



وزارة الاتصالات والمعلوماتية
Ministry of Communications and Informatics

eLibya Program – Newsletter Issue 3 - February 2014





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Introduction

The eGovernment has reached an advanced stage in its progress, and in this newsletter we will give you a summary of the progress as per the different phases of the project, insights on similar initiatives and general information about the eGovernment program.

We are pleased to announce that the final draft of the eGovernment strategic framework is complete, along with this completion other phases were launched such as the eGovernment Governance including all its sub-reports, the eGovernment Strategy Implementation Readiness Assessment, eHealth and eCommerce Frameworks and the requests for proposals (RFP)s to achieve the quick wins and they will be released in the coming period.

As for the main remaining activities, most are in the final stages with different teams working to finalize them. These include; Design of Future Integrated Architectures for the Government Secure Network, shared applications, data centers and eServices. In addition to, initiating the eEducation framework development phase, presenting the Current State Assessment results to Ministries and Government Entities and finalization of the remaining RFPs.

eGovrenment Program Definition

The eGovernment Program is a Program that aims to develop an eGovernment strategy which modernizes government services by putting technology at the center of the government operations to enhance the services provided to all residents and businesses of Libya wherever they are and at all times, using modern communication networks and systems. In the regard, the Libyan Government mandated the Ministry of Communications and Informatics (CIM) to develop an eGovernment strategy.

Developing a well-articulated strategy for the eGovernment Program that spans all government entities and related stakeholders is the current area of focus. Substantial efforts are required for eGovernment to become a reality and it is essential to create adequate efficiency measures that are aimed at providing the wide array of services that are required by the citizens and businesses in Libya.

