Kingdom of Bahrain

eGovernment Towards a Better Life

eGovernment Strategy

Summary

2007 - 2010

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eGovernment Towards a Better Life

eGovernment Strategy (Summary)

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Preface

Governments around the world are leveraging advances in Information and Communication Technologies (ICT) to enhance their service delivery mechanism so as to improve citizen satisfaction towards government as well as gain competitive advantage over other nations in attracting investments. This move has created a focus on establishing common service centres, characterized by the following steps:

- Unbundling front-end citizen focused services from governance
- Integrating departments and ministries vertically and horizontally
- Involving private participation in government services
- Business Process Reengineering (BPR) to exploit technology advancements
- Reduction in cost of service delivery

The Kingdom of Bahrain appreciates the importance of eGovernment and has therefore, undertaken a comprehensive programme to implement eGovernment in a phased manner.

As a part of this programme, major projects such as the Government Data Network (GDN), Smart Card and eGovernment Portal have been launched to propel the Kingdom to a leadership position in eGovernment. The impetus of the Kingdom on leveraging ICT has resulted in a high degree of intra-ministerial computerization and a superior ICT infrastructure. However, The Kingdom needs to focus on service delivery to its citizens in order to optimally utilize the infrastructure that has been created, and at the same time to graduate to the next level in the eGovernment arena. Furthermore, there is a need for the development of common standards, policies and a higher degree of coordination amongst ministries towards the achievement of common national goals.

With the Kingdom's increasing focus on customer service delivery, it is imperative to develop a Kingdom-wide strategy and an implementation plan to harness the synergies developed till now. It is also important to develop capabilities in various government institutions so that eGovernment initiatives, both current and future, may be implemented with minimum wastage of time and effort, yielding the desired benefits. Priority and feasibility planning of the provisioning of various services is critical to channel - limited resources in the right direction. Additionally, as technology investments and their proposed returns are always questioned, effective monitoring and evaluation of each and every project is imperative to ensure that every endeavour delivers the expected outcome.

The Kingdom has set-up a Supreme Committee for Information and Communication Technology (SCICT) and Technical Committee for Information and Communication Technology (TCICT) to provide direction and decision to developing and implementing a comprehensive eGovernment strategy. It is with this background that PricewaterhouseCoopers (PwC) has been engaged to prepare an eGovernment strategy for the Kingdom of Bahrain. This document summarizes the eGovernment strategy, along with the action plan to implement the initiatives identified.

Kingdom of Bahrain
eGovernment Towards a Better Life

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1. eGovernment Strategy for the Kingdom of Bahrain

The eGovernment strategy for the Kingdom of Bahrain is focussed on ensuring effective delivery of government services to citizens, residents, businesses and visitors (customers). The eGovernment strategy is summed up by:

"Delivering Customer Value through Collaborative Government"

The Kingdom regards recipients of government services as 'customers' and not 'beneficiaries', i.e. looking at citizens, businesses and others as customers with 'unique needs and requirements.' There are two key implications of the customer concept:

1. Customers have 'choices' and demand 'services'

Customers have different needs and differing requirements in terms of how these needs are to be serviced. Fundamental to this fact is the expectation of better service and service levels. Customers increasingly want to know how long it will take to solve a problem or remedy a situation. The concept of choices and service is especially true for delivery of government services, as a government cannot chose its customers and yet it needs to serve all.

2. They demand 'value for money'

Customers are not willing to pay for basic services that are part of standard governance responsibilities of the government. Even when the government is able to extend the effectiveness of the service delivery model through innovation, customer's willingness to pay is driven by value for money. This necessitates government to be efficient. The Kingdom will need to continuously seek ways to reduce cost for availing government services.

To deliver customer value, the Kingdom is committed to ensuring a collaborative government wherein a 'no-wrong-door' policy is implemented. This will allow the customers to avail services in an integrated manner in a situation where multiple agencies are connected and collaborate to provide a service. The concept of collaborative government goes beyond government, also including the private sector and the non-government sector. The Kingdom is committed to leveraging the complementary skills of the private and non-government sector to deliver services to customers.

1.1 Vision

The eGovernment Vision for the Kingdom of Bahrain is stated as follows:

> **"To be the eGovernment leader committed to provide all government services that are integrated, best-in-class and available to all through their channels of choice helping Bahrain transform as the finest country in GCC to visit, live, work and do business"**

	Elements of Vision
1	eGovernment leader
2	All government services
3	Integrated, best-in-class
4	Available to all (inclusive society)
5	Channels of choice

The vision of the eGovernment strategy has five key elements.

1. **eGovernment leader** – The Kingdom of Bahrain aspires to maintain and improve upon its position as a regional eGovernment leader that is committed to using leading edge technologies to serve and provide value to its customers. It aspires to be recognized as a leaer that countries in the region look up to and learn from.

