



# BAHRAIN eGOVERNMENT BEST PRACTICES

HIGHLIGHTS ON THE UNITED NATIONS  
STUDY TOUR 2014

KINGDOM OF BAHRAIN



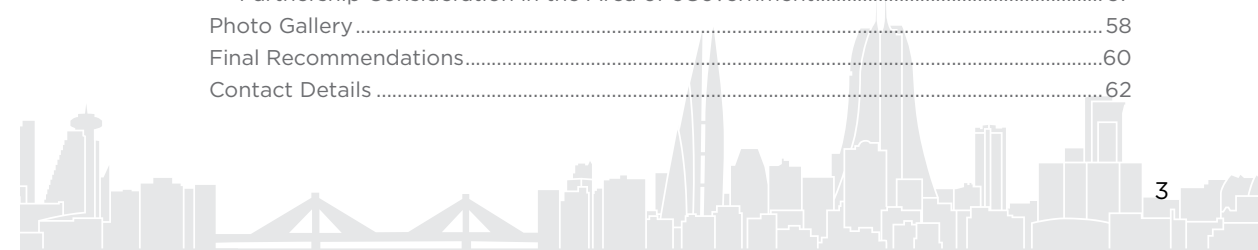
Kingdom of Bahrain  
eGovernment Authority



جمعية البحرين لتقنية المعلومات  
Bahrain Information Technology Society

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## ABOUT BAHRAIN

The Kingdom of Bahrain is an archipelago made up of 33 islands located in the Arabian Gulf between the Kingdom of Saudi Arabia and Qatar. Its total area is 780 km<sup>2</sup>.

Manama is the capital of Bahrain and its largest city. It enjoys a distinct reputation as a tourism and cultural hub regionally and internationally, as shown by its selection as the Capital of Arab Culture in 2012, Capital of Arab Tourism in 2013, and Capital of Asian Tourism in 2014.

Bahrain is a country that prides itself in being a thriving multi-cultural hub which welcomes people from all around the world, thanks to its tolerant attitudes, low cost of living, as well as abundance of educational, health facilities and services.

Bahrain is considered an important regional economic and financial center, and is home to a large number of global financial service companies. The country also laid out a comprehensive and integrated economic vision which aims to make its economy more sustainable by the year 2030.

The earliest human settlement in Bahrain's islands dates back to almost 4,000 years. Over that time, it was inhabited by a series of different civilizations, starting with Dilmun, then Tylos, and finally the Islamic period.

According to the latest statistics, Bahrain currently owns a population of approximately 1.2 million citizens and residents.\*

### Economic Vision 2030

In October 2008, the Economic Vision 2030 was declared by His Majesty King Hamad bin Isa Al Khalifa as a comprehensive strategic vision for Bahrain, providing a clear direction for the continued development of the Kingdom's economy and, at its heart, is a shared goal of building a better life for every Bahraini.

The Economic Vision 2030 focuses on shaping the vision of the government, society and the economy, based around three guiding principles; sustainability, fairness and competitiveness.

\*Source: Ministry of Culture <http://www.moc.gov.bh/en/visitingbahrain/AboutBahrain/>



**UNITED NATIONS REPRESENTATIVE:** THANKS TO THE eGOVERNMENT AUTHORITY CEO, EMPLOYEES AND ALL THOSE IN BAHRAIN WHO MADE OUR VISIT A PRODUCTIVE, PLEASANT EXPERIENCE. THE QUALITY OF INFORMATION AND KNOWLEDGE TRANSFERRED WAS OUTSTANDING. THE EFFORTS, DEVOTION AND HOSPITALITY WERE OUT OF OUR EXPECTATIONS.

## ABOUT eGOVERNMENT AUTHORITY (eGA)

Bahrain's eGovernment journey started with the establishment of the eGovernment Authority in August 2007 to be responsible for the coordination and implementation of eGovernment projects and initiatives, in line with the strategies and plans set by the Supreme Committee for Information and Communication Technology, chaired by Deputy Prime Minister His Highness Shaikh Mohammed bin Mubarak Al Khalifa. To this end, the eGovernment Authority set its ambitious, comprehensive and technology-based vision and strategy for socio-economy development in order to accelerate the national Economic Vision 2030 which provides a clear direction for building a better life for all.

### The First National eGovernment Strategy 2007- 2010

The Kingdom of Bahrain launched its first eGovernment strategy 2007- 2010, starting with building the national portal (www.bahrain.bh) as a one-stop-shop to facilitate the diffusion of various eServices, expanding the integration of eGovernment infrastructures and initiatives towards maturity, as well as promoting the eTransformation process. The first strategy successfully achieved its key objectives and as a result the eGovernment program gained regional and international recognitions.

### The Second National eGovernment Strategy 2012- 2016

Building on achievements attained from the first strategy, the new strategic objectives and KPIs for 2016 contain more than 90 initiatives which include the development of cyber laws, infrastructures and capabilities in all government organisations, building partnerships with private sector, locally and internationally, in addition to launching eParticipation programme, eProcurement system and open data platforms.

### Vision

"Achieve next generation eGovernment excellence by delivering high-quality services effectively, valuing efficiency, advocating proactive customer engagement, nurturing entrepreneurship, collaborating with all stakeholders and encouraging innovation".

### Mission

"To realise the Kingdom of Bahrain eGovernment vision by defining and managing implementation of relevant strategies, setting and monitoring compliance to policies and standards, facilitating transformation of services and advocating incubation of next generation concepts, all in close collaboration with government entities and effective partnership with the private sector".

### The Vision of eGovernment Authority is to ADVANCE

**A**chieve next generation government excellence

**D**eliver high quality services effectively

**V**alue efficiency

**A**dvocate proactive customer engagement

**N**urture entrepreneurship

**C**ollaborate with all stakeholders

**E**ncourage innovation

## ABOUT THE VISIT

The first United Nations Public Service Forum (UNPSF) in the Middle East was held in the Kingdom of Bahrain under the patronage of His Majesty King Hamad bin Isa Al-Khalifa from 24 to 27 June 2013, under the theme of “Transformative eGovernment and Innovation: Creating a Better Future for All”. Bahrain was the first country in the Middle East and the fourth across the world to host UNPSF 2013 outside the premises of the UN General Assembly in New York.

The UNPSF 2013 workshops were focused on the transfer and adaptation of innovations for improved public service delivery in Least Developed Countries (LDCs). During the event, international delegates discussed the challenges and opportunities in transferring innovative practices to public sectors of LDCs and studied a number of GCC initiatives in eGovernance and sustainable public services. As a result, Bahrain Declaration recommended sharing experiences and exchanging of information on best practices in order to exchange good practices that help in accelerating progress towards the Millennium Development Goals (MDGs).

In implementation of this objective, the United Nations Department of Economic and Social Affairs' (UN-DESA) Division for Public Administration and Development Management (DPADM) organized the first-of-its-kind study visit to the Kingdom of Bahrain on 26th January to 1st February 2014 for a delegation representing 15 countries to benefit from its eGovernment and public service practices through an in-depth and hands-on learning experience. The study tour took place within the framework of DPADM's Development Account Project on strengthening capacities of the public sector in LDCs with an aim of exposing interested participants to Bahrain's National eGovernment Programme.

The eGovernment Authority in collaboration with the Bahrain Information Technology Society hosted the UN delegation and set the visit's program to various ministries. Fourteen members from ten African countries, three from two Asian countries and one representing Australia, along with the UN-DESA Public Administration Officer Garegin Manukyan arrived in Bahrain on 26th January to explore Bahrain's eGovernance system and the advanced level of public service under the umbrella of UN-DESA.