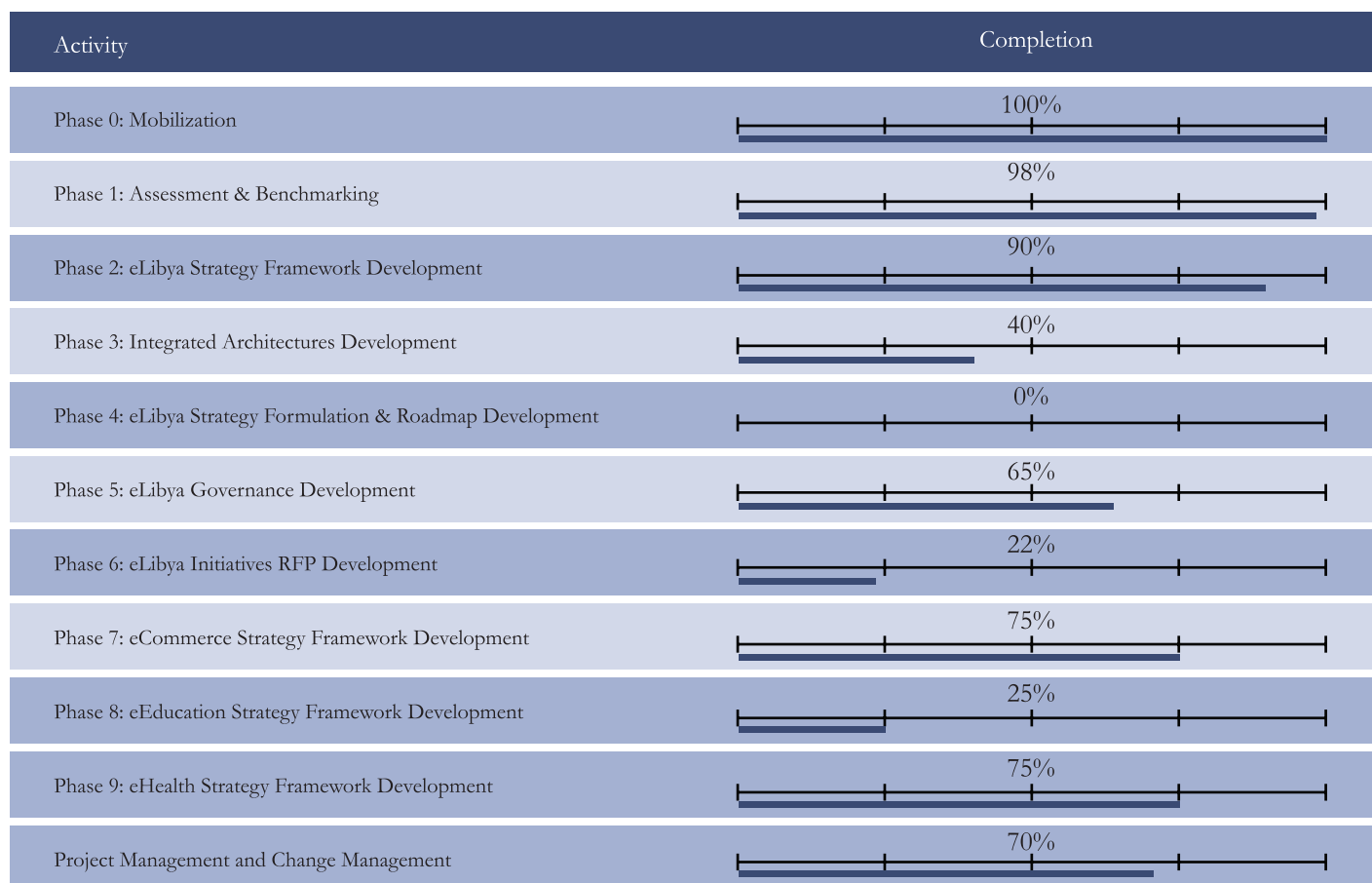
eGovrenment Program Benefits

The ultimate goal of the eGovernment Program is to facilitate services to citizens everywhere. The eGovernment Program has various benefits to the Libyan public, mainly including:

- Speed and ease of access to services by creating new operational processes and developing current services
- Equal opportunities for all citizens and residents to access services
- Increased responsibility
- Increased transparency
- Increase the availability of general information
- Increased performance
- Reduced corruption
- Strengthening the private sector
- Providing Government services at anytime and anywhere
- Government cost-cutting

There are many other benefits that accompany the implementation of eGovernment projects, including capacity building, being up to date with the global developments and raising the overall efficiency of the public and private sectors.

eGovernment Strategy Development Phases



Project Progress by Phase

Phase 1 - Assessment & Benchmarking

To understand the readiness of related government agencies to provide electronic services, 256 meetings were held with 27 Ministries and 72 Government Agencies in order to assess over 610 services so they can be potentially provided electronically and serve different beneficiaries. As of now, the information required to understand related strengths and development needs is available and organized, and efforts in this regard are aimed towards presenting the findings and discussing future steps with Ministries in an attempt to unite efforts, maximize the output and facilitate secure eServices for Libya and its Citizens