2. **All government services** – The eGoverment strategy for the Kingdom is focussed on the provisioning of services to customers, and in this respect will work towards electronic enablement of all key services (comprising over 90% of transactions today).

3. **Integrated, best-in-class** – The Kingdom will strive to increase satisfaction levels of customers with government services by redesigning processes in a customer-centric fashion. Services will be delivered such that customers interact with one 'government' rather than multiple agencies. Service levels will be communicated upfront and religiously adhered to.

4. **Available to all (inclusive society)** – Given that governments do not choose their customers, the Kingdom of Bahrain will ensure effective delivery of applicable government services to all, irrespective of their education, nationality, age and income.

5. **Channels of choice** – In order to achieve the above, the Kingdom will provide customers multiple channels for availing government services. A 'no- wrong-door' policy that allows customers to avail a service through multiple channels will be implemented.

1.2 Outcomes and Targets

In order to ensure that the success of the vision can be measured and monitored, the strategy defines outcomes and targets as surrogate measures whose achievement can be measured. Table 1.1 below summarizes outcomes and targets for 2010 to be achieved by the Kingdom as part of the eGovernment strategy. Apart from targets for 2010, the strategy also identifies interim targets that would be tracked as part of the monitoring and evaluation process (as explained in Table 1.2).

Table 1.1 Vision, Outcomes and Targets

Elements of Vision	Outcomes	Targets 2010
1 eGovernment Leader	Improvement in UN eGovernment Readiness	• Top 5 in Asia & Number 1 in GCC • 2 projects winning international awards
2 All Government Services	Electronic enablement of all key services	• 150 most commonly used services • 60% reduction in turnaround time
3 Integrated, Best-in-class	Movement on Customer Satisfaction Index	• 80% Customer Satisfaction • Rating of 6 on Government Transformation Index • 25% reduction in cost of compliance
4 Available to all (Inclusive Society)	Access to services irrespective of education, nationality, age and income	• 75% services delivered through other than agency counters
5 Channels of Choice	Availability of multiple channels	• National Contact Centre • 15 Common Service Centres • Mobile Gateway • eGovernment Portal
	helping Bahrain transform as the finest country in GCC to visit, live, work and do business	

Table 1.2 Outcomes and Targets

Outcomes and Targets	Description
eGovernment Leader **Outcome 1: Improvement in UN eGovernment readiness assessment** **Target 1 – Top 5 in Asia, Number 1 in GCC** The Kingdom aims to be rated amongst the top 5 countries in Asia and the top country in GCC in the UN eReadiness Assessment Survey by 2010. **Target 2 – Two international awards** By 2010, two of the eGovernment projects from Bahrain should receive international recognition for good practices/ best practices in the use of latest technology for delivery of government services.	The UN eGovernment readiness assessment is a globally recognized benchmark that evaluates countries on the basis of their telecommunication infrastructure, human resource development and availability of online services. The eGovernment programme should result in improvement in the assessment. As the index is a relative index, upward progress will also benchmark Bahrain's progress with that of other countries.

Outcomes and Targets	Description

All Government Services

Outcome 2: Electronic enablement of all key services

Target 3 - 100% depth of service coverage across the identified Life Cycle Events of customers

Electronic enablement of the 167 priority (and associated) agency service 'transactions' to enable services across Life Cycle Events for businesses and citizens/residents. Additionally, a Customer Charter for all the public interfacing ministries/ services and a Grievance Redressal System will be developed during the first year of the program, i.e. 2007. Procedural information about all the services that may not be amenable for electronic delivery will also be made available through electronic channels.

Target 4 – 60% reduction in turnaround time

Electronic enablement of 167 services is not an end by itself. To ensure that electronic enablement leads to a tangible benefit, it is proposed that by 2010, there would be a 60% reduction in turnaround time compared to the base line data. This would be measured through the monitoring of customer satisfaction and government transformation index.

All services that can be provisioned electronically will be made available through alternate channels. Procedural information and support for services that are not amenable for electronic delivery will be provisioned through alternate channels.

Additionally service levels will be defined and monitored for all services. The defined service levels shall be published on the eGovernment portal.

Integrated, Best-in-Class

Outcome 3: Movement on the Customer Satisfaction Index and Government Transformation Index

Target 5 – 80% customer satisfaction

The Customer Satisfaction Index would use mechanisms like ePoll, Feedbacks, eConsultation, surveys, etc, to assess customer satisfaction levels with delivery of government services. Comprehensive reviews will be undertaken to take corrective measures wherever satisfaction rating falls below 50% of all customers. The target is to achieve an 80% customer satisfaction rate by 2010.