## LIST OF PARTICIPATING COUNTRIES

NO.	NAME	TITLE	COUNTRY
1	Mr. Garegin Manukyan	<b>United Nations</b> Governance and Public Administration Officer	Armenia
2	Ms. Alexandra Mills	<b>United Nations</b> Consultant	Australia
3	Mr. Pierre Ndamama	<b>Ministry of Information and Communications Technology</b> Executive Secretary	Burundi
4	Mr. Abiyot Bayou	<b>Ministry of Communications and Information Technology</b> eGovernment Directorate Director	Ethiopia
5	Ms. Machabana Lemphane-Letsie	<b>Ministry of Public Service</b> Principal Secretary	Lesotho
6	Ms. Lerato Monyane	<b>Ministry of the Public Service</b> Information Systems Director	Lesotho
7	Mr. Gobinda Karkee	<b>Ministry of Local Development</b> Under-Secretary	Nepal
8	Mr. Aimable Manzi	<b>Ministry of Public Service and Labour</b> Software Development Team Lead	Rwanda
9	Mr. Habib J. Kainessie	<b>Cabinet Secretariat</b> IT Manager	Sierra Leone
10	Mr. Mohamed Mumeneeh Jalloh	<b>Ministry of Information and Communications</b> eGovernment Coordinator	Sierra Leone
11	Dr. Ernest Sahid Alie Surrur	<b>Secretary to Cabinet and Civil Service</b> Head	Sierra Leone
12	Ms. Joyce Christa Kafanabo	<b>Public Service Reforms Programme</b> Programme Coordinator	Tanzania
13	Mr. Francisco Pinto Guterres	<b>Ministry of State Administration</b> Chief of Supply Unit	Timor Leste
14	Mr. Edgar Sequeira Martins	<b>Ministry of State Administration, Administration and Finance</b> General Director	Timor Leste
15	Mr. Patrick Mutabwire	<b>Ministry of Local Government</b> Acting Permanent Secretary Head of Administration	Uganda
16	Dr. Felix Victor Phiri	<b>Cabinet Office</b> Policy Analysis	Zambia



# AGENDA

DAY 1 (26TH JANUARY, 2014) 8:30AM - 8:00PM		
ACTIVITY	PRESENTED BY (ENTITY)	VENUE
Registration	eGovernment Authority	eGovernment Authority premises
Welcome Address	eGovernment Authority Chief Executive Officer Mr. Mohammed Ali AlQaed	
UN-DESA (welcome and presentation)	United Nations Governance and Public Administration Officer Mr. Garegin Manukyan	
Initiatives' Practices and Techniques	Bahrain Information Technology Society Vice Chairman Dr. Abdulnabi A. Kal Awadh	
<b>BREAK</b>		
National eGovernment Strategy 2016	eGovernment Authority	
National Complaints System		
<b>BREAK</b>		
eBusiness Process Re-engineering	eGovernment Authority	
eGovernment Services		
Bahrain National Portal		
Mobile Channel		
National Payment Aggregator		

DAY 2 (27TH JANUARY, 2014) 8:30AM - 6:00PM		
ACTIVITY	PRESENTED BY (ENTITY)	VENUE
Central Informatics Organization Initiatives and Experiences	Central Informatics Organization	Central Informatics Organization premises
Bahrain Investors Center	Ministry of Industry and Commerce	Ministry of Industry and Commerce premises
<b>BREAK</b>		Ritz-Carlton Bahrain Hotel & Spa
eMeeting Project	eGovernment Authority	eGovernment Authority premises
Enterprise Architecture		
<b>BREAK</b>		
Quality Management	eGovernment Authority	



**DAY 3 (28TH JANUARY, 2014)**  
9:00AM - 10:00PM

ACTIVITY	PRESENTED BY (ENTITY)	VENUE
I-Seha Initiative	Ministry of Health	eGovernment Authority premises
King Hamad Schools of Future	Ministry of Education	
<b>Break</b>		
Ministry of Works eServices	Ministry of Works	
BIPA's Implementation Mechanisms	Bahrain Institute of Public Administration	
eGovernment Authority's Marketing & Awareness Directorate	eGovernment Authority	
eGovernment Authority's Capacity Building		
eGovernment Authority's Program Management Office		
<b>DEPARTURE TO</b>		



**DAY 4 (29TH JANUARY, 2014)**  
9:00AM - 6:00PM

ACTIVITY	PRESENTED BY (ENTITY)	VENUE	
Ministry of Social Development - Financial Support System	Ministry of Social Development	eGovernment Authority premises	
TRA's Timeline and Accomplishments	Telecommunication Regulatory Authority (TRA)		
<b>BREAK</b>			
Civil Service Bureau eServices	Civil Service Bureau		
<b>BREAK</b>			
Measurement & Monitoring	eGovernment Authority		
Bilateral Meetings between Counterparts			
<b>DEPARTURE TO</b>			Tour at the Bahrain Museum



**DAY 5 (30TH JANUARY, 2014)  
8:00AM – 5:00PM**

ACTIVITY	PRESENTED BY (ENTITY)	VENUE
Bilateral Meetings between Counterparts	eGovernment Authority	eGovernment Authority premises
eGovernment Authority's National Contact Center	Silah Gulf	Silah Gulf premises
<b>BREAK</b>		
Consultancy Unit	Silah Gulf	eGovernment Authority premises
Bilateral Meetings with eGovernment Experts	eGovernment Authority	

**DAY 6 (31ST JANUARY, 2014)  
9:00AM – 12:00PM**

ACTIVITY	VENUE
Study Tour Wrap-up, Transfer Final Plans, Debriefing: a. Participants b. UN-DESA c. eGovernment Authority d. Bahrain Information Technology Society	eGovernment Authority premises

**LEISURE TIME**

**DAY 7 (1ST FEBRUARY, 2014)**

ACTIVITY	VENUE
<b>CHECK-OUT &amp; DEPARTURE</b>	

## BRIEF OF PRESENTED PROJECTS/INITIATIVES

### SHARING INNOVATIONS IN GOVERNANCE & PUBLIC ADMINISTRATION FOR THE FUTURE WE WANT

**CONDUCTED BY:**

United Nations Department of Economic and Social Affairs (UN-DESA)

**PRESENTED BY:**

Mr. Garegin Manukyan - United Nations Governance and Public Administration Officer

**PRESENTATION SUMMARY:**

The shared innovation program assists in the process of sharing knowledge amongst the enrolled countries to ensure enhanced delivery to the public sector through the implementation of innovative concepts. The Kingdom of Bahrain was selected to be part of this program owing to its 2012 Online Service Delivery Index rank which granted the Kingdom to become one of the top 10 countries worldwide.





## LESSONS LEARNED FROM UNITED NATIONS PUBLIC SERVICE AWARD WINNERS

### CONDUCTED BY:

United Nations Department of Economic and Social Affairs (UN-DESA)

### PRESENTED BY:

Ms. Alexandra Mills - United Nations Consultant

### PRESENTATION SUMMARY:

One of the main drives for success is to become innovative in delivering services and create the methods of financing initiatives. Statistics show that most of the successful ICT projects are often built on inventive creative practices. ICT innovations are utilized throughout data storage and access control, applying the concept of Central ICT Platform and Infrastructure or Online Service Provision (one-stop gateway). The challenges in adopting any initiatives are generally known; however, it is about the manner of how organizations overcome challenges and utilize them for their own benefit. Challenges include human, technical, structural and resources.

For any faced difficulties; certain questions must be answered to help in the resolving process. What is the problem? What resources are currently possessed in order to solve the problem? What additional information, funds, skills and resources are required? Any changes are demanded in the administrative process? Does the legal framework need to change? Any impact of the national plans or policies are affected? Who are the stakeholders and partners? Answering these questions will help in the process of solving the problems in a precise, comprehensive and systematic approach.

The partnership concept is one of the techniques to overcome most of the challenges. By entering a partnership; risks and responsibilities will be shared amongst partners. Types of partnerships that can be utilized include Government-Government, Public- Private, Government- Industry, Local- Regional and National- International.

## INITIATIVES' PRACTICES AND TECHNIQUES

### CONDUCTED BY:

Bahrain Information Technology Society

### PRESENTED BY:

Dr. Abdulnabi A. Kal Awadh - Vice Chairman

### PRESENTATION SUMMARY:

Founded in 1981, Bahrain Information Technology Society is engaged in encouraging the studies and applications within the IT sector, promoting information technology, keeping up-to-date with technology trends and interconnecting with the IT industry.

Practices regarding innovative thinking were presented along with the techniques that assist in overcoming obstacles during the implementation of initiatives.