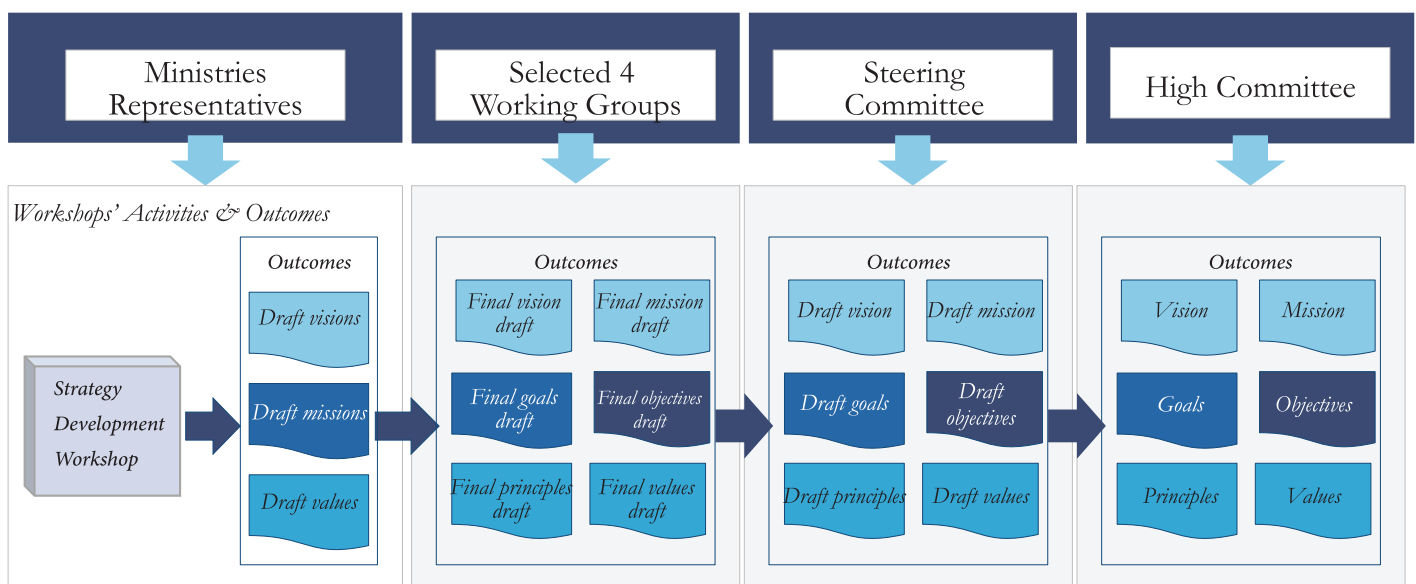
Phase 2 - eLibya Strategy Framework Development

In continuation of the efforts deployed in the “eLibya Strategy Development Workshop” held on September 30th, 2013 several working groups met in separate workshops with the objective of drafting the details of the strategic framework, which will include the goal, principles and objectives for the four strategic domains.

The final draft of the entire strategic framework is currently available after documenting the outputs of the working groups workshops and incorporating the results of the Steering Committee review. In the near future the final draft of the strategic framework will be submitted to the High Committee for the final review and accordingly issue the strategic framework in its final and agreed format.