Feedback, periodic survey and eConsultation mechanisms will be introduced so as to proactively measure customer satisfaction levels with respect to effectiveness of service delivery. The measure would also include movement on the government transformation index in improving efficiency; transparency and effectiveness of government processes. Corrective measures to counteract customer dissatisfaction with unsatisfactory services will be undertaken and monitored.

Outcomes and Targets	Description

Target 6 – 25% reduction in cost of compliance and cost of assessing services

The government transformation index would be used to measure impact of the programme on transforming government processes, which in turn is reflective of the impact eGovernment is having on customers through the reduction in cost of compliance and accessing government services. The reduction would be assessed through movement on the Government Transformation Index.

Available to All (Inclusive Society)

Outcome 4: Access to services for all

Target 7 – Over 75% uptake of services through channels other than agency counters

The government will run a comprehensive marketing and awareness programme in order to ensure that customers are not only kept abreast of the introduction of eServices but also reap benefits by using the new channels, more often than conventional channels. At least 75% of the customers will be undertaking transactions with the government through the alternate channels. This would reflect the efficacy of reaching out to all customers and the effectiveness of the alternate channels created as part of the strategy.

Given the fact that governments do not choose their customers, the Kingdom of Bahrain, through the eGovernment strategy, will ensure delivery of effective government services to all – irrespective of their education, nationality, age or income. Exclusions due to ignorance of customers or due to special needs will be circumvented.

Channels of Choice

Outcome 5: Access to services for all

Target 8 – Establish a national toll-free contact centre, 15 CSC's and mGovernment

The government aims to provide choice of channels to citizens so that they may access services as convenient to their situation. The target by 2010 is to launch fifteen common service centres; one national toll-free contact centre and a mobile gateway to introduce mGovernment (mobile government). Further, services offered on the eGovernment Portal will be enhanced in order to make it the primary, one-stop service delivery vehicle for all government services. Integrated service delivery channels such as the post office will be enabled to increase the number of services being offered.

The Kingdom will facilitate the delivery of services through multiple channels such as the Contact Centre, an eGovernment Portal, Common Service Centres and mobile phones.

1.3 Service Lifecycle Events

A key imperative of the Kingdom's eGovernment vision is the provision of government services to its principal customers, i.e. citizens/residents, businesses and government employees through the identification of Lifecycle Events. As part of the eGovernment strategy for the Kingdom, service delivery by all agencies across all channels will be organized across these Life Cycle Events (refer to Figure 1.1 below).

Figure 1.1 Lifecycle Events

Citizens / Residents

Lifecycle Events	Examples of Services
Birth	Birth Certificate, New Born CPR
Education	Registration, Scholarships
Employment	Employment, Work Permit
Family & Youth	Driving License, Marriage and Divorce
Old Age	Social Assistance, House care, Pension
Death	DeathCertificate, Pension, Wealth Distribution
Health	Lab Results, Appointments, Health Records
Housing	Electricity and Water, Permits, Address, Real Estate
Legal & Justice	Labour, Online Cases, Debt collection, Contravention
Public Utilities	Electricity and Water
People with Special Needs	ID Cards, Social Assistance, Concessions
Bahrainis abroad	Pilgrimage, Students Abroad, Assistance
Social Welfare	Social Assistance, Training
Grievance Handling	All Services and Agencies
Others	Driving License, Vehicle Registration

Businesses

Lifecycle Events	Examples of Services
Starting a Business	Register Business Approvals, Establish Office
Employing Staff	Work Permit
Funding	Banking Services, Private Player Services
Business Operation and Trade	Business, Regisatration, Real Estate
Taxation and Finance	Tax GOSI
Legal and Regulatory	Business, Registration, Real Estate
Innovation	Project Grant for Researchers
Premises and Environment	Environment Compliance, Real Estate
Returns and Other Obligations	Change of address
Expanding your Business	Adding Activity, Openling Branches
Selling to Government	eTendering, Enquiries
Closing /Selling Your business	Cancellation of CR, Disconnection of Services