## eGOVERNMENT PROGRAM JOURNEY

### CONDUCTED BY:

eGovernment Authority

### PRESENTED BY:

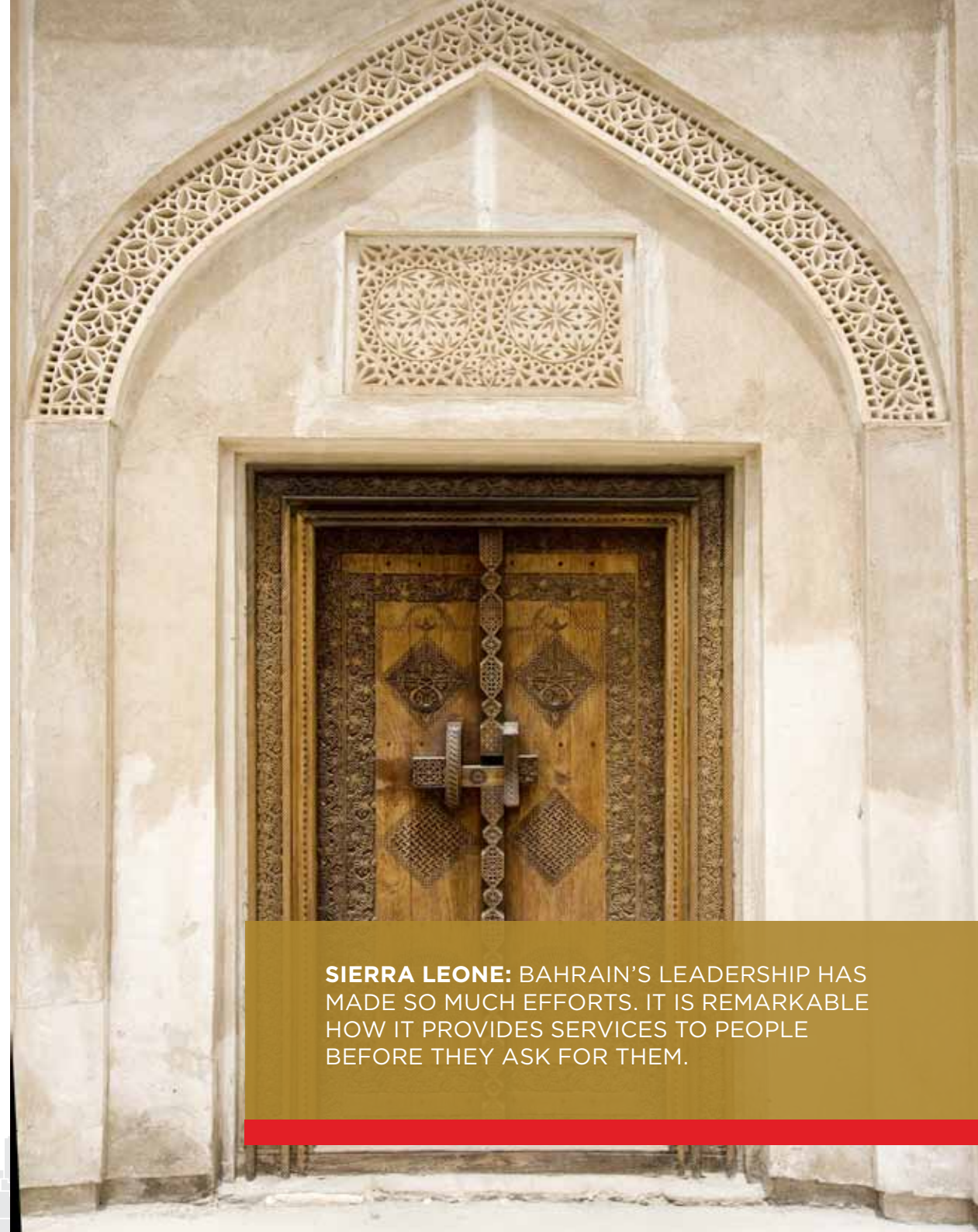
Mr. Feras Ahmed Jaffar - CEO Consultant

### PRESENTATION SUMMARY:

Prior to the eGovernment program, Bahrain had previously achieved key milestones and began investing in infrastructure since early 80's when a fully-equipped National Data Center was established and monitored. The mechanism to communicate between governmental entities within a secure environment was established (National Data Network) and ultimately, the smartcard was created for citizens and residence. Moreover, to ensure proper governance of all ICT initiatives, the Supreme Committee for Information and Communication Technology (SCICT) was formed in 2005.

The first National eGovernment Strategy was formulated in 2007, with a validation period of four years. It was 100% completed successfully as a result of many crucial factors. The second National eGovernment Strategy was formulated in 2011 with a validation period of five years. The more objectives driven strategy was set with carefully-studied Key Performance Indicators (KPIs) to measure performance and achievements. Within the new strategy, 90 more initiatives were proposed to attain the required objectives.

The eGovernment Authority assessed the governmental bodies during the first strategy (2007 - 2010) in the process of developing the eServices, with BPR studies and back-end tuning. In the second strategy, however, the focus was diverted to support the governmental entities in the process of developing their own eServices. For instance, the authority provides a service transformation toolkit to support government institutions in the process of developing their own eServices; it also provides further support for any of the institutions, at any point of time.



**SIERRA LEONE:** BAHRAIN'S LEADERSHIP HAS MADE SO MUCH EFFORTS. IT IS REMARKABLE HOW IT PROVIDES SERVICES TO PEOPLE BEFORE THEY ASK FOR THEM.

# NATIONAL SUGGESTIONS AND COMPLAINTS SYSTEM – TAWASUL



## CONDUCTED BY:

eGovernment Authority

## PRESENTED BY:

Mr. Nidhin Hari – Leader of eService Delivery, eService & Channel Enhancement Directorate

## PRESENTATION SUMMARY:

The national suggestions and complaints system 'Tawasul' allows users to submit enquiries, complaints or suggestions to governmental entities at any time and place. The system, which directly sends submissions to the relevant governmental agency, was developed in-house to cover functionalities such as sign-entry-point, multi-channel support, timely notification, end-to-end case tracking and overall dashboard.

The offices of the Deputy Prime Minister as well as the Crown Prince and Deputy Supreme Commander closely follow-up the implementation of the solution. The roll-out of the system is conducted gradually using a phased approach - Phase 0: pilot with two entities; Phase 1: roll-out with 11 entities; and Phase 2: roll-out with all other entities.

Lessons learned throughout the entire experience were shared. First, political endorsement is the key for success; and second, simplicity in developing a system. Privacy and confidentiality are maintained within the system - reports are not open to the public, only high-level information are published while the detailed reports are internally presented to the Crown Prince and Deputy Prime Minister's offices.

# SERVICE DEVELOPMENT LIFE CYCLE (SDLC)

## CONDUCTED BY:

eGovernment Authority

## PRESENTED BY:

Mrs. Donia Sarhan - Chief of BPR, Strategy & eBusiness Process Reengineering Directorate

## PRESENTATION SUMMARY:

Embedded within the SDLC, the Business Process Reengineering (BPR) process is the main driver for any service to be developed. The authority follows a phased approach when conducting BPR studies.

- Phase 1: Process Study (As-Is):
  - Preparation for process study
  - Conduct the As-Is study
  - Document the As-Is report
  - Review the As-Is report
  - Baseline the As-Is report
- Phase 2: Process Redesign and Definition (To-Be):
  - Analysis and Design
  - Validation
  - Approval

The challenges, which were experienced during the implementation of new eServices and systems, were concerning the acceptance of the solution and resistance to change, bureaucracy within the governmental entities and IT capabilities of the available resources. Case studies showed the value-added by applying the BPR practices within Bahrain's eGovernment program:

- Case Study 1: Birth Certificate Issuance
- Case Study 2: Vehicles Renewal with Inspection
- Case Study 3: Electricity and Water eBilling

The common factor between all the case studies is the outcome which resulted in streamlining the processes, shortening the time to deliver the services, improving the privacy and security, eliminating unnecessary approvals, supporting decision-making and improving the way of delivering public services to citizens and residents.

## eGOVERNMENT eSERVICES

### CONDUCTED BY:

eGovernment Authority

### PRESENTED BY:

Mr. Mohammed Abdulaziz - Assistant Director of eService Delivery, eService and Channel Enhancement Directorate

### PRESENTATION SUMMARY:

The objectives of the Service Delivery and Channel Enhancement Directorate is to design, develop, test and deliver eServices to citizens, businesses, visitors and the government over multiple channels. The directorate delivered more than 300 eServices throughout the national portal up until January 2014.

The directorate uses the custom-made methodology 'Services Development Life Cycle' to deliver the eServices; such methodology provides key deliverables such as testing, business process reengineering, analysis and design, development, quality assurance and security, production and management.

The challenges that countries should not neglect comprise sustaining and managing services, monitoring services effectively, aligning services with the latest business developments, as well as grouping and introducing related services together for customers on one dashboard.

The directorate's new initiatives that are to be invested in embrace Service Factbook, Service Integration Model Packaging, Service Transformation Toolkit and Service Management.

Technology Harmonization between different systems across ministries and governmental entities is significant; therefore, Enterprise Architecture plays a vital role in understanding the full harmony between the various systems.

## NATIONAL eGOVERNMENT PORTAL

### CONDUCTED BY:

eGovernment Authority

### PRESENTED BY:

Mr. Aamir Farooq Nizami - Chief of Portal and Mobile, eService and Channel Enhancement Directorate

### PRESENTATION SUMMARY:

The National Government Portal ([www.bahrain.bh](http://www.bahrain.bh)) is the main channel of interaction with citizens, residents, businesses, governmental agencies, employees as well as visitors. It is considered to be the face of the eGovernment program which caters more than 300 services. Statistics around the usage of the portal were shared, such as the tremendously growing number of visitors which has reached more than 17,000,000 in 2013. The total growing amount of payments conducted annually reached up to US\$48,000,000 in 2013.

Customer satisfaction is vital, for that reason, eGA runs an annual survey to measure satisfaction and channels' performance. The latest survey displaced customer satisfaction rate being 93%. Continuous improvement is a must in the eGovernment industry - accordingly, the eGovernment Authority currently took the initiative to enhance the present portal. Items that were undertaken as part of the project's scope included usability drive interface; responsive design; high performance cloud-based infrastructure; single-sign-on experience; personalization, analytical and monitoring tools.