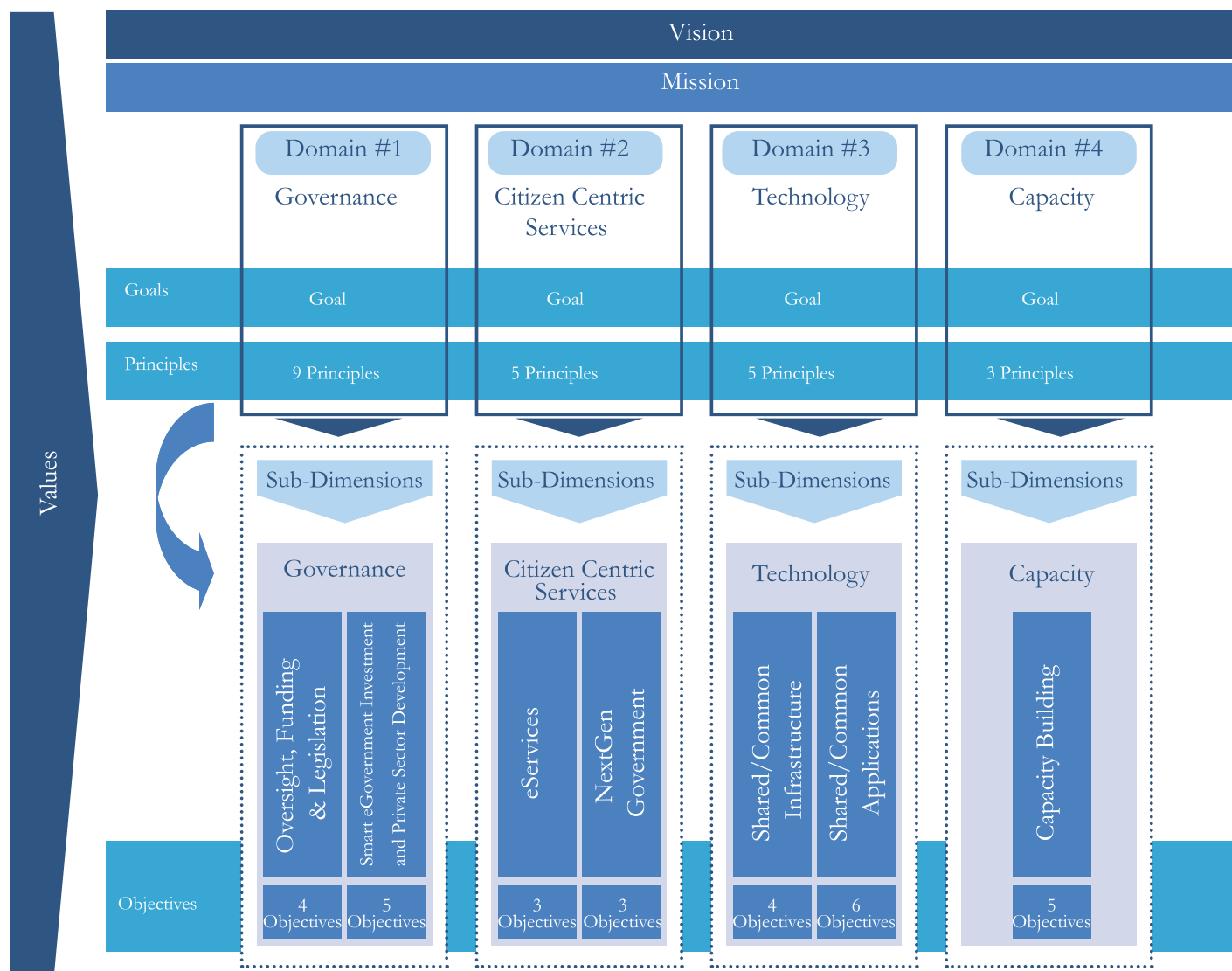


Multiple procedures were followed to draft the strategic framework, the procedures consisted of four main stages as shown below:



eGovernment Strategy Development Phases

Additionally, the components necessary to achieve the strategic vision and mission, and that describe the broadness of the required activities for eServices to become a reality have been agreed. Components include; goal, principles and objectives for each individual domain in the strategic framework as shown below:



The aforementioned strategic framework will function as a compass that will guide the government and other related sectors to provide eServices. Subsequent to finalizing the strategic framework and obtaining the required approval from the High Committee the team will develop an integrated roadmap which will include the required initiatives to deliver on the various eGovernment objectives taking into consideration that these initiatives will be collaborative and integral between the government and other related sectors.



Phase 5 – eLibya Governance Development

All details of the governance phase which aim at guiding, managing and monitoring the eGovernment Program from different perspectives including; local requirements and best practices are complete. Currently, the documents are being reviewed by the Steering Committee and the team is incorporating their feedback in order to submit the final draft to the High Committee for final approval. The eGovernment Program will include four main deliverables, including:

1. Operational model, to determine the role of eGovernment Program and its relationship with the key stakeholders
2. Spending and funding framework, for the eGovernment Program and monitoring of the available financial resources
3. Laws and legislations, that support the eGovernment Program and associated eServices
4. IT and eServices policies and standards, including capacity building, security and protection of information, the provision of electronic services, data management, architectures and common services.
5. Capacity building framework and initiatives, necessary in Ministries and Government Agencies that are related to the eGovernment Program

