

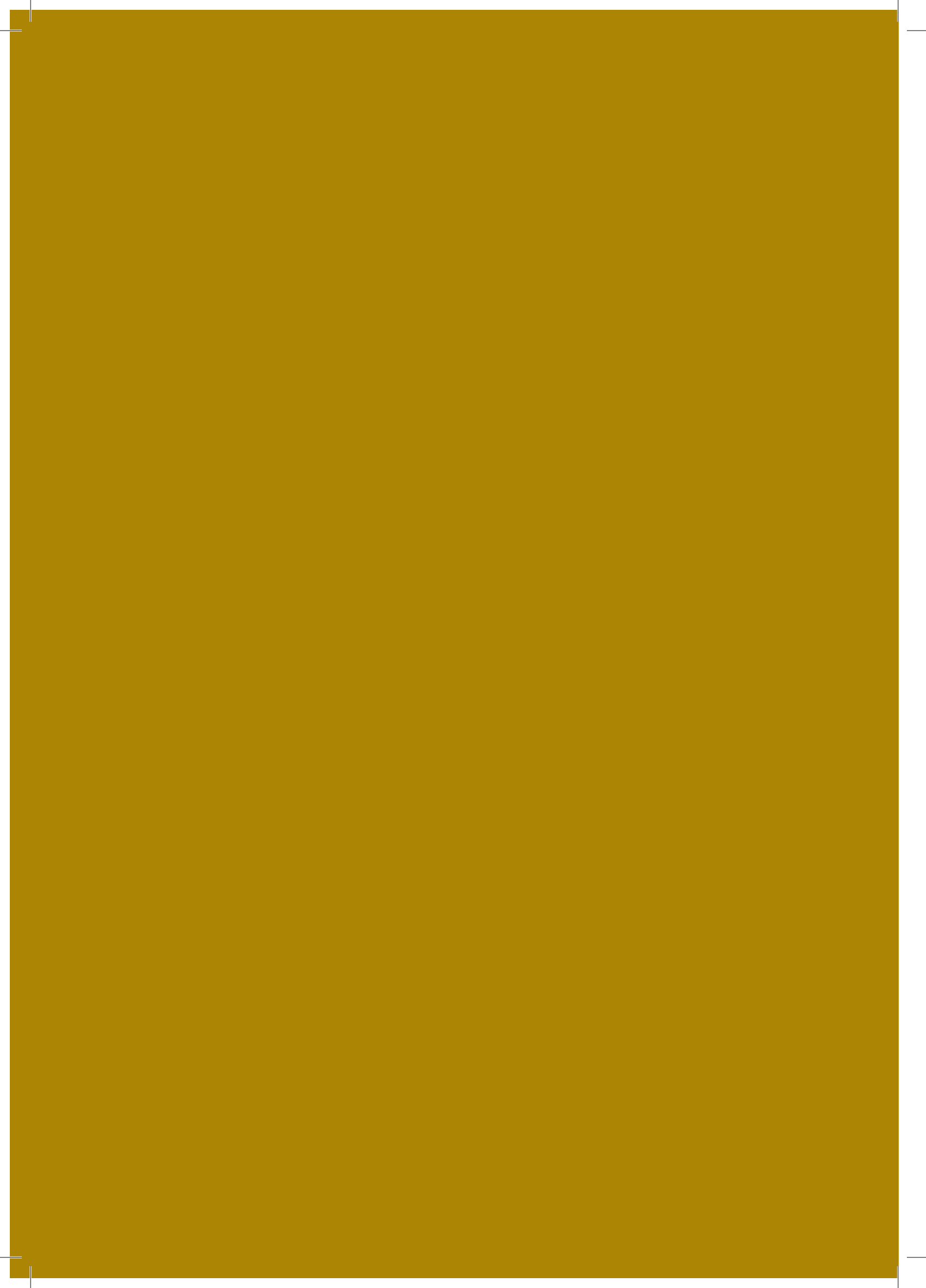


Summary
National eGovernment Strategy
2016



Kingdom of Bahrain
eGovernment Towards a Better Life

bahrain.bh





HIS HIGHNESS SHAIKH ISA
BIN SALMAN
AL KHALIFA

THE LATE AMIR



HIS MAJESTY KING
HAMAD BIN ISA
AL KHALIFA

THE KING OF THE KINGDOM
OF BAHRAIN



HIS ROYAL HIGHNESS
PRINCE KHALIFA BIN
SALMAN AL KHALIFA

THE PRIME MINISTER



HIS ROYAL HIGHNESS
PRINCE SALMAN BIN
HAMAD AL KHALIFA

THE CROWN PRINCE AND
DEPUTY SUPREME
COMMANDER



MEMBERS OF THE SUPREME COMMITTEE FOR INFORMATION AND COMMUNICATION TECHNOLOGY (SCICT)