Some of the important implication of the Life Cycle Events based service delivery approach (together with the requirement that all agencies need to lay down clear and measurable service levels) would be:
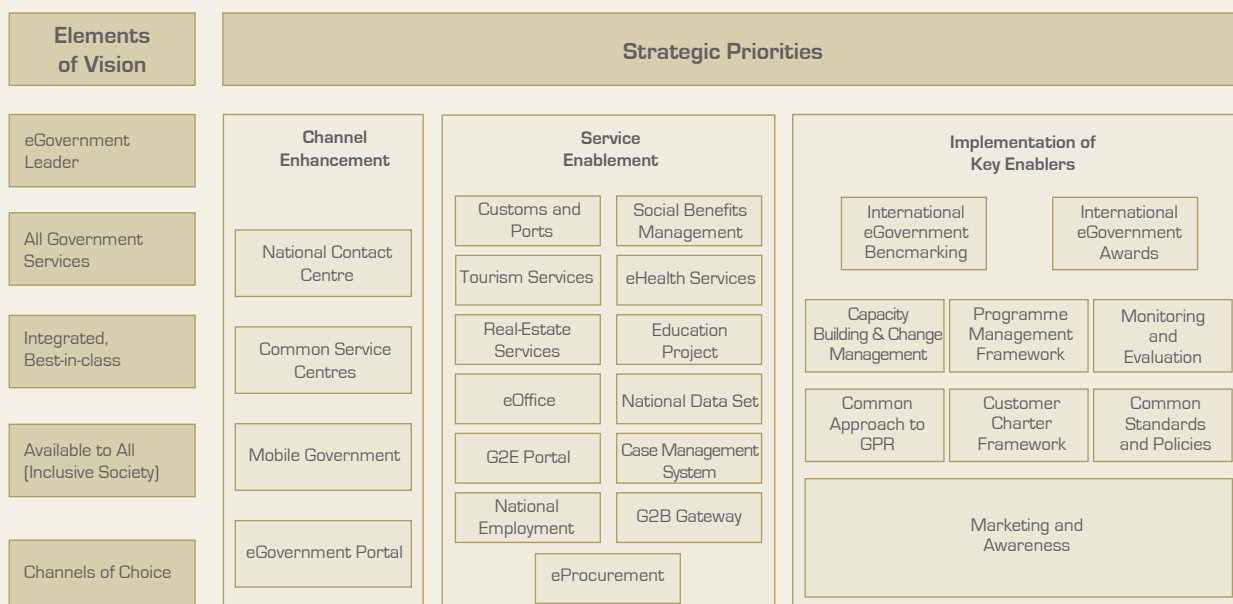
- The need for government agencies to undertake government process reform, wherever necessary, prior to the start of a project, aimed at ensuring 100% depth of service through electronic delivery. This would mean the elimination of manual processes within a service delivery process that negatively impact worflow automation or inhibit the on-line delivery of services.
- An Integrated approach by agencies. Agencies would need to collaborate to provide a 'service' as apposed to a 'transaction'. For example, the registration of a company requires processing (what we refer to as transactions) within multiple government agencies. However, for the purpose of service delivery it would constitute one single service.

2. Implementing eGovernment Strategy - Strategic Priorities

To achieve targets, an action plan (strategic priorities) has been identified for implementation over the next three years (as illustrated in Figure 2.1). These include:

1. **Channel enhancement** - Implementation of four service delivery channel enhancement projects that will eventually help in delivery of services to customers.

2. **Service enablement** - Implementation of thirteen agency priority projects that will allow service enablement of key lifecycle based service requirements of customers. Implementation of these projects is core to achieving the eGovernment vision.

3. **Implementation of key enablers -** Implementation of nine core components that would support effective implementation of the above and ensure success of the eGovernment strategy, including timely implementation.

Figure 2.1 Strategic Priorities

Elements of Vision	Strategic Priorities		
eGovernment Leader	**Channel Enhancement**	**Service Enablement**	**Implementation of Key Enablers**
All Government Services	National Contact Centre	Customs and Ports / Social Benefits Management	International eGovernment Bencmarking / International eGovernment Awards
Integrated, Best-in-class	Common Service Centres	Tourism Services / eHealth Services	Capacity Building & Change Management / Programme Management Framework / Monitoring and Evaluation
Available to All (Inclusive Society)	Mobile Government	Real-Estate Services / Education Project	Common Approach to GPR / Customer Charter Framework / Common Standards and Policies
Channels of Choice	eGovernment Portal	eOffice / National Data Set	
		G2E Portal / Case Management System	Marketing and Awareness
		National Employment / G2B Gateway	
		eProcurement	

2.1 Channel Enhancement

The central theme of the eGovernment strategy is to enhance public service delivery through the phased electronic enablement of services. However, provisioning services through electronic means is only useful if it facilitates the customers to access services anytime and anywhere in a more convenient manner. Identifying channels of customers' preference is a critical success factor for effective eGovernment, as the choice of delivery channels has a major impact on the following:

- Technology infrastructure required to support the channel such as hardware, software and networking
- Standard procedures and guidelines required to operate the channel
- Organization structure required to manage and deliver the electronic services such as skills, roles and alliances
- Convenience and satisfaction for the customers in availing public services

Key Principles of Channel Strategy

- Channel strategy should support wider government policies on universal access, modernizing government and social inclusion

- Channel strategy should ensure social inclusion, providing coverage for the under privileged and people with special needs for accessing services

- Channel strategy must ensure a "no-wrong-door" policy – citizens should be able to conduct different steps of the same transaction through different channels in a seamless manner

- The agencies should adopt channel strategies in a coordinated manner so as to leverage synergies and economies of scale to deliver integrated services in a cost effective manner

- Channel strategy should be focused towards providing clear benefits to both customers and agencies

The aforementioned factors make it imperative to develop a comprehensively defined strategy for the enablement of service delivery channels. Furthermore, in order to encourage the use of newly introduced channels, it is critical to create awareness among various stakeholders about benefits that are likely to accrue from use of respective channels.