Phase 6 – eLibya Initiatives RFP Development

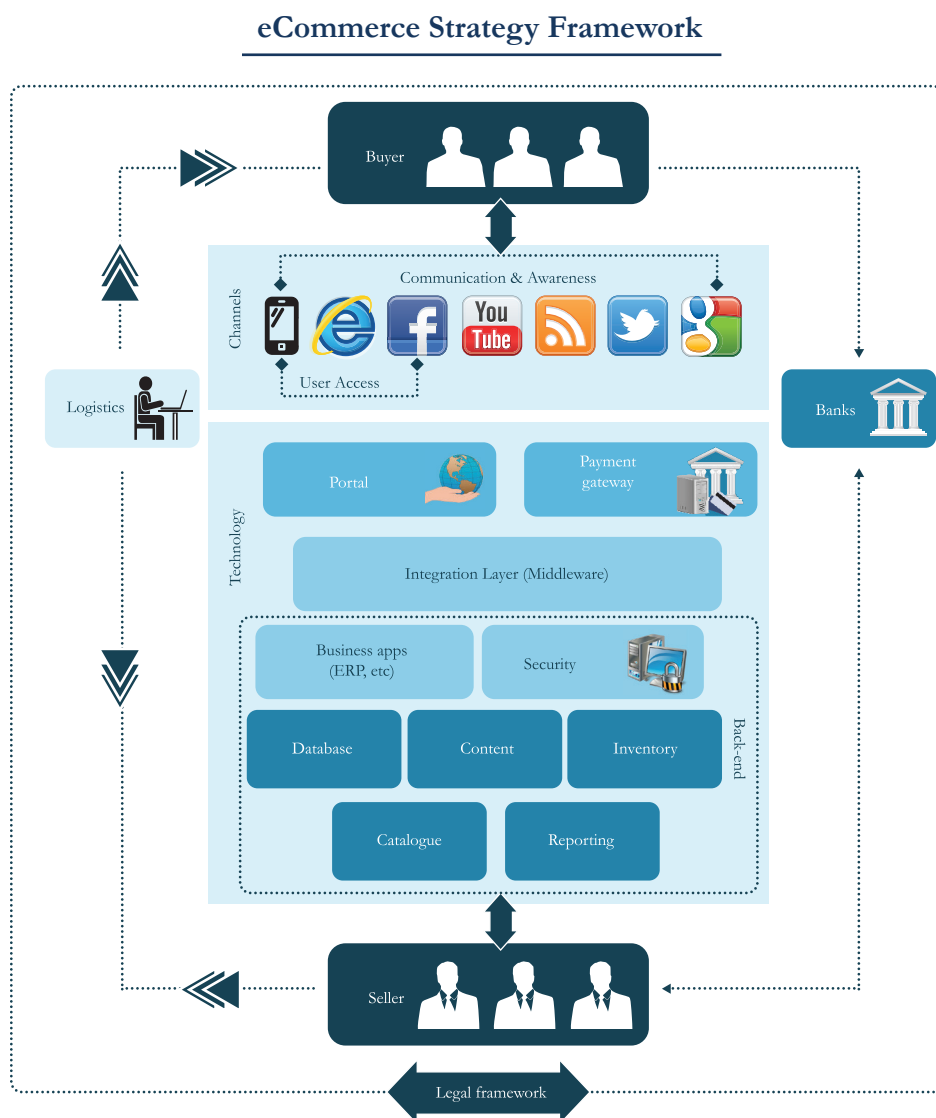
The eGovernment Program includes several quick wins that are planned to yield prompt results and facilitate effective operations and render added value to different stakeholders. Given that the implementation of eGovernment Strategy will be during a period of five years, quick wins will represent short term tangible and planned success at many levels including; Citizens and the Government. In this section of the newsletter we would like to note that the all quick win RFPs are complete and will be issued in the coming period, namely:

1. eGovernment Portal
2. Data Centers
3. Preparing post offices to provide eGovernment services
4. eCorrespondence system
5. eMail

Phase 7 - eCommerce Strategy Framework Development

In order to understand the readiness of the commercial sector to establish electronic trade, all the key stakeholders that represent the sector were visited, these include; Libya Trade Network, Ministry of Communications and Informatics, National Information Security and Safety Authority, Central Bank, Chamber of Commerce, Industry and Agriculture, Ministry of Economics, Libya Post and a representative sample of banks, additionally a survey that is inline with international and pioneering practices was distributed to over 30 commercial institutions. And accordingly the eCommerce maturity assessment report was prepared.