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BIN MUBARAK AL KHALIFA

DEPUTY PRIME MINISTER -
SCICT CHAIRMAN



H.H. SHAIKH ALI BIN
KHALIFA AL KHALIFA

DEPUTY PRIME MINISTER



H.E. SHAIKH KHALID BIN
ABDULLA AL KHALIFA

DEPUTY PRIME MINISTER



H.E. SHAIKH RASHID BIN
ABDULLA AL KHALIFA

MINISTER OF INTERIOR



H.E. DR. HASSAN BIN
ABDULLA FAKHRO

MINISTER OF INDUSTRY &
COMMERCE



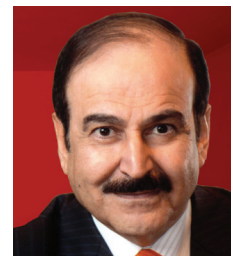
H.E. SHAIKH AHMED BIN
MOHAMMED AL KHALIFA

MINISTER OF FINANCE



H.E. DR. MAJID BIN ALI
AL NUAIMI

MINISTER OF EDUCATION



H.E. DR. ABDUL HUSSAIN
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ATTEYATALLAH AL KHALIFA

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MOHAMMED AL BALOOSHI

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& SOCIAL DEVELOPMENT



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AHMED AL KA'ABI

MINISTER OF
MUNICIPALITIES &
URBAN PLANNING



H.E. MR. KAMAL BIN
AHMED MOHAMMED

MINISTER OF
TRANSPORTATION



INTRODUCTION

In this connected world, it is imperative for citizens, businesses and society to interact seamlessly with the government, via channels that are accessible to all. With this thought in mind, the Kingdom of Bahrain developed its first eGovernment (eGov) strategy, covering the period of 2007-2010, with the aim to bring the government closer to its people. The result was exemplary. The strategy translated into the establishment of 4 eGov channels and more than 200 eServices.

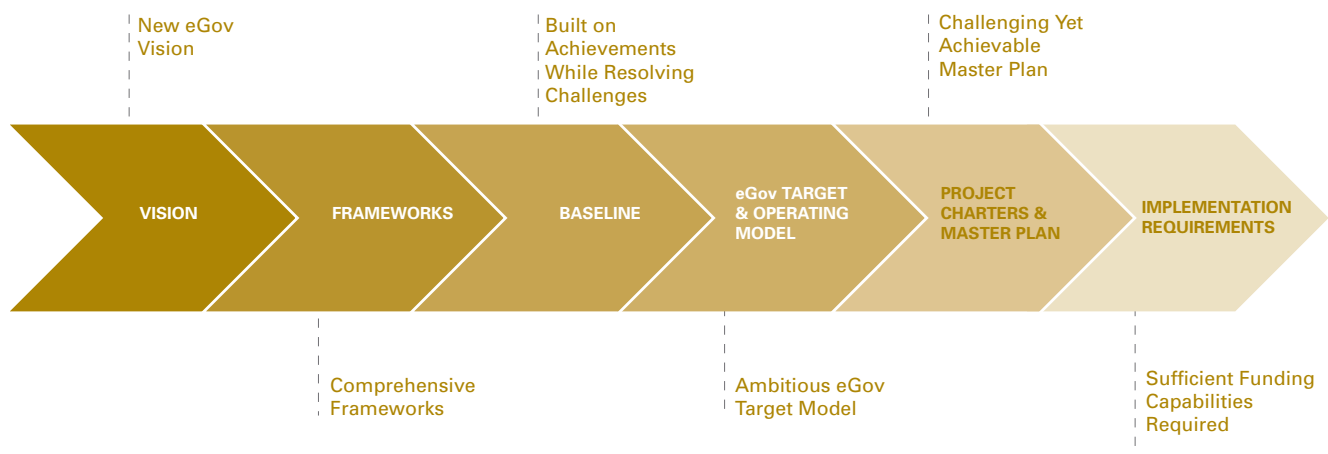
A new Economic Vision 2030 for the Kingdom of Bahrain was then launched in October 2008, striving to ensure the future economic sustainability of the Kingdom. To contribute to the realisation of this Economic Vision, as well as the fulfilment of the Government Action Plan, a new eGov strategy was commissioned. This document summarises this strategy and outlines its objectives.