Based on the technological choices available today, readiness levels of various government agencies, customer preferences and an overwhelming preference of key decision makers for integrated service delivery, the following channels have emerged as the main service delivery channels in addition to traditional government offices:

1. National Toll Free Contact Centre

2. Common Service Centres (including self-service kiosks)

3. Mobile Gateway enabling mGovernment

4. eGovernment Portal

2.1.1 National Toll Free Contact Centre

Drivers

The key drivers for a National Contact Centre delivering electronic services are:

- Customer convenience by leveraging high tele-density
- Multi-lingual support for all residents
- Inclusiveness
- Cost-effective mode of public service delivery

Outcomes

Desired outcomes by implementing the National Contact Centre are:

- All government services available to maximum possible depth
- Enhanced satisfaction levels of service delivery
- Service turnaround time of 3 minutes for every service
- Proactive service delivery (push services)
- Multi-lingual support for all government services

Service Coverage

The National Contact Centre will essentially provide support for all the approximately 150+ services within the next 3 years serving as a first point of contact for most customers exploring different delivery channels, the call centre will provide information on all government services with certain value added services like status checking and grievance redressal. Taking into consideration the substantial expatriate population in Bahrain, the contact centre will provide multi-lingual support with Arabic, English, Malayalam and Filipino as the key languages.

2.1.2 Common Service Centre

Drivers

The key drivers for a Common Service Centre delivering electronic services are:

- Customer preference
- Number of services requiring personal contact
- Unbundling front-end services from the back-end
- Convenience and inclusiveness

Outcomes

Desired outcomes for the Common Service Centre project include:

- 15 Common Service Centres across the Kingdom
- Customers to have access to a CSC in a span of 2 Km anywhere
- Not more than 10 minutes of waiting time for availing a service
- Defined service levels for all services
- Reduction in digital divide

Service Coverage

Common Service Centres are to be set up either on existing government premises (government agency counters, post offices, governorates, police stations) or altogether new locations. There will be a total of 15 Common Service Centres in the next three years facilitating all portal-based services including those requiring customer's physical presence. This channel will also provide services related to payment and collection along with form distribution and submission for all government services. However, other major customers of Common Service Centres are expected to be the physically challenged customers and also those who require aid in accessing electronic services. For those customers who are constrained by lack of Internet access, there will be an information help desk for their assistance and also a self-service (or facilitated) kiosk for accessing the Internet to avail any government service.

2.1.3 Mobile Gateway for mGovernment

Drivers

The key drivers for a Mobile Gateway delivering electronic services are:

- Customer preference
- Aim to become a leader in eGovernment using cutting edge technology
- High mobile penetration in the Kingdom
- Convenience in getting information on the move

Outcomes

Desired outcomes for mGovernment:

- Convenience for customers
- Reduction in cost of service population
- Anytime, anywhere access to information and select public services

Service Coverage

Using the mobile gateway, a number of select services available on the eGovernment Portal can be delivered such as

- Parking fees
- Traffic contravention
- Flight timings
- Currency converter
- Payment services
- Information on traffic congestion, diversion, etc.

Further, mGovernment will be used to enable proactive delivery of services, i.e. push services, wherein customers would be informed of any upcoming service (either a due fee payment or due renewal of some document etc.). The Mobile Gateway will provide select information services for visitors to Bahrain, like National Contact Centre numbers, select hotels and restaurants available in Bahrain, places to visit in Bahrain, regulations for visitors in Bahrain, etc. Also a mobile interface / application connectors will be developed for the eGovernment Portal and applicable agency applications to enable provisioning of eServices via mobile / wireless devices.

Drivers

The eGovernment Portal is the key linkage between the other three delivery channels since the aim of eGovernment is to ensure customer convenience through electronic delivery of all government services. Also, the portal bcomes the integration point for all government services.

Outcomes

Desired outcomes from the eGovernment Portal are:

- eGovernment portal to be the one-stop-shop for all government services
- Over 30% services delivered completely through the eGovernment Portal
- 24x7 availability for 99% of the services
- All core services – information, form download and submission, status tracking, grievance handling - to be provided online

Service Coverage

The eGovernment portal is expected to be the launch pad for all electronic services. Therefore, all the 150 odd services are expected to be delivered through it by 2010. In addition to specific government services, there are other core-services that are common to all government agencies - such as information (procedure, service levels, prerequisites, service details), online download and submission of forms to avail a service, status tracking for any service applied for and a grievance redressal system for all government services. These services will be enabled through the eGovernment Portal. Also, taking into consideration the diverse populace in Bahrain, multi-lingual support is to be provided in a phased-manner for Arabic, English, Malayalam and Filipino.