After understanding the current maturity levels, efforts were deployed to conduct a workshop with various related Government Agencies including; the Ministry of Communication and Informatics, Central Bank, Libya Post, Libya Trade Network, Chamber of Commerce, Industry and Agriculture and the National Information Security and Safety Authority. The workshop aimed at presenting the findings of the maturity assessment and facilitating various added value discussions that resulted in the strategic framework for eCommerce as per the details in the figure to the right:



Phase 8 – eEducation Strategy Framework Development

With regard to the eEducation framework the related team met with the officials at the Ministry of Education with the aim of agreeing on the strategic framework and the means of progressing in understanding the maturity to provide electronic educational services.

Phase 9 – eHealth Strategy Framework Development

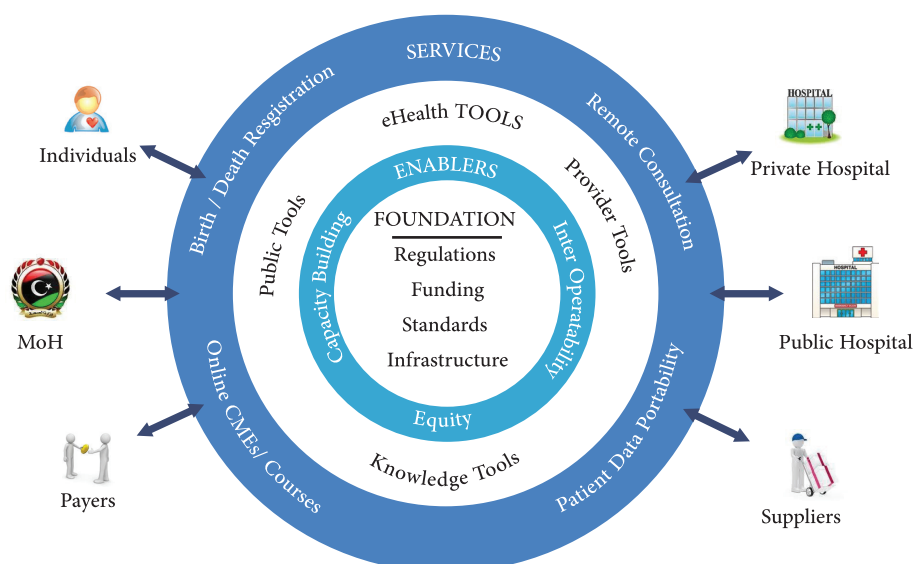
Several meetings were held with officials from the health sector and with a sample of health service providers including; a sample of private and public hospitals, insurance companies, within these meetings a range of queries about the electronic delivery of services were discussed as part of the agreed methodology that is based on international and pioneering practices. The product of the Ministries cooperation and these efforts was a comprehensive understanding of the readiness of the health sector to provide eServices in a Maturity Assessment Report.



Subsequently, The team held the “eHealth Strategic Framework Development Workshop” on February 1st in the Ministry of Health which included the development of the strategic framework for the eHealth Program and drafted the vision, mission and strategic objectives for the eHealth Program in the presence of a group of Directors in the Ministry of Health and other related agencies, GM's from hospitals and health centers, individuals from the ICT sector and the related team from the Ministry of Communications and Informatics, during the workshop the findings from the maturity assessment were presented and discussion sessions were held to result in the provision of valuable ideas and recommendations that were incorporated in the eHealth Strategic Framework. The eHealth Strategic framework is ready now covering multiple and integrated aspects that include; establishing electronic operations, supporting factors and the outline of eHealth initiatives as shown below:

eHealth Strategy Framework

Going forward the team will meet with a specialised workgroup to finalize the mission, vision and objectives of the eHealth Strategy



eGovernment Strategy Development Project Management

In order to support and monitor the progress of the eGovernment Strategy Development Project the Program Management Office (PMO) is implementing a wide range of activities that are inline with the Project Management Institute standards, The PMO has a significant role in communicating and reporting to the committees responsible for the program, namely: (1) the High Committee which is responsible for taking key decisions and provide support when needed and is represented by members of the Prime Minister's Office, Ministry of Communications and Informatics, Ministry of Finance, Ministry of Planning, Ministry of Labor and Rehabilitation, Ministry of Economy, Ministry of local Government, Ministry of the Interior and the Decision Supporting Office, and (2) the Steering Committee which submits reports the High Committee, directs the eGovernment team in the Ministry of Communications and Informatics and provides support when required, the high Committee is represented by members of the Ministry of Communications and Informatics, Ministry of Labor and Rehabilitation, Decision Supporting Office, National Economic Development Board and the General Information Authority.



So far the Steering Committee has held over ten meetings to review and support the progress of the eGovernment Strategy Development Project, in these meetings the Committee was briefed on project progress and deliverables whenever applicable and it is worth mentioning that several deliverables are approved most importantly; The Consolidated Current State IT, Technology, Services and Applications Readiness Report, eGovernment Strategy Framework, Quick Wins RFPs and currently the Committee is reviewing the outcomes of the Governance Development Phase with specialized groups.

The PMO is currently coordinating with the various ministries to present the results of Consolidated Current State IT, Technology, Services and Applications Readiness Report, which was used as an input in the development of the eGovernment Strategy Framework.

eGovernment Strategy Implementation Readiness Assessment

In order to study the readiness of government employees to implement the strategy from individual and team perspectives the eGovernment Team at the Ministry of Communications and Informatics with the support of PricewaterhouseCoopers (PwC) studied this aspect of the upcoming strategy implementation due to its importance and the potential impact of addressing its results on the commitment of different related parties to deliver on the eGovernment Strategy.

In order to conduct the assessment the team conducted primary research using the best available means including; quantitative and qualitative research. In the qualitative assessment 2 focus groups were conducted with a total of 17 participants that represented 8

Ministries, and in the quantitative assessment a web-based survey was published to collect data from 117 government employees to voice their views and aspirations. The usage of this primary research was as part of the assessment methodology which was based on 6 assessment pillars in the figure shown in the following page:



eGovernment Strategy Implementation Readiness Assessment Pillars

Employees' Ability to Implement the Strategy

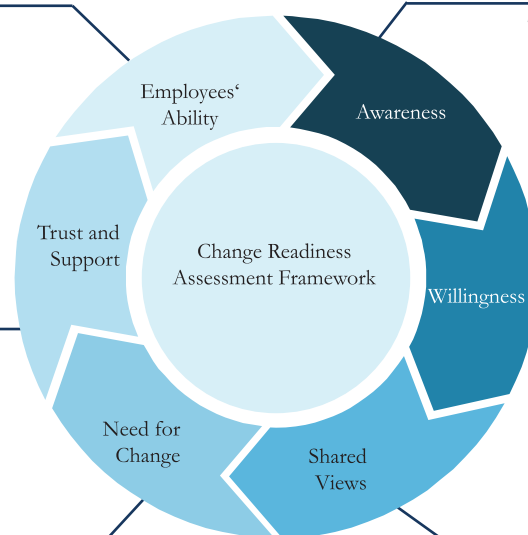
Do employees feel they have the right skill set to deliver on the eGovernment Program, and the extent to which there is a need for employees to unify attitudes and standpoints for the eGovernment Program to succeed

Trust in Success and Support from Leaders

The extent to which employees feel the project will be a success, leaders are providing sufficient support and the environment's ability to support eGovernment progress