The concept of thinking big but starting small was emphasized, in order to help in the process of building a national portal. The lessons learned covered: resources are the key for success, outsourcing is a practical approach during start-up stage, ownership and relationship, standards and policies empower approach, and awareness among citizens help in the adoption.

Possessing an SLA with the customer would help the organization to deliver services based on agreed SLA, so as to present customers with their needs.



## eGOVERNMENT'S MOBILE CHANNEL

### CONDUCTED BY:

eGovernment Authority

### PRESENTED BY:

Ms. Ghufran AlAamir - eService Management Specialist, Service Delivery and Channels Enhancement

### PRESENTATION SUMMARY:

eGA's journey of mobile technology began by launching the mobile portal ([www.Bahrain.bh/mobile](http://www.Bahrain.bh/mobile)) in 2009 when over 30 services were provided through the portal. The second phase was to establish the SMS services which allow customers to use short codes to conduct services using SMS functionality.

Presently, the mobile industry proposed the mobile app as a new trend of delivering services to the public. eGA leveraged such trend by commencing the development of mobile apps from 2011 as part of the new National eGovernment Strategy. At present, eGA completed the delivery of 14 mobile apps which are available in a variety of platforms. Statistics of the top four apps launched in the app stores were shared:

- Student Exam Results
  - Downloads: 26,780
  - Hits: 297,961
- Traffic Services
  - Downloads: 16,403
  - Hits: 106,058
- Pay Electricity and Water Bills
  - Downloads: 7508
  - Hits: 54,410
- Bahrain Today:
  - Downloads: 2850
  - Hits: 14,897

The eGovernment Authority also launched the Government Mobile Apps Store ([apps.bahrain.bh](http://apps.bahrain.bh)) which hosts every mobile app developed by all the governmental entities in the Kingdom.

## NATIONAL PAYMENT AGGREGATOR (NPA)

### CONDUCTED BY:

eGovernment Authority

### PRESENTED BY:

Mr. Mark Dalmeida - Head of National ePayment Program, Program Management (SD & CE)

### PRESENTATION SUMMARY:

It is essential to obtain a centralized hub for coordinating and facilitating government online payment; there are also many issues that derive the demand of possessing a NPA, such as:

- Increase in web traffic
- Network-related issues such as internet connections and bandwidth
- Delays in customer dispute finalization, due to historical transaction data retrieval
- Payment Service Provider (PSP) mandates and compliances
- Hardware thresholds and lack of modular application

The obtained benefits in implementing the NPA system within the eGovernment comprise:

- Centralized ePayment hub for all governmental entities
- Configurable merchant ID
- Business logic enabled transactions routing
- Standard reports, reconciliations and settlements

The process was previously divided into two phases, the first phase was successfully completed and delivered; however, presently, the eGovernment Authority is working on the preparation of the second phase which will include:

- Introduction of new payment methods - Inet Banking, eVouchers, and mWallet
- Kiosk payment integration
- Customized reconciliation interface file-upload
- Facilitate non-Bahrain.bh government payment services
- Bilingual configurable UI - Arabic screens

Several tools are utilized to ensure security during the transaction execution. As an extra measure, eGA does not store payment information in the portal as the entire process takes place within the Payment Service Provider.



## CENTRAL INFORMATICS ORGANIZATION PROJECTS

### CONDUCTED BY:

Central Informatics Organization (CIO)

### PROJECTS PRESENTED:

- 1) National ID Card
- 2) Open Data
- 3) Systems based on GIS Technology
- 4) eWayleave Clearance System
- 5) Bahrain Locator



### PRESENTED BY:

CIO Team

### PRESENTATION SUMMARY:

The CIO views itself as an information refinery where raw data, which provides valuable information, is collected then refined by the organization which aims - in the upcoming period - to provide knowledge and information. Some of the services offered by the organization to citizens, residents and the government include;

#### 1) National ID Card:

The initiative began in 2014 with an objective to create a smart card for all the citizens and residents in the Kingdom; it contains two types of information:

- o Surface information (name, ID, block number, driving license, along with others).
- o Encoded information (contacts, address, and eKey authentication information). Up to date; 1,900,000 cards were issued throughout the various centres across the country. Moreover, the average service time in creating the card takes eight minutes. Currently, the online channel throughout the national eGovernment portal and the CIO website allows users to renew their smart cards online.

#### 2) Open Data:

Open data has become a trend in the ICT industry, so as to ensure the transparency and availability of data. The organization followed the trend and established an open data tool which helps in the process of categorizing and analysing the data. Such tool is available for the public throughout [www.statistics.gov.bh](http://www.statistics.gov.bh) by creating a username and password.

The data collection process, handled by the organization, is captured annually and quarterly. However, CIO is intending on collecting data on monthly basis.

#### 3) Systems based on GIS Technology:

The systems that are created for governmental entities utilize the GIS technology such as NGISSC and BSDI. These systems are created and developed by the CIO to streamline and automate the services provided between the governmental entities. CIO team showed the attendees a demo of the above mentioned system for them to understand how the systems are functioning.

#### 4) eWayleave Clearance System:

The CIO team shared a quick overview about the eWayleave Clearance System which was developed by the CIO for the purpose of automating and streamlining the process of laying infrastructure of water and electricity systems in the country. Previously, the system was manually executed and the process took 5-15 days to be completed.

Currently, around 800 users are using the system from diverse government entities. Significant reductions of system data errors were noted along with a positive impact on the system's management and operations.

#### 5) Bahrain Locator:

A service provided by the organization to the public to assist in obtaining the locations of government entities, businesses and other locations in the country, the main functionalities of the system are:

- o Search Capabilities (by location, address or name)
- o Point of Interest (PoI)

Future plans include developing a mobile application for the service - applying the routing functionality.

Delegates were guided in a tour at the CIO premises to observe how services are delivered to the public as well as obtain a glance of how interaction is taking place.

## BAHRAIN'S EXPERIENCE IN DELIVERING SERVICES TO THE PRIVATE SECTOR

### CONDUCTED BY:

Ministry of Industry and Commerce - Bahrain Investors Center (BIC)

### PRESENTED BY:

Mr. Hameed Rahma - Assistant Undersecretary for Domestic Trade Ministry of Industry & Commerce

### PRESENTATION SUMMARY:

The centres were established by the Ministry of Industry and Commerce. The Business Licensing Integration System (BLIS) was initiated by direct instructions from the Crown Prince and First Deputy Prime Minister. Accordingly, the project kicked off on June 2012 with an expected timeline of two and a half years. The system would be utilized to automate most of the functionalities associated with the applications, renewals, payment of fees for the commercial registrations (CR) along with the automation of the licensing activities associated with opening a business in Bahrain. Fees and charges in Bahrain are even for Bahraini and non-Bahraini investors.

Delegates were guided with a quick tour to observe the nature of services offered by the Bahrain Investments Center.



## eMEETING

### CONDUCTED BY:

eGovernment Authority

### PRESENTED BY:

Mrs. Asma Al Mosawi - BPR Specialist, Strategy & eBusiness Process Reengineering Directorate

### PRESENTATION SUMMARY:

The eMeeting solution is the first government to government collaborative meeting environment utilized to create and manage online meetings; it is currently utilized for meetings of Ministerial Committees, Cabinet and the Tender Board. The objectives of this solution are collaborative, paper-less green environment; centralized repository; secure environment and cost savings. The faced challenges were the security of information and the resistance to change; however, both of these obstacles were overcome by implementing a user-friendly solution, conducting detailed training sessions and following the best practices to ensure the security and privacy of system information. The roll-out plan was divided into four stages:

- Stage 1: Supreme Committee for Information and Communication Technology
- Stage 2: Cabinet Meeting (Bahrain Cabinet)
- Stage 3: Bahrain Tender Board Meeting
- Stage 4: Ministerial Committee Meetings (under the Cabinet)
- Stage 5: All other governmental related meetings

The solution's concept can be developed on any platform; however, due to security concerns, requirements were mapped with the iOS since the authority is utilizing certain security protocols available only on iOS.