2.2 Service Enablement

The desired end result of enabling services for delivery via alternate channels is Life Cycle Event based delivery of services. The concept of Life Cycle Event, service enablement and agency services, i.e. 'transaction', is explained in Table 2.1 below. In other terms, all services for a particular event say 'starting a business' should be available under a single umbrella and the customer should not be required to have multiple touch points for the same. A view of service delivery through Life Cycle Events for citizens/residents and businesses has been developed.

For example, 12 Life Cycle Events have been defined for a business, which correspond to 28 key service enablement requirements. Similarly for citizens and residents, 15 Life Cycle Events have been defined which corresponds to 71 key service enablement requirements. From among the 328 services, 167 services have been identified as priority agency services for electronic enablement. These 167 services have been chosen based upon criticality of agency service (volume of transactions, revenue generation potential, and voice of customer/businesses survey) and feasibility assessment (possibility of electronic enablement and current e-readiness level) of agency services.
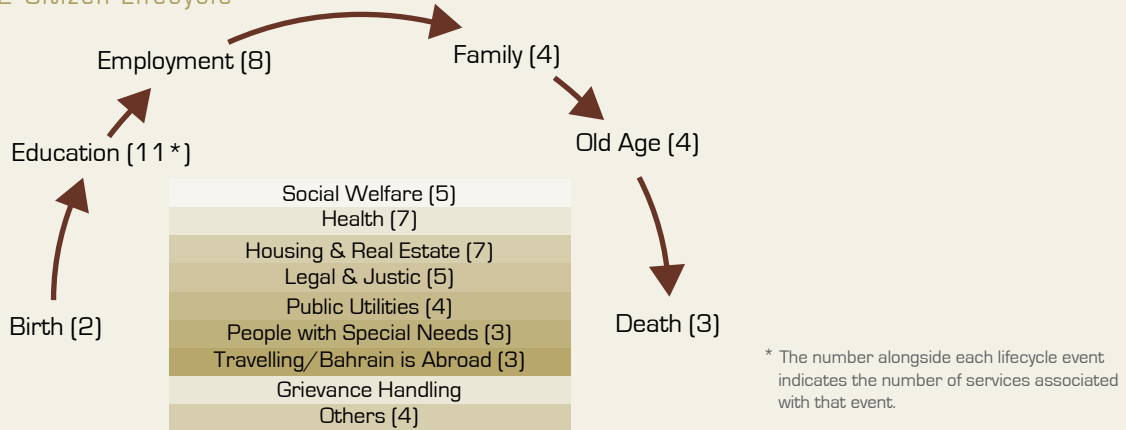
Table 2.1 Lifecycle Event Description

Category	Definition	Example
Life Cycle Event	An event comprises major categories through which any customer carries out his/her activities and interactions with the Government. These events are a combination of Life Cycle functions and service based.	Starting a business in the Kingdom
Service Enablement	It refers to provisioning of a complete service offering and comprises of many transactions.	• Registering of business • Obtaining regulatory approvals • Establishing an office(s)
Agency Services 'transaction'	It refers to individual transactions provided by multiple agencies/ departments within an agency for service enablement.	• MOIC – Obtaining CR • GOSI – Registration • MMAA – Address • Justice – Article of association, notarisation of documents • Applicable agency – regulatory approval • MEW – connections

2.2.1 Citizen Lifecycle Events

In some instances, a single service might be a requirement for multiple events and so it would be available for all those events. For example, the service of Appointment with doctors is a part of both Family and Old Age lifecycle events. Lifecycle for citizens is as illustrated in Figure 2.2.
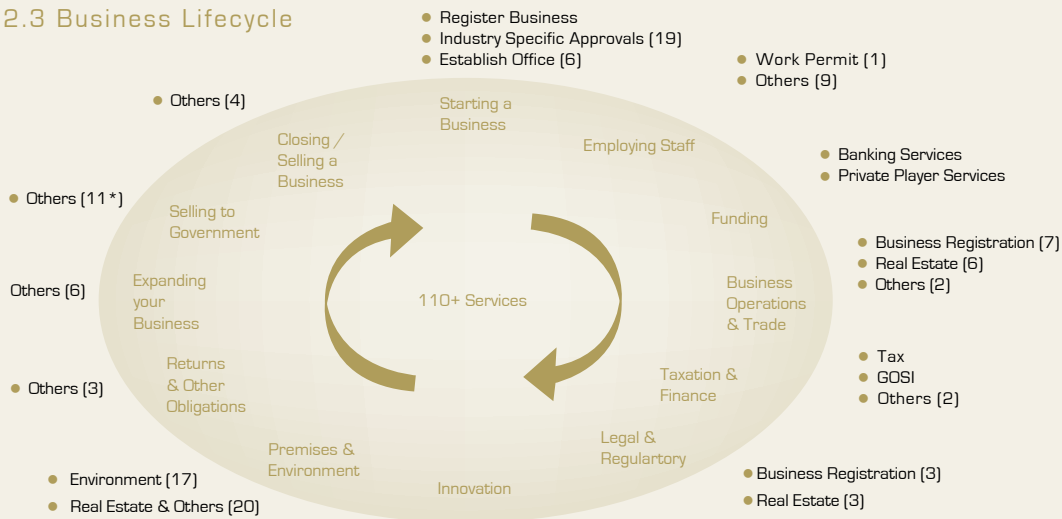
Figure 2.2 Citizen Lifecycle