eGOVERNMENT STRATEGY DEVELOPMENT APPROACH

The development of the Kingdom of Bahrain eGov strategy 2016 followed a structured 6-step approach, driven by a new eGov vision. The strategy takes a holistic view of all factors relevant to eGov by applying a wide range of frameworks to clearly define the eGov target and operating models. The resulting eGov road-to-implementation is delineated through a comprehensive master plan.



eGovernment Strategy Development Approach

VISION

Building on a strong foundation from the previous period 2007-2010, the new eGov strategy aims for an ambitious yet achievable target. To encapsulate the key objectives, a new eGov vision, **ADVANCE**, has been put in place:

“Achieve next generation Government excellence by delivering high quality services effectively, valuing efficiency, advocating proactive customer engagement, nurturing entrepreneurship, collaborating with all stakeholders and encouraging innovation”

- 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

Elements of the Kingdom of Bahrain New eGovernment Vision

MISSION

The new eGov mission encapsulates the new **ADVANCE** vision:

“To realise the Kingdom of Bahrain eGov 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”

This enhanced mission lays out the proper context for The Kingdom’s eGov Authority (eGA) to operate and interact with other national stakeholders as the eGov strategy 2016 is implemented.



STRATEGIC OBJECTIVES

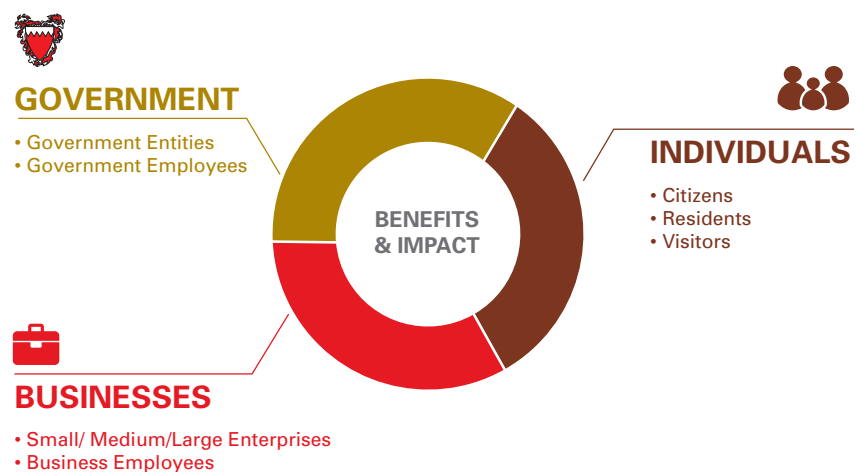
To materialise the new eGov mission and realise its benefits, a set of key strategic objectives have been developed targeting various stakeholder groups and catering to their needs and preferences.



