وزارة الإتصالات والمعلوماتية

Ministry of Communications and Informatics

eLibya Program – Newsletter
Issue 2 - November 2013

Content

Introduction

In the second issue of the eLibya newsletter we focus on the eLibya Strategy Development Workshop, which was the main event for the period covered by this publication. We also provide a summary of all activities related to eLibya program, including the results of the Current State Assessment implemented with Libyan Ministries. This issue ends with a summary of eGovernment success stories from countries that have delivered significant and effective operations that the eLibya program can take advantage of.

The Current State Assessment collected accurate and up-to date information about the overall readiness of the Libyan Ministries to provide electronic services; it also built an understanding of the willingness of citizens to interact with eGovernment services in different ways. In this assessment results were compared with many standards and global factors. Most ministries participated in this assessment by which the team conducted over 215 meetings with different Government entities to build an overall view of the current situation including the strengths and challenges. This will be used by the eLibya Program, working with related parties, to determine the required focus and develop a comprehensive strategy that serves the Libyan Public effectively.

The eLibya Program completed a major milestone of the Strategy Development phase involving the participation of Libyan Government Bodies in the development of the vision, mission and values for the program in the «eLibya Strategy Development Workshop», held on September 30th 2013. Work is currently in progress to detail and analyze the outcomes of the workshop.

Efforts are underway in parallel to identify and detail the requirements for quick wins and the frameworks for the three sectors of priority (Education, Health and Commerce), which are expected to positively impact the Libyan citizen and other business sectors of Libya.

What is eLibya Program

The Libyan Government mandated the Ministry of Communications and Informatics (CIM) to develop an eGovernment strategy to modernize government services. This initiative will put technology at the centre of 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.

Substantial efforts are required for eLibya to become a reality with the right efficiency measures in place. These efficiency measures will provide a wide array of services that are required by the citizens and businesses in Libya. The project will develop a well articulated strategy for eLibya Program that spans all government entities and related stakeholders.

Benefits of eLibya

The number one reason for launching the eLibya initiative is to facilitate services to citizens everywhere. In simple terms eLibya will provide to the public of Libya

- 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
- Increased availability of general information
- Increased performance
- Reduced corruption
- Private sector strengthening
- Government services at anytime and anywhere
- Government cost-cutting

eLibya Strategy Phases and Timeline

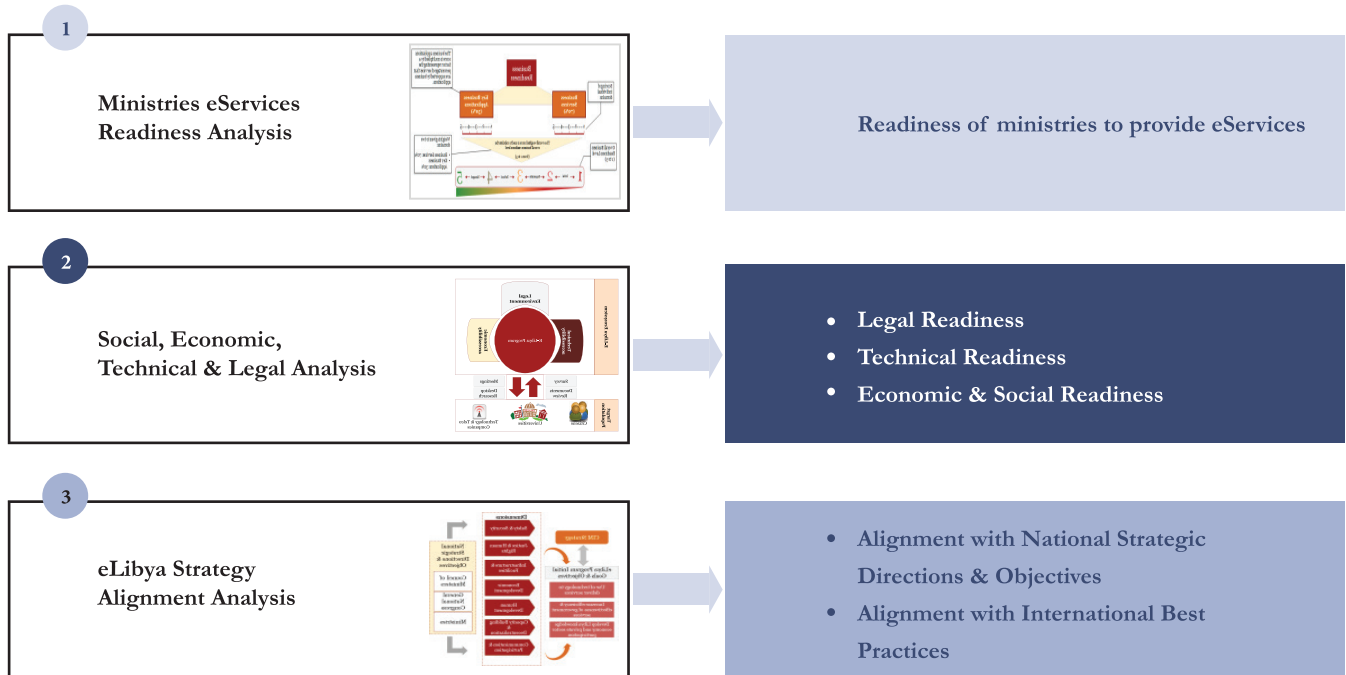eLibya Program is working on several parallel tracks to complete the required activities as soon as possible, currently the Program has completed 75% of the Assessment and Benchmarking Phase which has taken the team half way through stage 1 (eLibya Strategy Development) and additionally the Team has launched Stage 2 of the Program (eLibya Key Frameworks Development)