Employment (8)

Family (4)

Education (11*)

Old Age (4)

Social Welfare (5)
Health (7)
Housing & Real Estate (7)
Legal & Justic (5)
Public Utilities (4)
People with Special Needs (3)
Travelling/Bahrain is Abroad (3)
Grievance Handling
Others (4)

Birth (2)

Death (3)

* The number alongside each lifecycle event indicates the number of services associated with that event.

2.2.2 Business Lifecycle Events

Similar to citizen lifecycle, lifecycle events have been identified for businesses in Figure 2.3.

Figure 2.3 Business Lifecycle

- Register Business
- Industry Specific Approvals (19)
- Establish Office (6)

- Work Permit (1)
- Others (9)

- Others (4)

Closing / Selling a Business

Starting a Business

Employing Staff

- Banking Services
- Private Player Services

- Others (11*)

Selling to Government

Funding

- Business Registration (7)
- Real Estate (6)
- Others (2)

Others (6)

Expanding your Business

Business Operations & Trade

110+ Services

- Tax
- GOSI
- Others (2)

- Others (3)

Returns & Other Obligations

Taxation & Finance

- Environment (17)
- Real Estate & Others (20)

Premises & Environment

Legal & Regulartory

- Business Registration (3)
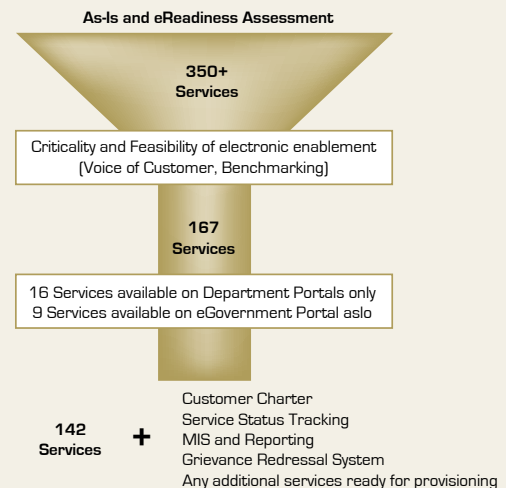- Real Estate (3)
- Others (23)

Innovation

* Each lifecycle event comprises of one or more service categories. The number alongside each service category indicates the number of services associated with that category.

2.2.3 Priority Services

Keeping lifecycle events in mind, the service enablement strategy envisages enablement of 167 key services for delivery through elecronic channels. The approach for identifying priority services is summarized in Figure 2.4.

Figure 2.4 Services Prioritization

As-Is and eReadiness Assessment

350+ Services

Criticality and Feasibility of electronic enablement (Voice of Customer, Benchmarking)

167 Services

16 Services available on Department Portals only
9 Services available on eGovernment Portal aslo

142 Services **+**

Customer Charter
Service Status Tracking
MIS and Reporting
Grievance Redressal System
Any additional services ready for provisioning

These form part of the over 350 services provided by 32 government agencies included as part of the as-is and e-readiness study. These 167 services have been identified based upon criticality of service (citizen demand and importance) and feasibility of electronic delivery. Further, procedural information, forms and status checking for all services can be provided electronically and are not part of the 167 services. Currently, 22 of the identified 167 services are electronically enabled and are provided through departmental websites, but only 6 of them are available through the Bab-al-Bahrain eGovernment Portal. Further, to ensure that the complete lifecycle is enabled electronically, all the departments' related sub-services required to provide complete service for a particular event would also be included. As detailed in Table 2.2, the service enablement strategy proposes (based upon the current level of e-readiness of the agencies) electronic enablement of 167 services over a period of three years as follows:

Table 2.2 Service Enablement Plan

Service Category	Total Services	On Portal[1]	Electronic Enablement			
			2007 (H2)	2008 (H1)	2008-09	2009-10
Specific G2B Services	69	1	16	30	18	4
Specific G2C Services	53	4	11	8	27	3
Specific G2E Services	4	0	0	2	1	1
Common Services	41	4	8	16	9	4
TOTAL	167	9	35	56	55	12