Key Objectives of the eGovernment Strategy 2016

BENEFICIARY STAKEHOLDER GROUPS

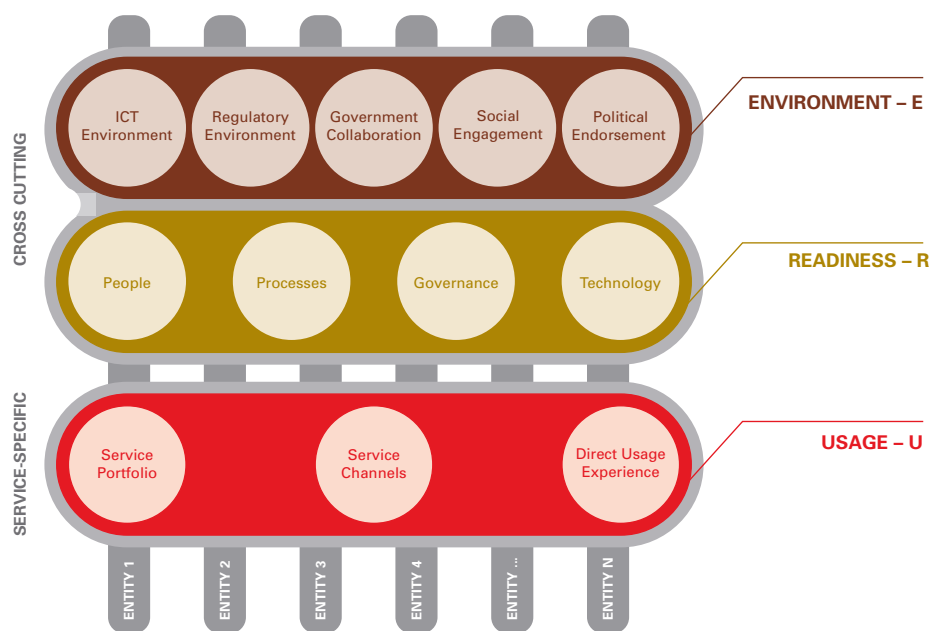
At the core of both the **ADVANCE** vision and eGov mission and objectives is a pledge to positively impact three key identified stakeholder groups within the Kingdom of Bahrain: Individuals, Businesses and Government; where Individuals refer to citizens, residents and visitors, Businesses refer to small, medium and large enterprises and their employees, and Government refers to government entities and their employees.



eGovernment Stakeholder Groups

COMPREHENSIVE eGOVERNMENT MODERNISATION FRAMEWORK

To deliver against the new eGov vision and to achieve the key objectives set, a comprehensive Environment-Readiness-Usage (ERU) framework has been used which provides a holistic approach to eGov modernisation.



Environment-Readiness-Usage Framework

Environment addresses many country-wide factors like ICT and regulatory environments, Government collaboration and social engagement to help drive customer service-oriented, efficient and effective Government. **Readiness** addresses Government capabilities through its people, processes, governance and technology to deliver solid infrastructure. **Usage** addresses not only customer-focused services but also interaction channels for better user experience.

As part of developing the strategy, and to ensure its comprehensiveness, a detailed analysis of the current situation was conducted leveraging a number of information sources, including workshops attended by 27 entities, over 30 face-to-face interviews with key individuals, 4 focus group sessions, and 32 entity surveys.

International eGov and ICT trends relevant to the Kingdom were also taken into consideration. To identify internationally recognised best practices, 18 countries were benchmarked across the ERU framework.

International eGov and ICT reports and trends were also researched. Out of an identified long list of best practices and trends, 9 latest eGov and 11 latest ICT trends were taken into consideration in developing the new eGov strategy.

SOLID eGOVERNMENT ACTION PLAN

To bridge the gap between the current and target states, more than 90 projects across Environment, Readiness, and Usage dimensions have been designed providing clear and measurable benefits. A sample of them, outlined below, shows the breadth of the areas being addressed. Some of these projects are being kicked off in 2012 and 2013 while others are set to launch in 2014 and many continue through 2016.

ENVIRONMENT

- National Broadband Agenda
- eLiteracy Campaign
- ICT Education Strategy
- Business ICT Adoption Strategy
- eGov Innovation Programme
- eLaws and eRegulation Update*
- Society Engagement Campaign*
- eParticipation Programme*
- Gov Leadership Engagement Plan
- Return on eGov Investment (ReGI) Analysis
- Public-Private Partnership Strategy
- International Partnership Programme

READINESS

- Knowledge Management
- eGov Capabilities Management Programme
- eGov Change Management Programme
- eGov Policies & Standards*
- IT Planning & Management Toolkit
- Smart PMO Toolkit
- Service Transformation Toolkit
- Entity IT Strategy
- Legal Case Management
- eProcurement*
- Customer Relationship Management (CRM)
- Special Data Infrastructure (SDI) Consolidation
- Document & Record Management*
- Open Data Platform
- IT Shared Service Rationalisation
- National Data Center Consolidation
- Government Data Network Expansion
- ID & Access Management*
- Business Continuity Programme
- Location-Based Services Platform
- Internet of Things Strategy
- Green IT Strategy
- Government Cloud Computing Strategy
- eGov Performance Management
- Next Generation Mobile Platform
- eGov Interoperability Framework
- National ePayment Platform*
- ERP Consolidation
- Information Security Programme