# BAHRAIN NATIONAL ENTERPRISE ARCHITECTURE FRAMEWORK (NEAF)

## CONDUCTED BY:

eGovernment Authority

## PRESENTED BY:

Dr. Ali Al-Soufi - NEAF Consultant for eGovernment Authority

## PRESENTATION SUMMARY:

The current scenario of IT in government have no blueprint of IT integration which is usually developed, along with lack of alignment between government entities, IT projects, national IT directions and non-adherence to and awareness of standards (best practices). The informative case study about the Winchester Mystery House presents a key lesson that planning is the main driver for success as failing to plan is basically planning to fail. EA, which is not a one-time activity but an on-going practice and a continuous strategic journey, is the 'Blue Print' for how the organization achieves the current and future business objectives by looking at different layers:

- Business Architecture
- Information Architecture
- Application Architecture
- Infrastructure Architecture

The values expected to be obtained by adopting the EA practice between organizations within the government comprise:

- Aligning business, IT objectives and resources
- Speeding-up decision-making
- Reducing integration problems
- Improving communication, prioritization and governance

The National Enterprise Architecture Framework (NEAF) was established in 2010 and currently handles 26 ministries on-board. The adopted approach is to conduct a detailed assessment on the current status (As-Is) then provide the future scenario (To-Be) along with training and coaching every involved employee. The leadership support is a key factor for success; this is why the ICT Governance Committee (ICTGC) was formed to ensure that ICT initiatives are ratified by an independent body. The committee is chaired by the authority's Chief Executive Officer and comprise other members from different entities. As a result of ICTGC's supervision, numerous benefits were obtained such as;

- Duplication is eliminated in projects and systems
- Projects are aligned with eGovernment National Strategy
- ICT usage is effectively and efficiently improved
- Provision is of focal reference for all ICT standards and guidelines

# NATIONAL AUTHENTICATION FRAMEWORK (eKEY)

## CONDUCTED BY:

eGovernment Authority

## PRESENTED BY:

Mr. Habib Murtadha Habib - Leader of IT Support Services, Enterprise Architecture & Information Technology

## PRESENTATION SUMMARY:

The National Authentication Framework - known as the eKey System - is a mechanism to authenticate users for multiple online service channels by providing a single identity, secure, scalable Multi-Factors Authentication (MFA) system.

There are two types of authentication security:

- Standard eKey (username and password)
- Advance eKey (password + smart card + fingerprint)

The benefits of implementing the eKey solution include:

- Multi-level authentication
- Multi-channel integration
- Biometric authentication
- Cost reduction
- Revenue generation opportunity



## NATIONAL GATEWAY INFRASTRUCTURE (NGI)

### CONDUCTED BY:

eGovernment Authority

### PRESENTED BY:

Mr. Habib Murtadha Habib – Leader of IT Support Services, Enterprise Architecture & Information Technology

### PRESENTATION SUMMARY:

NGI can be defined as a service bus for all government services to be set in one place by applying a standardized protocol. Several benefits can be realized when implementing the NGI solution, some of which include:

- Standardization by developing, deploying and reusing the services
- Architecture flexibility
- Increase business agility
- Reduction in maintenance cost
- Location independence
- Interoperability

### LESSONS LEARNED COMPRISE:

- Strategic alignment
- Planning
- Stakeholders involvements
- Project execution time-frame and approach
- Laws and legislations



## QUALITY MANAGEMENT SYSTEM

### CONDUCTED BY:

eGovernment Authority

### PRESENTED BY:

Mrs. Layla Janahi – Chief of Quality Management

### PRESENTATION SUMMARY:

The chief principles of the Quality Management System comprise:

- Customer focus
- Leadership involvement
- Process approach
- People involvement
- Continual improvement
- Systematic approach to management
- Factual approach to decision-making

The quality's roles within the Service Development Life Cycle (SDLC) in the eGovernment Authority plays a very comprehensive and contributory role within the SDLC stages while using the testing quality scope as an example, which covers:

- Accessibility
- Usability
- Functionality
- Performance
- Optimization availability
- Information security

The scope of the security test conducted on the services and systems are around the code review, penetration testing, security review and vulnerability assessment. The challenges faced by the Quality Management team include rapid technology change/advancement, lack of awareness on international standards and the best practices of the government entities.

# NATIONAL HEALTH INFORMATION SYSTEM (I-SEHA)

## CONDUCTED BY:

Ministry of Health

## PRESENTED BY:

Mr. Ebrahim Ali Al-Nowaktha - Undersecretary Consultant for Projects

## PRESENTATION SUMMARY:

The ministry's vision is mapped-out in line with the country's National Economic Vision 2030. During the development of Bahrain's health strategy, the below components were highly considered by the ministry:

- Sustaining the population's health through health promotion and prevention
- Integrating services throughout the health system
- Putting quality first
- Access for all to healthcare services
- Enhancing MOH's role in policy making and governance
- Health service sustainability

The launch of I-Seha system, an Integrated clinical and administrative solution for primary and secondary care, is part of the advancement in the health industry within Bahrain. The system contains all patients' information (present and previous episodes) in a single electronic health record to be available when needed. It is intended to serve over 1.2 million people and more than 4,000 healthcare professionals. The system's modules that were developed can be summarized as follows:

- Electronic Health Record (EHR)
- Scheduling an appointment
- Radiology information system
- Web-viewer
- Laboratory information system
- Pharmacy

The ministry conducted an analysis on the best methods of engaging with the vendors for the delivery of the program and based on the assessment conducted, the ministry opted for the Build-Own-Operate-Transfer (BOOT) model to execute the program.

Some of the major achievements of the I-Seha project can be summarized by an integration and implementation of the schedule and appointment system in all healthcare centers across the Kingdom of Bahrain and in 20 outpatient clinics in Salmaniya Medical Complex. The online services delivered by the ministry to the public via the various electronic channels include:

- Appointment booking
- Request for Birth Certificate
- Immunizations
- Pre-Employment Appointment
- Check Blood Type
- Check Appointment
- Check Readiness of Radiology Results
- Suggestion and Complaints
- Ask a Doctor

The system is available on multiple channels and includes a number of timely alert tools by utilizing SMS's channels. The challenges faced during the implementation of the system comprise:

- Complexity of program deliverables
- Project team and turnover
- Project timeline
- Resistance to change
- Change management
- Cultural barrier
- Language barrier





# KING HAMAD'S SCHOOLS OF FUTURE PROJECT

## CONDUCTED BY:

Ministry of Education (MOE)

## PRESENTED BY:

Ms. Mariam Mohammed - Senior Education Technology Specialists

Ms. Huda Abdulrahman - Senior Education Technology Specialists

## PRESENTATION SUMMARY:

The project aims to utilize ICT in the learning and teaching process, envisioning the next generation of student supports in terms of necessary competencies, behaviors and highly-developed skills which can transform Bahrain's society into knowledge-based economy. The project started on January 2005 with a set of objectives which include:

- Introducing modern technology to young generation
- Effective use of ICT
- Making a turning point in the education system
- Investing in the potential of ICT

The project's execution was carried-out by applying a phased-up approach to deliver:

- Establishment of centralized data center
- Centralized education learning
- Integration of the MOE data boot
- Schools to be connected with fiber-optics
- Schools and MOE to be connected via intranet and internet

Monitoring and controlling are key drivers for the MOE success in enforcing this concept - internally, through setting measures and evaluating the performance; externally, through cooperation with external bodies, namely the UNESCO.



**LESOTHO:** WE ARE VERY HAPPY TO BE PART OF THIS TOUR AND OUR PUBLIC SERVICE MINISTER IS KEEN TO ADAPT THE eSTRATEGY OF BAHRAIN IN LESOTHO.

# MINISTRY OF WORKS SERVICES AND SYSTEMS

## CONDUCTED BY:

Ministry of Works (MOW)

## PRESENTED BY:

Engineer Hisham Sater - Information Technology Director

## PRESENTATION SUMMARY:

The vision and mission statement of MOW is mapped-out to achieve the aspirations of the Bahrain's Economic Vision 2030. The information technology directorate's method of developing initiatives are generally based on specific perspectives from stakeholders and customers, along with internal learning/growth. The directorate developed the Strategic Information System Plan (SISP) which is considered to be the roadmap for the ministry as it interprets the aforementioned perspectives into achievable objectives. The SISP five-year plan is usually approved and reviewed on semi-annual bases by the Information System Steering Committee which is chaired by the minister to ensure a proper enforcement of its directives.