Understanding the Need for Change

To what degree would employees feel that the eGovernment Program will benefit their respective workplaces, and the extent to which the eGovernment program is an opportunity for growth and development



General Awareness of Change

The extent to which government employees are aware of the eGovernment Program, and its impact on their day-to-day work

The Willingness and Ability of the Workforce to Embrace the Change

What is the level of employees' commitment to eGovernment objectives, and the adoption of new business processes

Shared Views about the Need for Change

To what extent do employees feel the workforce is committed to succeed, and the level of which employees share information and processes

The analysis of the readiness assessment is now complete and seven key success factors have been identified and are expected to yield positive results during the implementation of the strategy, these are:

1. Utilize different communication channels to ensure that messages are delivered to different stakeholder groups. Communication channels include; eMail, newsletters, banners, SMS and website
2. Clarify the mechanisms and processes to benefit from the eGovernment program and emphasize cyber security in communications
3. Conduct various workshops/meetings with Government Senior Officials to ensure standardized understandings of the eGovernment Program and associated supportive actions
4. Ensure that the expectations from Senior Government Officials are well communicated to them, and provide them with the required support in a timely fashion
5. Develop and implement the required training plans that ensure the availability of the required skill set to implement the eGovernment Strategy
6. Unify the organizational culture by applying different hands-on experiences that reinforce the required culture in Ministries and Government Entities
7. In due time, rollout a communication campaign that promotes eServices to citizens and businesses



Whats Next

In the coming period the team will complete the remaining phases of the eGovernment Strategy Development Program:

Phase 3 - Integrated Architectures Development

Future integrated architectures for the eGovernment Program will be developed, include the following:

1. eServices and Common Application Architecture: This architecture defines how the selected and prioritized 100 government services across all Gvovernemntwill be transformed into eServices as well as the applications required to support the electronic delivery of these services.
2. Government Data Hubs: Defines the strategic framework that will be adopted to develop and build government data hubs that can used to host shared information that can support the delivery of services across government agencies.
3. Network & Infrastructure Target Architectures, including:
 - The architecture of the secure government network which will interconnect different government entities securely and reliably
 - The architecture of the national data centers that will host the infrastructure components of the eGovernment Program in addition to providing co-location services
 - The reference architecture for Government Entities that will help build their own IT infrastructure based on leading practices
 - The security framework that will help secure the eGovernment Program by adopting key security directions, standards and methodologies
 - The IT disaster recovery approach that will include a set of directions and considerations for the eGovernment Program to recover key assets in case of disruptive event

Phase 4 - eLibya Strategy Formulation & Roadmap Development

Taking into consideration the outputs of the Assessment and Benchmarking Phase and eLibya Strategy Framework Development Phase the roadmap for the next five years will be developed to include a set of prioritized initiatives and the associated dependencies, timeline and estimated budget.

Success Stories

Success Story (1): Integrated System to Improve Trade Processes, Merchant and Marine Port Office – Tunisia



Initiative	Main Challenges	Solution	Methods Used	Main Benefits
Integrated System to Improve Trade Processes	Complex procedures and non-standardized operations that result in the congestion of traded goods and prolonged processes	Development of an integrated system that improves business processes and reduced transit time to 3 days	computerized paperless processes that are based on electronic signatures and proactive preparations for receipt of goods in the port	Improving the quality of services for shipping companies, reducing transit costs of goods in the port through better organization, space management and enhanced port infrastructure

Success Story (2): One-Stop-Shop for Companies, Ministry of Public Administration - Slovenia



Initiative	Main Challenges	Solution	Methods Used	Main Benefits
One-Stop-Shop for Company registration	Registration process requires up-to 60 days and required several contacts with public administration and notaries with %90 of applications incomplete and with high costs	One and single online shop called One Stop Shop for Company Registration	Implement various training programs related to the new systems and workshops with various examples	Company registration in a period of no more than 4 days and for free