USAGE

- eGov Portal Enhancement*
- Mobile Channel Enhancement
- Contact Centre Enhancement*
- Service Kiosk Enhancement*
- Government Service Centres
- Multi-Channel Management
- Customer Service Quality Certification Programme
- Service Portfolio Management*
- Static Information Services
- Entity eServices Charters*

eGovernment Projects Classified Across the ERU Framework

For each of these projects, a project charter has been developed giving an overview of the project as well as an implementation timeline. The owner and involved stakeholders have been identified for each project and the objectives and benefits set, deliverables and dependencies defined and costs for eGA and other stakeholders estimated from a capital and operational expenditure perspective. The required time duration has been identified for multiple work steps along 5 main phases: strategic articulation, procurement, design, implementation and operations.

Finally, a roadmap has been created, identifying an overall timeline to implement all projects between 2012 and 2016. This roadmap will be revised on a yearly basis to ensure it is up to date and reflects the latest and greatest achievements as well as the most up to date eGov plans in the Kingdom of Bahrain.

* Projects are being kicked off in 2012 and 2013.

eGOVERNMENT KEY PERFORMANCE INDICATORS

Each strategic objective is broken down into a set of Key Performance Indicators (KPI) with a projected target realisation period for each. Below are the KPIs for key objectives to be achieved by 2014

Objective	KPI	Framework Dimension
Increased Society Participation and Engagement	eGov program awareness increased to 90%	E
	50% of government entities interacting with clients on a weekly basis through social networks (twitter, facebook page, blog, etc.)	E
Increased Partnerships and Private Sector ICT Readiness	2 new eGov partnerships in place	E
	2 new initiatives triggered annually from international partnerships	E
Improved National eLiteracy and Government IT Skills	150 Government employees trained on eGov specialised disciplines annually	R
	5000 nationals trained on IT / eGov foundational topics annually	R
Heightened Protection of Information and User Rights	Information and privacy protection policies implemented at 10 Government entities	R
	National authentication framework fully implemented	R
Higher Performing, Collaborative, Integrated, and Efficient Government	2 Government-wide systems implemented	R
	3 eGov related toolkits developed	R
Comprehensive and Effectively Managed Quality Service Offering	1 Consolidated services factbook in place	U
	All Government services information available online	U
	40 eServices deployed annually	U
Enhanced eGov Channels and User Experience with Increased Service Uptake	10 new mobile apps developed for top three mobile application stores annually	U
	3 eGov channels significantly upgraded and integrated	U
	10% of all transaction services (payment and two way interaction) to have an uptake of 100%	U
	All transaction services (payment and two way interaction) to have a growth of at least 10% in uptake on an annual basis	U
	20 additional services delivered through the National Contact Centre annually	U
	Customer satisfaction index levels maintained over 80%	E
Greater Innovation and Entrepreneurship	3 eGov related projects seed funded at BHD20,000 per project annually	E
	5 Apps developed based on open data	U

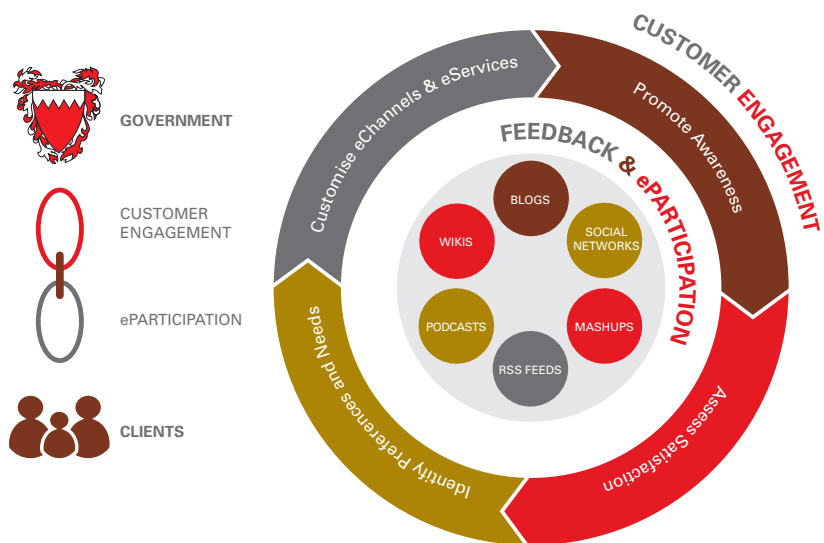
KPIs for Key Objectives Presented Across the ERU Framework Dimensions

eGOVERNMENT TARGET MODEL

The new eGov strategy for the Kingdom of Bahrain calls for an eGov program that will be supported by a strong ICT environment and a comprehensive regulatory framework. Improvements to the ICT environment will include an increase in fixed and mobile broadband penetration rendering higher broadband and Government eService usage.