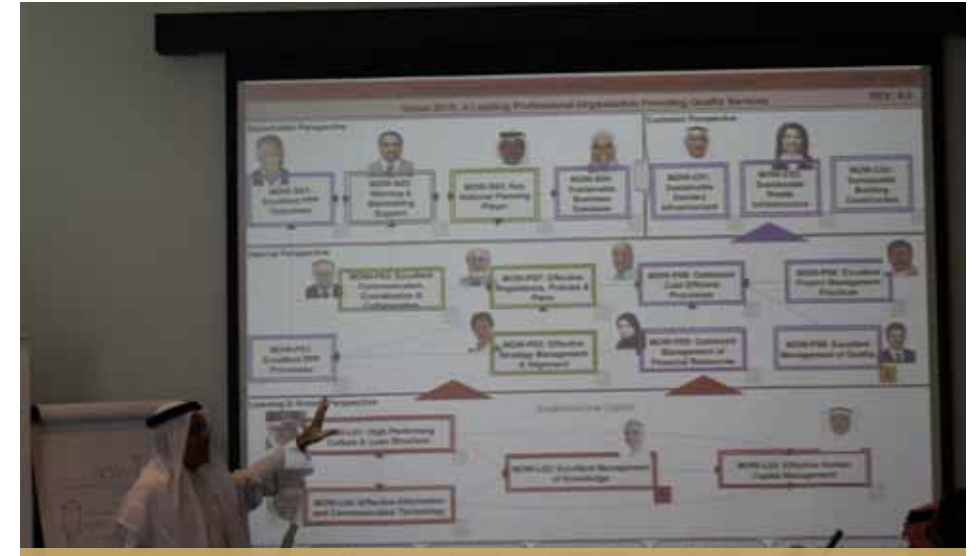
As per the mandate of ensuring quality within the services provided, MOW adopted the services management framework within the IT directorate by focusing on:

- Developing the information technology system management policy and procedure
- Developing the services' desk process
- Services' level management process
- Configuration management process
- Change management process
- Availability management process
- Release management process

## SOME CORPORATE SYSTEMS INCLUDE:

- Electronic Document Management System (EDMS)
- Project Management Information System (PMIS)
- Enterprise Assets Management System (EAMS)
- Correspondence System
- Other internal systems:
  - Contract Awarding
  - Lab Information Management System
  - Material Testing
  - Material Assessment System
  - Citizen Complaint System
  - eServices

The ministry has been working on its data centre for more than 20 years; such investment is very huge to be transferred to another entity such as the CIO, however, MOW fully supports the initiative of having a centralized data centre within the CIO.



# BIPA'S IMPLEMENTATION MECHANISMS

## CONDUCTED BY:

Bahrain Institute for Public Administration (BIPA)

## PRESENTED BY:

Dr. Raed Benshams – Director General

## PRESENTATION SUMMARY:

BIPA was established in 2006 with a clear direction to provide services on Training, research and consultancy in public administration, BIPA's objectives include:

- Promoting a governance agenda for Bahrain's public sector
- Developing an evidence-based research agenda within BIPA to facilitate knowledge absorption and sharing best practices throughout the public sector
- Developing knowledge assets in the public sector through a systematic measurement process of competencies, inventory of knowledge assets, learning, and ROI
- Developing human capacity through the delivery/brokerage of value-added and quality assured training to all strata of Bahrain's public sector



- Developing organizational capacity in Bahrain's public sector through capacity assessment, capacity development initiatives and a consulting strategy oriented towards human resources and organizational development

The institute's consultancy services have extended to national-wide level; statistics expose the following:

- Training: Total number of government employees trained up until 2013 is 13,730
- Research: 17% within Bahrain; 5% in the Arab region; and 70% in other countries
- Consultancy: 44% in public sector and 56% in the private sector

The training and learning framework of BIPA includes the National Leadership Programs:

- Nokhba: tailored for top leadership, undersecretaries and assistant undersecretaries
- Qeyadat: for directors
- Kawader: for department heads and chiefs
- Takween: Supervisors and group leaders who have potentials to be groomed as department heads or chiefs.

Some of the tools utilized by BIPA comprise the I-Learn portal, Learning Management System (LMS), gamification the delivery of the education by providing games on multiple platforms and an assessment centre which was established to enrich the quality in the delivered training.

Funding is crucial but alternative solutions must be acquired and attaining financial resources are also very important. For instance, data is considered to be very valuable; therefore, some organizations apply the concept of exchanging data for services. Moreover, partnerships and sponsorships are the best alternatives to provide funding for certain initiatives. As for the methods utilized to collect feedback, BIPA uses simple phase approaches during sessions along with subjective feedback areas; however, networking with others is the most vital channel in obtaining feedback.

# COMMUNICATION AND PUBLIC RELATIONS TACTICS

## CONDUCTED BY:

eGovernment Authority

## PRESENTED BY:

Ms. Lulwa Sami – Chief of Marketing Communications

Mrs. Sahayer Al Hashimi – Chief of Public Relations and Media

Mr. Ali Darwish – Chief of Customer Care

## PRESENTATION SUMMARY:

The authority's marketing and awareness directorate is mandated to carry-out a set of strategic objectives as per the national eGovernment strategy; which are measurable based on a set of pre-defined KPIs; the key objectives encompass:

- Increase society participation and engagement
- Enhance eGovernment channels and user-experience with increased service
- Higher performing, collaborative, integrated and efficient government
- Enhance and develop user-experience with eGovernment services

Some of the marketing tactic campaigns that are usually conducted include:

- Above the line campaigns
- Below the line campaigns
- Email shots (31,800 and emails)
- SMS (120,000 and contact numbers)
- Social media channels
- Government directory
- Mentioning & reposting
- Blogs
- Contests:
  - Open Data Apps Contest
  - Gov App Star
- Super Markets
- Roaming Car Ads
- Awareness Roadshows

Other tactics about public relations also include reputation management, evaluation and communication with stakeholders that are usually utilized under the umbrella of public relations. As for the eContent, more tactics were showcased to handle the increasing demand over the eContent management activities such as:

- Monitoring and updating online content
- Website
- Portal revamp
- Reviewing design and functionalities for mobile apps
- Poll questions
- eGovernment Authority intranet

Lessons learned that need to be considered for any future plans or investments comprise:

- Leadership believe in the role of marketing
- Leadership support
- Treating citizens and customers
- Engaging with citizens (customers)
- Evaluating performance and always finding a way to obtain feedback
- Balance between passion and tactics





## FINANCIAL SUPPORT SYSTEM

### CONDUCTED BY:

Ministry of Social Development

### PRESENTED BY:

Ms. Sahar Rashed Al-Mannaea – Head of Registration and Social Services

### PRESENTATION SUMMARY:

The Financial Support Program provides low to mid-income families with a monthly subsidy in order to aid Bahrain's citizens to face the inflation growth. The system automatically links all relevant governmental entities associated with the approval process. The financial support is provided based on a set of pre-defined criteria but financial subsidies are also categorized based on income levels as follow:

- \$270 for incomes less than \$800
- \$190 for incomes greater than \$800 but less than \$1,860
- \$135 for incomes greater than \$1,860

The involved governmental entities in the approval and information collection processes - so as to measure the eligibility of beneficiaries - include:

- Ministry of Social Development
- Military Pension Fund
- Social Insurance Organization
- Electricity and Water Authority
- Central Informatics Organization

The system covers different modules to provide the intended objectives; the main modules utilized in the system include:

- Registration
- Evaluation
- Payment
- Business
- Business Intelligence Layer (Reporting Module)
- Integration

Some of the challenges faced during the implementation of the system include:

- Data security and integrity
- Citizens keeping their data up to date to avoid possible concerns
- Governmental bodies approvals (access and usage) of data
- Detailed business processes
- Social aspects of Bahrain's society

## TRA'S TIMELINE AND ACCOMPLISHMENTS

### CONDUCTED BY:

Telecommunication Regulatory Authority (TRA)

### PRESENTED BY:

Mr. Mohammed Taib Mahmood – Director of Technical & Operations

### PRESENTATION SUMMARY:

TRA's vision, mission and values were defined in details; along with the authority's focused strategy framework that directly links various functions and services provided by TRA to achieve the intended objectives. The development of the telecommunication industry in the Kingdom of Bahrain is demonstrated as below:

- 2002: Law of telecommunication was issued
- 2003: TRA developed the first national telecommunication plan
- 2004: Second mobile operator launched in Bahrain (Zain)
- 2005: Bahrain Internet Exchange (BIX) started operating
- 2007: National fixed wireless services successfully licensed
- 2008: TRA developed the second telecommunication plan
- 2009: TRA wins:
  - CommesMEA's Best Regulator Award
  - Best Regulator from SAMENA Telecommunications Council Awards
- 2010: Third Mobile operator launched in Bahrain (VIVA).
- 2011: Launch numerous portables for fixed and mobile lines. Launch of Local Loop Unbundling (LLU) and won SAMENA's Best Regulator Award.
- 2012: TRA published the third telecommunication plan and won the eEconomy Award (eGovernment Excellence Award)
- 2013: TRA won CommesMEA's Best Regulator Award





Some of the indicators related to Bahrain's telecommunication market and its global positioning include:

- The revenue within the telecom market had grown by an average of 3.7% annually, the total revenue was almost \$1,085 billion in 2012.
- The number of workers within the telecommunication sector had grown consistently; the total number of workers within this industry was 3,141 in 2012.
- The numbers of fixed lines have an average penetration of 20.25% from 2006 to the second quarter of 2013. In addition, the total number of fixed telephone lines had grown consistently, reaching 257,000 fixed telephone lines in the second quarter of 2013.
- The growth in the number of mobile subscribers was massive with 182% penetration rate in the second quarter of 2013, while the total number of subscribers reached 2,252,668 in the second quarter of 2013.
- The total revenue of mobile reached more than \$512 million in 2012, covering both postpaid and prepaid, with a percent growth rate of 0.7% compared to 2011.
- The total revenue of international calls covering GCC, Zone 2, Zone 3 and Zone 4 reached almost \$217.5 million in 2012 with estimated growth rate of 18% compared to 2011.
- The total revenue of the broadband services reached almost \$100 million in 2012, covering both business and residential; the revenue experienced a 2% decrease compared to 2011.
- The total number of international leased lines divided by zones in 2012:
  - Zone1: 135
  - Zone2: 20
  - Zone3: 35

TRA is in the process of implementing the concept of Telcom Mast Deployment concept to ensure that companies are applying the shared concept. It is still studying the best method of implementing such concept. Some of the proposed scenarios to consider:

Extend joint working: this can be applicable throughout the next 18 months by setting-up the targets for sharing and providing incentives to share, they can start by using micro cells and small cells.