Apart from electronic enablement of the aforementioned 167 services, two more facilities will be provided online by all the government agencies:

- Customer Charter - including information about all services (procedure, pre-requisites, service levels etc)

- Grievance Redressal System for all public services

The Grievance Redressal System will have well-defined business rules and feedback systems to route the received feedback to the respective agencies, subsequently responding to customer feedback. With the passage of time, maturity levels of eGovernment are bound to increase. Correspondingly, additional services will become a part of the service enablement plan. Also, service enablement means online provisioning of that particular service irrespective of automation level of the agency that provides the service. The information provisioning of all public services will be taken up on priority and completed in the first year of the eGovernment Programme itself.

The objective of eGovernment is integrated service delivery with a customer focus. While it is important that different government agencies take initiatives and measures to align to the overall eGovernment vision, there are certain agency-level projects that need more thrust and focus from the overall eGovernment perspective. Thirteen agency priority projects have been identified as part of the eGovernment strategy. Each of these projects will be implemented by various agencies with defined budgets, time-lines and responsibilities to allow service enablement of 142 of the 167 key services (as explained in Table 2.3). The adjacent tabel provides a list of these projects. The balance of services is spread across additional agencies which would be coordinated for service enablement by the eGovernment Authority to be set-up as part of the eGovernment implementation plan. Electronic enablement of these services is being/needs to be independently pursued by the agencies.

Note: In implementing the 167 key services, there are likely to be many additional (related) services that would also be electronically enabled. However, these are not reflected in the 167 key services as they do not qualify under the criticality/feasibility framework used for identifying key services.

Table 2.3 Agency Priority Projects

S No.	Initiative	Number of key services enabled through the project
1	Case Management System	6
2	Customs and Ports	5
3	Education	15
4	eHealth Services	10
5	eOffice	Internal Efficiency project
6	eProcurement	6
7	G2B Portal	31
8	G2E Potal	4
9	National Employment Programme	2
10	National Data Set	All
11	Real Estate Services	39
12	Social Information System	9
13	Tourism Services	15

2.3 Implementation of Key Enablers

The Implementation of 9 key enablers (as illustrated in Figure 2.5) will support effective implementation of the strategic priorities to ensure successful and timely implementation of the eGovernment strategy.

Figure 2.5 Key Enablers - Implementation Roadmap

eGovernment Vision /Outcome	Year-1 2007-08	Year-2 2008-09	Year-3 2009-10
All Government Services	Capacity Building		
Integrated	Common Standards and Policies		
Integrated, CSI, GTI, Cost of Compliance	Programme Management Framework Monitoring and Evaluation		
80% Cus. Satisfaction, 60% reduction in turnaround time	Customer Charter Framework		
Integrated, 60% reduction in turnaround time	Common Apporach to Government Process Reform		
75% delivered through other than agency counter	Marketing and Awareness		
Top 5 in Asia, Number 1 in GCC	International eGovernment Benchmarking		
Leadership Recognition, 2 International Awards	International eGovernment Awards		

A brief description of each of the nine key enablers is presented below:

1. **Capacity building and change management** - To ensure the availability of personnel resources and skill sets by developing capacity and skills through training, career planning and change management.

2. **Common standards and policies** – To strive towards an integrated and connected government through the development of common standards and policies across all key elements of the eGovernment Architecture.

3. **Programme management framework** – To provide an institutional mechanism responsible for coordinating and monitoring the implementation of the programme and ensuring benefit realisation from the programme.

4. **Monitoring and evaluation** - To allow the SCICT/TCICT, through the eGovernment Authority, to monitor progress and more importantly results in customer satisfaction and government transformation.

5. **Customer charter framework** – To ensure customer centricity of service delivery through the development of well-defined service levels and customer grievance redressal systems.

6. **Common approach to government process reforms -** To align public processes with the needs of customers by defining a common and comprehensive approach to reengineering of public service processes.

7. **Marketing and awareness** - To ensure that there is enough awareness of the programme, the benefits are to be communicated to the external and internal stakeholders so as to generate enough demand for the electronic services and reduce possible resistance to eGovernment.

8. **International eGovernment benchmarking** - To allow the Kingdom of Bahrain to continuously improve its eGovernment programme by learning through benchmarking with the top 5 eGovernment leaders from Asia, Europe and the Americas.

9. **International eGovernment awards** - To build its international leadership image and also provide exposure to best practices, the Kingdom of Bahrain will support an international programme/award for path- breaking initiatives in eGovernment from across the world.

    It should be borne in mind that strategy is dynamic in nature and regular updates and appropriate modifications to the strategy based on the ground conditions is essential for the overall programme to succeed.