Higher business ICT spending and adoption will result in increased competitiveness and ICT readiness of private sector institutions. Human capital and eLiteracy in the Kingdom of Bahrain will be improved through measures to train 5,000 nationals on IT and eGov foundational topics and 150 employees on eGov specialised disciplines annually.

Customer engagement and eParticipation will be crucial in the Kingdom, and given particular focus.

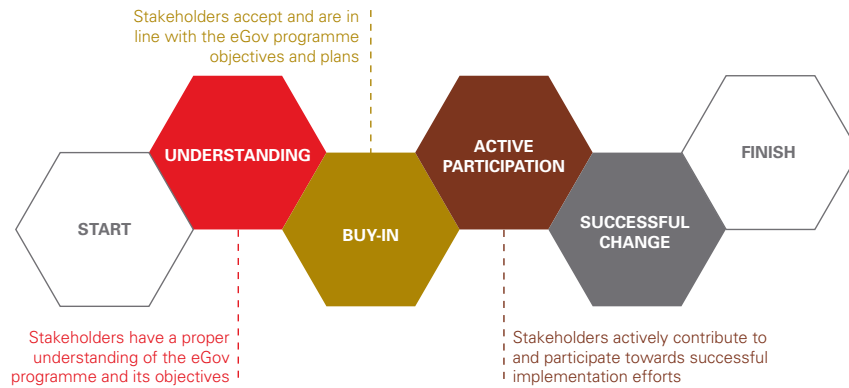


Society Engagement & eParticipation

Clients will participate in shaping eServices and will be allowed to voice their opinions and preferences. eGov program awareness will increase to 90%, with customer satisfaction index levels to be maintained over 80%. It is planned that 50% of Government entities will interact with clients on a weekly basis through social networks by 2014.

The Kingdom will drive eGov innovation by exposing public data sets and providing funding support for innovation projects. Three eGov related projects will be seed funded at BHD20,000 per project annually. Furthermore, partnerships will be established with the private sector to deliver high impact projects and support the national economy. Political support for the eGov programme will be firmed up and sustained, whilst government collaboration will be improved to enable impactful results.

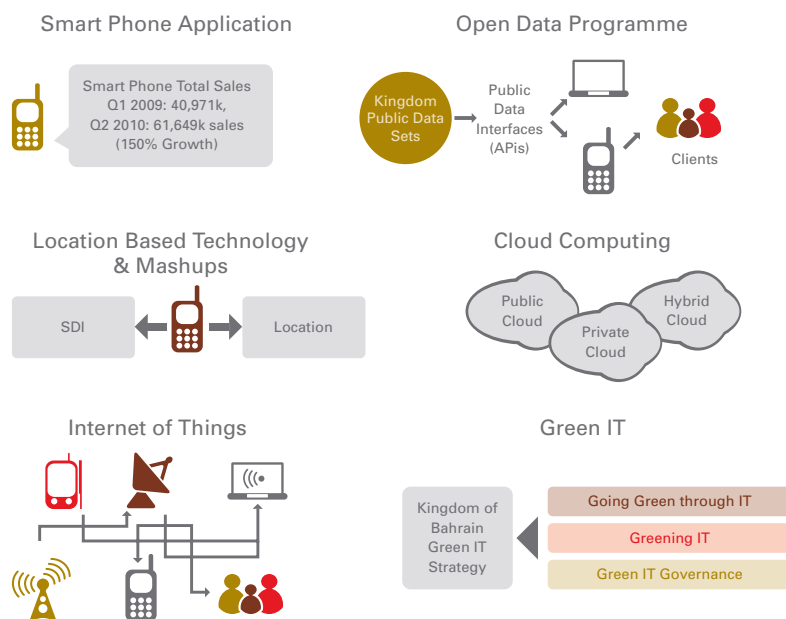
The Government will enhance its people's skills and cascade down organisational change through entities by developing a formal eGov change program.



eGov Change Management Journey

Three eGov toolkits will be developed to support and assist government entities in their eGov related projects, with the aim of ensuring project delivery consistency. eGov projects will be governed through business-IT planning committees and formal eGov performance management will be adhered to. A comprehensive eGov Return on Investment (ReGI) model will capture the tangible and intangible eGov costs and benefits pertaining to all stakeholders.