#### Scenario 1:

- Joint venture 1 - new sites
- Joint venture 2 - existing & new sites

#### Scenario 2:

- Create an independent company to handle and regulate the processes (TowerCo 2)

#### Scenario 3:

- Create a government-owned company to handle and regulate the processes (TowerCo 1)

The research and development program that was established from earlier stages of TRA initiation, the R&D topics were very comprehensive and cover multiple levels such as international, regional, national economy, competition, regulations and others. Faced challenges include:

- Politics
- Telecommunication law evaluation to effect support
- Government need to decide on Bahrain Internet Exchange (BIX)

The collaboration between eGA and TRA is in the process of obtaining the National Contact Center services provided by Silah Gulf.



# CAPACITY BUILDING PROGRAM

## CONDUCTED BY:

eGovernment Authority

## PRESENTED BY:

Mr. Abdulla Mohammed Al Hamad – Chief of Capacity Building

## PRESENTATION SUMMARY:

The types of programs offered, by the eGovernment Authority, as part of the Capacity Building Program cover three segments - IT government employees, IT fresh graduates in Bahrain, and the people 'citizens'.

The representative also shared the strategic objectives of the National eGovernment Strategy which directly impact the capacity building program within eGA. He provided more details on each of the segments covered with the program along with the tools utilized to deliver the required training:

- Citizens Training Initiatives: the program is provided to train citizens and users of online government services on the basics of computer skills. The training is provided throughout interactive web-based tools (eGA panel, training program and trainee panel). The strategic KPI of this program is to annually train 5,000 citizens.
- IT Government Employees: the program is provided to train 150 government employees annually as per the set strategic objective.
- Capacity Management Initiatives:
  - o eContent Management Program: this program aims to train 18 fresh graduates, the program will be executed based on a collaboration between eGA, Tamkeen, Civil Service Bureau and ministries/ public sector.
  - o The objectives are to:
    - Bridge the competency gap in the content management domain
    - Increase Bahraini nationals employability in this field

- o eGA Factory: a program is designed to enroll newly graduated employees within eGA in order to:
  - Benefit from currently employed experts and consulting firms
  - Gain skills, knowledge and experience being exposed at real work environment.
  - Increase employability of Bahraini Nationals in both private and public sectors.

Future plans of capacity building were presented; based on a plan to utilize partnership models and create an ICT government employees competency database as well as an ICT education/training database.

Year	Qudarat Programe	Specialized Courses	Government Employee Awarness Held by Capacity Building Department
		Course	
2009	713	Leadership Customer Care Project Management Microlearning Certified Process Professional Ajax Web 2.0	600
2010	191	Customer Care & Communication Skills EA Training Certified Learning System Manager Essential Business Process Analysis, Mapping And Modeling	1099
2011	2037	Microlearning	25
2012	4680	Mini TOT ICT Strategic Planning Mobile Apps	100
2013	2938	Business Continuity Management Advanced Techniques in Organizational Performance Customer care Excellence (basic) HTML5 EC Council Certifeid Secured Programmers	
<b>Total</b>	<b>10559</b>		<b>1824</b>

## PROGRAM MANAGEMENT OFFICE (PMO)

### CONDUCTED BY:

eGovernment Authority

### PRESENTED BY:

Mr. Muzammil Razaq Abdulrazaq – Project Manager of Program Management

### PRESENTATION SUMMARY:

Figures were shared about the information technology spending by government from all over the world which was projected to be a total of US\$449.5 billion in 2013, out of which US\$17.7 billion was spent by Middle East and Africa. These expenditures were mostly directed to telecommunication and Software/ERP. The PMO concept has witnessed an increase of 70% in the number of organizations applying the PMO practice in 2013.

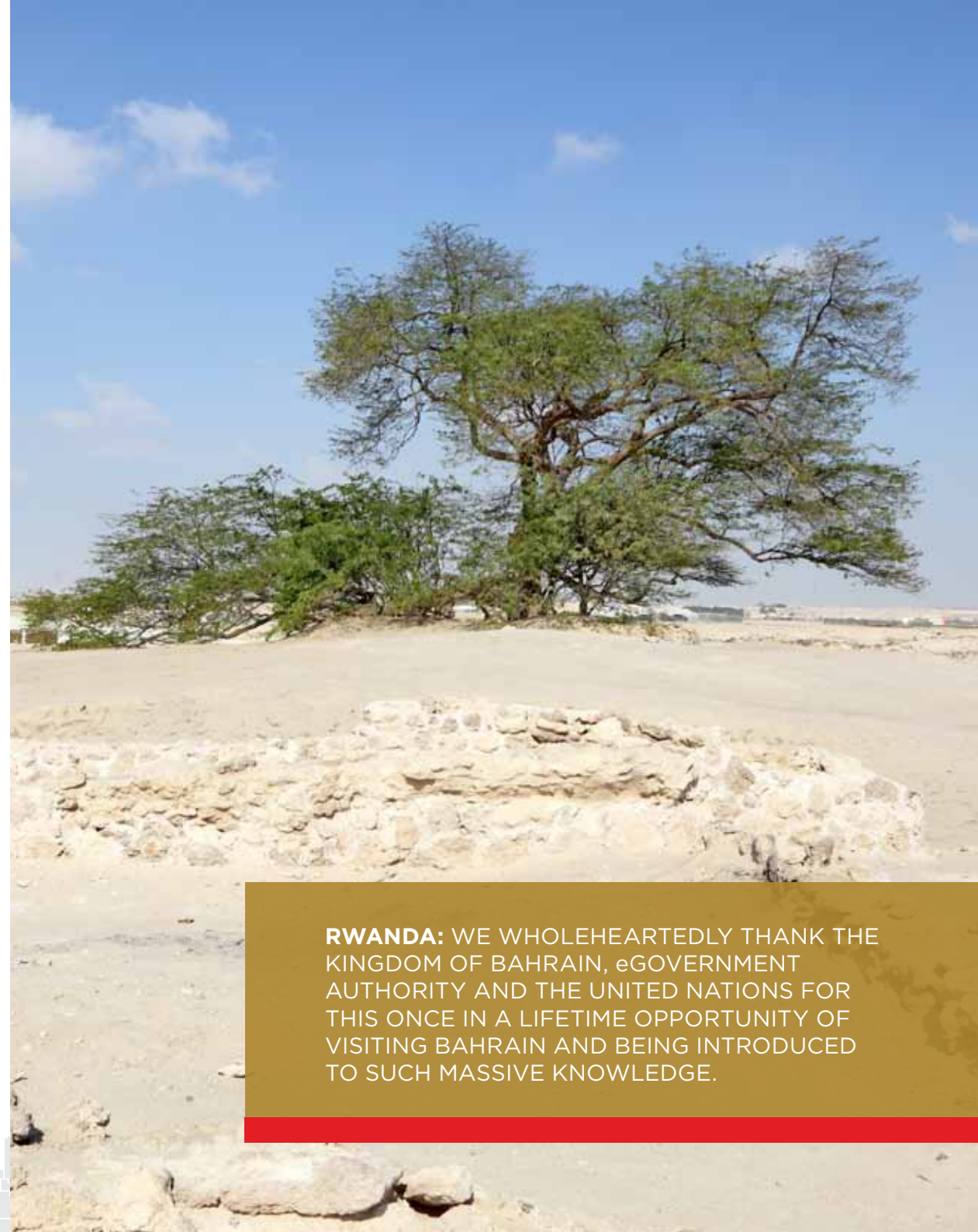
The eGovernment Authority's PMO journey - started in 2008 as a project office, shifted to basic PMO in 2009, then Standard PMO in 2013, in 2014 it has achieved Advanced EP MO, finally it has developed to achieve the Center of Excellence by 2016.

