOE, MOHE, schools, universities</td>
<td>Vocational training, education management systems, examination systems, ...etc.</td>
</tr>
<tr>
<td>Utilities</td>
<td>Infrastructure services such as water, electricity, housing, ...etc.</td>
<td>MOHEW</td>
<td>Approvals, utilities planning, application for utilities</td>
</tr>
<tr>
<td>Labor &amp; Employment</td>
<td>Workforce management, labor related issues, employment management, ...etc.</td>
<td>MOMP, MOCs, PASI</td>
<td>Labor Information, Local Employment, National Manpower systems</td>
</tr>
<tr>
<td>Legal</td>
<td>Laws, courts, public prosecution, judiciary</td>
<td>MOJ, MOLA</td>
<td>Laws database, Court systems, Official Newspaper</td>
</tr>
</tbody>
</table>
Starting a Business

- New Company Registration
- Registration of Dealerships acquired by Omani Companies
- Registration of Trade Marks in Oman
- Registration of Industrial Establishment
- Register as Supplier
- Register Companies & Issues Certificates
- Registration of Expatriate Workers Data
- Register Publicly Traded Companies
- Registration of Public Sector Works
- Register a rent contract
- Registration of Job Vacancies in Omni Entities (MOMP)
  - Registration of Omani Labor Seeking Jobs
  - Registration of Public Sector Works Workers

- Issue License/Permit

- Apply for New Company license
- Arrange Inspection
- Applications for Certificate
The Uberportal

- A portal that acts as the single top-level interface over all other portals and websites.
- Is the individual’s personalized doorway into the enterprise.
- Should be a thin, wide horizontal portal.
Direct Payback
Direct Payback Considerations

<table>
<thead>
<tr>
<th>Reduced transaction costs</th>
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<tbody>
<tr>
<td>Faster processing of transactions</td>
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<tr>
<td>Enhanced security through reduced use of cash</td>
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<tr>
<td>Higher public sector productivity</td>
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<tr>
<td>Fee payments for e-transactions</td>
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<tr>
<td>Better and faster information for senior management</td>
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</tbody>
</table>
Risk
Risk Considerations

- Size and scale of project (larger the more risky)
- Lack of appropriate skills of participants
- Supplier problems (skills, financial, takeover target)
- Uncertainty from annualised funding
- Lack of support from key stakeholders
- Definitional uncertainty
- Regional instability (e.g. terrorist events)
- Inadequate contractual arrangements with suppliers
- Inadequate or fast-changing governance
eServices Readiness Factors

- **Value** has been determined as per the Gartner framework
- There is clear **demand** for the service
- Users are **capable** of using it
- There are **incentives** in place for using it
- The availability of the service has been **publicised**
- Back-end business **processes** are in place and tested
- **Systems integration** has been implemented and tested
- **Security and privacy issues** have been addressed and publicised
- **System performance** has been tested and is adequate
- Potential **legal problems** have been addressed
- Potential **peak volumes** have been allowed for
- A service **owner** has been assigned
- **Community of Interest requirements** have been addressed
- **Failover** measures in place
Using Metrics - Example

<table>
<thead>
<tr>
<th>Political Return</th>
<th>Political Management</th>
<th>Supply Management</th>
<th>Support Services</th>
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<tbody>
<tr>
<td>Consensus and Participation</td>
<td>Policy Alignment</td>
<td>Social and Economic Development</td>
<td>Consistent Responsiveness</td>
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<td>Supplier/Partner Effectiveness</td>
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<td>Internal Operational Efficiency</td>
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<td>Human Resources Responsiveness</td>
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<td>Operational Efficiency</td>
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<td>IT Responsiveness</td>
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<td>Finance and Regulatory Responsiveness</td>
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<td>Constituent Value</td>
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<td>On-Time Delivery</td>
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<td>Total Cost of Use Improvement</td>
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<td>Constituent Value Increase</td>
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<td>Service Accuracy</td>
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<td>Service Performance</td>
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<td>Customer Care Performance</td>
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<td>KPI Effectiveness</td>
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Meaningful Accountability

• Accountability for benefits realisation and risk management, if applied at all, are applied in a haphazard and unbalanced way
• The wrong people are given the wrong accountabilities
• Those made accountable do not get empowered to discharge their accountabilities
• Accountabilities do not get supported by appropriate metrics

Mishandling of the accountability issue is one of the biggest contributors to IT’s poor business contribution
Implementation Planning

- Deliverables
- Milestones
- Accountabilities
- Success & Risk Factors
- Metrics
- Cost Estimations
The Value of a ‘Quick Win’

The ‘morale’ impact of an early successful project cannot be overstated.

- Low cost
- Fast implement
- Low risk
- High profile

But if the risk is not managed the impact could be counter-productive.