On the technology front, the Kingdom of Bahrain will focus on ensuring that proper IT strategic planning is conducted across the Government. Adoption of common technology will be key in driving efficiency and standardisation. The Government will follow a more collaborative and performance-based culture, leveraging a number of government-wide systems. Security and back up will be implemented to reduce disruption of services. Also, several "Next Generation" technologies will be considered for deployment (e.g. Internet of Things, Mashups).








Showcased Next Generation Technology Solutions



eGov services will proactively cater to the needs of customers and businesses to enable a better life. All services will be consistently defined, named and managed through an online services factbook. It is planned that 40 new eServices will be deployed annually, and all government service information will be made available online, with a view to ensuring an annual growth in uptake of online transaction based services by 10%.

The Kingdom will enhance user experience through best-in-class eGov access channels to effectively steer and improve customers' service usage. By 2014, 3 eGov channels will be significantly upgraded by way of facilitating usage and adding features to enhance the customer experience. Through these channels, 10% of all transaction based services will have an uptake of 100%. Ten new Government mobile apps (for the top three mobile application stores) will be launched annually, ensuring that an array of Government services are available to individuals at all times. The customer service experience will be a constant focus, driven by a tiered award programme for Government entities.

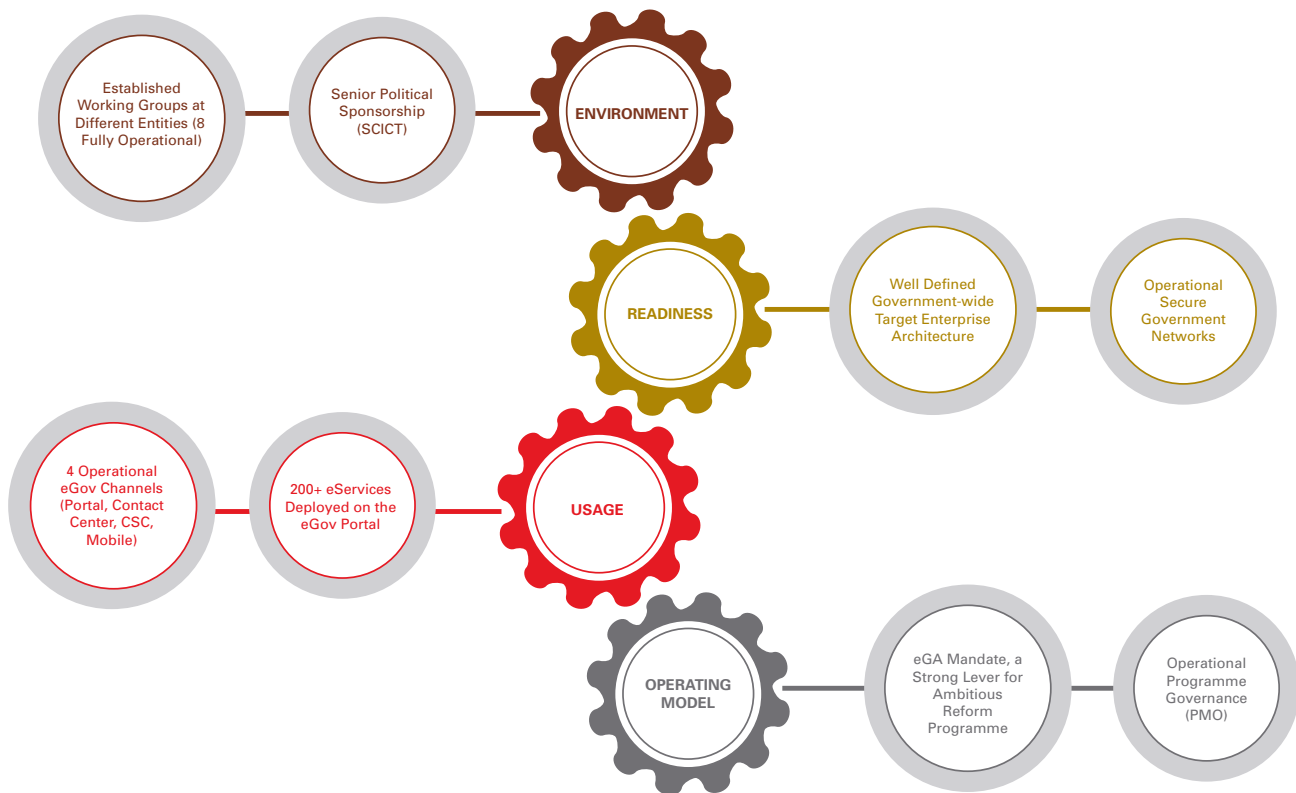
	BIRTH	Automatic health record is generated at birth Location-based services allow parents to locate closest available vaccination/health professionals for their children
	EDUCATION	Education databases with interactive digital content are the norm Pupils can access online classes anytime, anywhere
	FAMILY	Mobile applications proactively notify household owners of due electricity & water bill Environmental awareness services educate about green living
	RETIREMENT	Citizens can access and manage their retirement and pension funds online Death certificates trigger the issuance of a widow certificate
	BUSINESS	Bussinesses can access a Bahraini comprehensive virtual job market Round-the-clock call center service experts offering advice on business operations