The PMO's success factors are mostly related to the management of communication and stakeholder expectations such as:

- Communication and reporting
- Continual feedback with top management
- Start small and think big

The future plans of the PMO include the following:

- PMO Charter 2014
- Smart PMO Toolkit
  - Assessment guidelines
  - PMO tools
  - PMO templates
- Program Project Management (PPM) Tool



**RWANDA:** WE WHOLEHEARTEDLY THANK THE KINGDOM OF BAHRAIN, eGOVERNMENT AUTHORITY AND THE UNITED NATIONS FOR THIS ONCE IN A LIFETIME OPPORTUNITY OF VISITING BAHRAIN AND BEING INTRODUCED TO SUCH MASSIVE KNOWLEDGE.

# CUSTOMER CARE TACTICS

## CONDUCTED BY:

eGovernment Authority

## PRESENTED BY:

Mr. Ali Darwish – Chief of Customer Care

Ms. Lulwa Sami – Chief of Marketing Communications

## PRESENTATION SUMMARY:

The idea of creating a customer care unit within eGA was driven by the national eGovernment strategy to fully ensure the build-up of communication bridges with customers to satisfy all their needs.

In order to achieve the set objectives, certain customer care tactics are being followed, such as:

- Suggestions and Complaints Management: all suggestions and complaints are managed throughout Tawasul system, cases are resolved based on pre-defined SLA and analysis is conducted to ensure that all cases are not repeated and that corrective measures and actions are taken in a timely manner.
- Customer's Experience Monitoring: these activities are conducted by measuring the traffic and usage over various electronic channels and reporting the customer experience.
- Customer Satisfaction Index (CSI):
  - National Customer Satisfaction Index
  - Online satisfaction measurement on the national portal (Foresee)
  - After collecting information about the measurement of satisfaction, the recommendations are taken to the CSI committee to force the implementation of corrective actions
  - Focus group sessions
  - Customer surveys during roadshows and events

Success stories of particular campaigns that eGovernment Authority is proud of:

- Deaf campaign
- University of Bahrain course payment
- National suggestions and complaints system (Tawasul)
- Electricity and water payment
- Bahrain International eGovernment Forum since 2008
- CISCO Networks
- UN Public Service Day 2013

The 'Word of Mouth' index is one of the tools that measure the relationship between the organization and customers by checking customers' feedback about the organization – whether positive or negative.





### CONDUCTED BY:

Silah Gulf Co.

### PRESENTED BY:

Mr. Ricardo Langwieder Görner – CEO

### PRESENTATION SUMMARY:

Based on a collaboration between Merchants and the eGovernment Authority, Silah Gulf was initiated in 2007. It was officially established in 2009 in Bahrain; in 2011 another branch was established in Kuwait followed by an additional branch in the United Arab Emirates in 2012. Currently, the organization has over 500 customer service professionals, over 10 million interactions a year and trains more than 200 professionals annually. Some of the global and local recognitions obtained by Silah comprise 12 industry awards for Bahrain's national contact centre.

The categories of services provided by Silah include:

- Customer Service Management
  - Multi-channel inbound and outbound customer services
  - 360 degree customer experience management
  - Back-office services
- Consulting
  - Benchmarking and competitive analysis
  - Contact centre operating model
  - Best practice methodologies
- Technology
  - Contact centre IT outsourcing
  - Technology consulting
  - Contact centre multi-channel
- Training Academy
  - Contact centre and customer service
  - Retail and sales skills
  - International standard training programs

### CONDUCTED BY:

Civil Service Bureau (CSB)

### PRESENTED BY:

Mr. Ahmed Al-Arabi – Senior IT Strategy & Policies Specialist

### PRESENTATION SUMMARY:

CSB was established in 1971 to achieve three main objectives - ensure fairness between government sector employees, improve the level of civil services and enhance the productivity within the government sector. CSB's vision, mission, values and strategic objectives were set around the above mentioned objectives; however, the strategic objectives encompass competent qualified nationals and government performance excellence.

The Management Information Directorate currently operates and controls six main systems within the CSB to ensure ideal service provision:

- HoRiSoN System: is the core central strategic system for management information system of human resources, it contributes to the modernization of the administrative work, increases productivity and expedites the completion transactions; to this end, the system automated more than 50 services within CSB.
  - **Objectives:**
    - Provide quality and high-efficiency services for the ministries and government bodies
    - Facilitate the completion of electronic transactions and reduce the use of papers
    - Expedite the completion of transactions and increase productivity
- Self-Services: enable employees to apply the functional measures directly from the automated system.
  - **Objectives:**
    - Increase accuracy and reduce the time and effort by referring to a common source of information.
    - Enable employees and supervisors to provide the right information and desktop supports through self-service portals.
    - Streamline operations and reduce administrative costs.



- Government Time Attendance System: a unified system is formed to attend and meet the needs of all government agencies within the framework of the Civil Service Law with a link to the HoRiSoN System. Currently, nine ministries are utilizing it; CSB is planning to include all government entities under the CSB umbrella in the future.

- **Objectives:**

- o To unify system for all government entities
  - o To build the integration with HoRiSoN System
  - o To automate the deductions and overtime payment by linking it with payroll
- Document Management: an electronic system that archives documents to help retrieve and save documents as well as images, configure related databases, and allow users to save, retrieve and print documents.

- **Objectives:**

- o Staff access files easily
  - o Streamline business processes
  - o Improve performance and increase productivity
- eServices:
  - In collaboration with eGA, CSB provides four services for government employees throughout the eGovernment national portal ([www.Bahrain.bh](http://www.Bahrain.bh)); such services include:
    - o View Employee Monthly Salary Slip
    - o Salary and Service Certificates
    - o View and Update Employee Contact Details
    - o View and Update Employee Salary Account Details
- Mobile Apps: the bureau is in the process of launching a new mobile app that will include services for government employees.



## PARTNERSHIP CONSIDERATION IN THE AREA OF eGOVERNMENT

### CONDUCTED BY:

eGovernment Authority

### PRESENTED BY:

Mr. Ahmed Rafeeq AlSawafiri - Assistant Director of Strategy & eBusiness Process Reengineering Directorate

### PRESENTATION SUMMARY:

The eGovernment program is developed in line with Bahrain Economic Vision 2030, Bahrain eGovernment vision and international commendations of the United Nations eGovernment Survey 2012.

Bahrain's eGovernment would certainly be pleased to engage with other countries of the visiting delegates to support any initiative based on a specified scope that can be declared in a Memorandum of Understanding (MOU). Such strategic alliance will be based on a consortium model that can be taken from the eGovernment Authority or any partners working with eGovernment authority. The proposed collaboration model that can be utilized comprise:

- Increasing efficiency
- Reducing costs
- Driving co-innovation
- Reducing risk
- Reducing IT complexity

Partnership expectations with the eGovernment Authority include:

- Leveraging respective expertise
- Sharing market insights (current opportunity, client expectation, current market trends)
- Enhancing the existing offerings to maximize Civil Services Aptitude Test (CSAT)
- Seeking innovative ways of project delivery to optimize costs
- Jointly exploring new avenues in terms of solutions and gain domain expertise

# PHOTO GALLERY



## FINAL RECOMMENDATIONS

- 1) Delegates expressed high gratitude for the UN initiative, the generous hospitality of Bahrain and the experience of sharing lessons learned from the tour.
- 2) Human factors, leadership and political are essential for successful implementation of the eGovernment strategies.
- 3) Engage stakeholders and partnerships.
- 4) Consumer satisfaction evaluations.
- 5) Power of marketing (internal and external).
- 6) Searching and planning is critical: research various studies and work according to international standards.
- 7) Capacity building is designing and implementing eGovernment policies and initiatives.
- 8) Supply and market analyzing.
- 9) BPR: The BPR process is essential to facilitate processes. BPR never ends as there is always an opportunity to improve.
- 10) For a successful eGovernment, do not complicate the situation but purposefully adapt basic solutions to attain complex eGovernment solutions.
- 11) Development of the system is dynamic: responsibilities can be centralized until it is mature.
- 12) Mobile services can be implemented even before the development of the portal.
- 13) Importance of having courage to change plans.
- 14) Partnerships, creativity and imaginations can help find solutions through engaging other (PPPs, universities, NGOs, societies, colleagues, international partnerships, networks and informal benchmarking).
- 15) Timor Leste showed the desire to obtain Bahrain's eGovernment Authority assistance in regards to creating a database for the country and to continue discussions in this project
- 16) Ethiopia proposed the signing of a Memorandum of Understanding with Bahrain's eGovernment to exchange knowledge and to share resources.
- 17) Delegates suggested having more time to expand discussion with relevant staff in the field visits.
- 18) Nepal seeks cooperation and technical support from Bahrain and the first initiative would be to deliver eServices such as marriage and birth certificates.
- 19) Burundi proposed to keep the connections open and exchange list of contacts of all presenters for future collaboration regarding the workshops and visited projects.
- 20) Delegates stressed the importance of having more collaborations and discussions through exchanging visits and implementing model projects such as Zajel (eMeeting system), the Suggestions and Complaints System (Tawasul) as well as follow up with the advancements under the supervision of UN-DESA.



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