eGovernment Services Examples Through all Stages of Life



eGOVERNMENT AUTHORITY KEY CONTRIBUTIONS

eGA operations have been very successful so far, putting eGov at the forefront of national achievements across all ERU dimensions and giving the Kingdom of Bahrain international recognition (ranked in the top 10 for “Online Service Delivery” in the United Nations eGov Survey over the last four years).

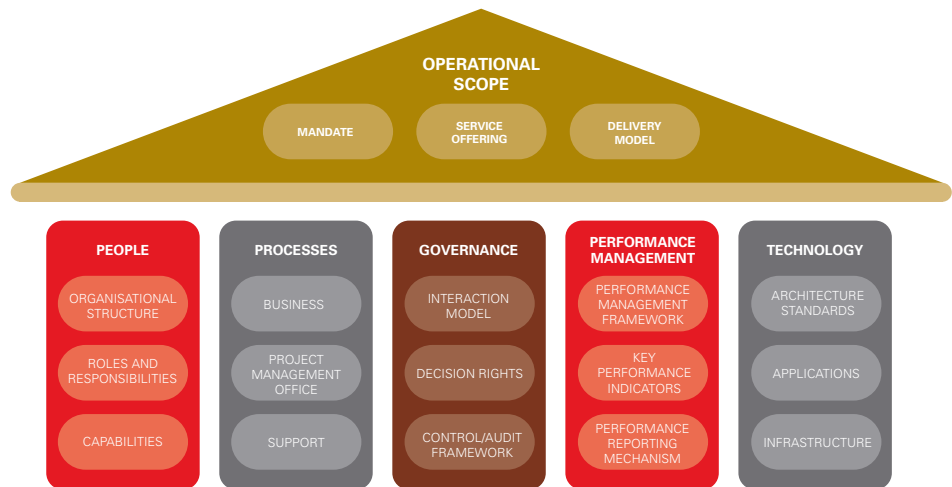


Highlights of eGovernment Authority's Key Contributions

However, there are still a number of improvements that eGA aspires to implement to enhance its own operations. These are also tackled by the new eGov strategy.

eGOVERNMENT AUTHORITY REFINED OPERATING MODEL

To support the rollout of the new eGov strategy, the target operating model for eGA, has also been refined via a framework of 6 clear dimensions, addressing operational scope, people, processes, governance, performance management, and technology.



eGovernment Authority's Operating Model Framework

eGOVERNMENT AUTHORITY'S STRATEGIC DIRECTION

To support the eGov program going forward, eGA will play four main roles: it will be the eGov strategist, the IT policy and standard setter, the service transformation facilitator and the strategic incubator. In that respect, and over the next few years, eGA will start enabling entities to gradually take on the responsibility for more and more eService transformation.



Future Main Roles of eGovernment Authority

In summary, this is a comprehensive programme of projects and activities with the central aim of making eGovernment **ADVANCE**. It's a challenging yet achievable ambition and its success will see the Kingdom of Bahrain transcend its global position on the road towards a truly next generation transformational government; one that will become a showcase for others to learn from and to follow.