Activity	Duration	Duration (Months)								
		1	2	3	4	5	6	7	8	9
Phase 1 - Assessment	9 Months									
Phase 1 – Benchmarking	4 Months									
Phase 1 – Quick wins Identification	1.5 Month									
Phase 2- eLibya Strategy Framework Development	During the Assessment									
Phase 3- Integrated Architectures Development	2 Month									
Phase 4 - eLibya Strategy Formulation & Roadmap	2 Months									
Development	2 Months									
Phase 5 - eLibya Governance Development	2 Month									
Phase 6 - eLibya Initiatives RFP Development	2.5 Months									
Stage 2- eLibya Key Frameworks Development	2 Months									
Phase 7 – eCommerce Framework Development	2 Months									
Phase 8 – eEducation Framework Development	2 Months									
Phase 9 – eHealth Framework Development	2 Months									
Project Management & Change Management	Project Life Cycle									

We are here today

Brief about the Current State Assessment

Current State Assessment Objectives

The current state assessment covers three main areas; the results will enable focus on localizing eGovernment investments based on legal, technical, economic and social readiness, and in alignment with the national objectives and international best practices.
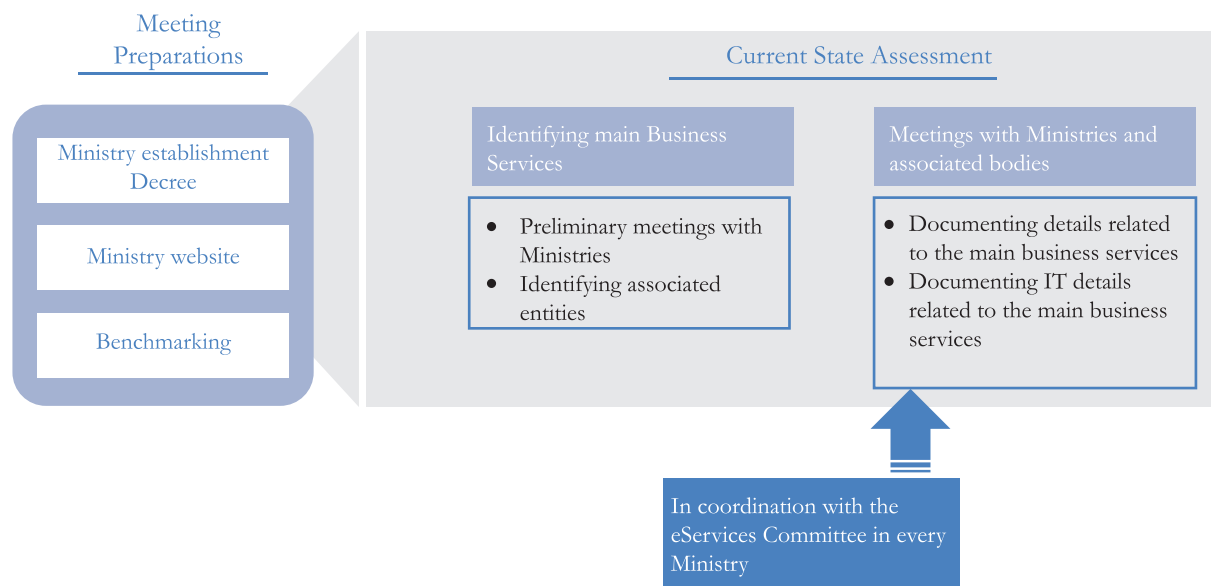
1

Ministries eServices Readiness Analysis

Readiness of ministries to provide eServices

2

Social, Economic, Technical & Legal Analysis

- **Legal Readiness**
- **Technical Readiness**
- **Economic & Social Readiness**

3

eLibya Strategy Alignment Analysis

- **Alignment with National Strategic Directions & Objectives**
- **Alignment with International Best Practices**

Brief about the Current State Assessment

Ministries eServices Readiness Analysis

Methodology of Work – eServices Readiness Analysis

The current state of readiness was assessed by identifying the main business services through meetings with the Ministries and other related entities, documenting the details of the main business services and associated information systems, and then analyzing and comparing the results with international best practices to determine the extent of readiness to deliver eServices.

Meeting Preparations

- Ministry establishment Decree
- Ministry website
- Benchmarking

Current State Assessment

Identifying main Business Services
- Preliminary meetings with Ministries
- Identifying associated entities

Meetings with Ministries and associated bodies
- Documenting details related to the main business services
- Documenting IT details related to the main business services

In coordination with the eServices Committee in every Ministry

Facts and Figures

By implementing the methodology, an understanding of the current state has been developed with more than 215 meetings with over 42 government bodies to document 523 services and comparing 33 aspects of these services with 7 global standards. Currently, efforts are directed towards developing the frameworks for eServices.

42 governmental bodies have been covered in the assessment

Details were documented for 523 service

The current state assessment to provide electronic services in 23 Ministries is complete and work is in progress to complete the remaining Ministries

Over 215 meetings were held with ministries and other government bodies

7 benchmarking standards and 33 standardized aspects were covered in the analyses to benefit from other eGovernment experiences in successful countries
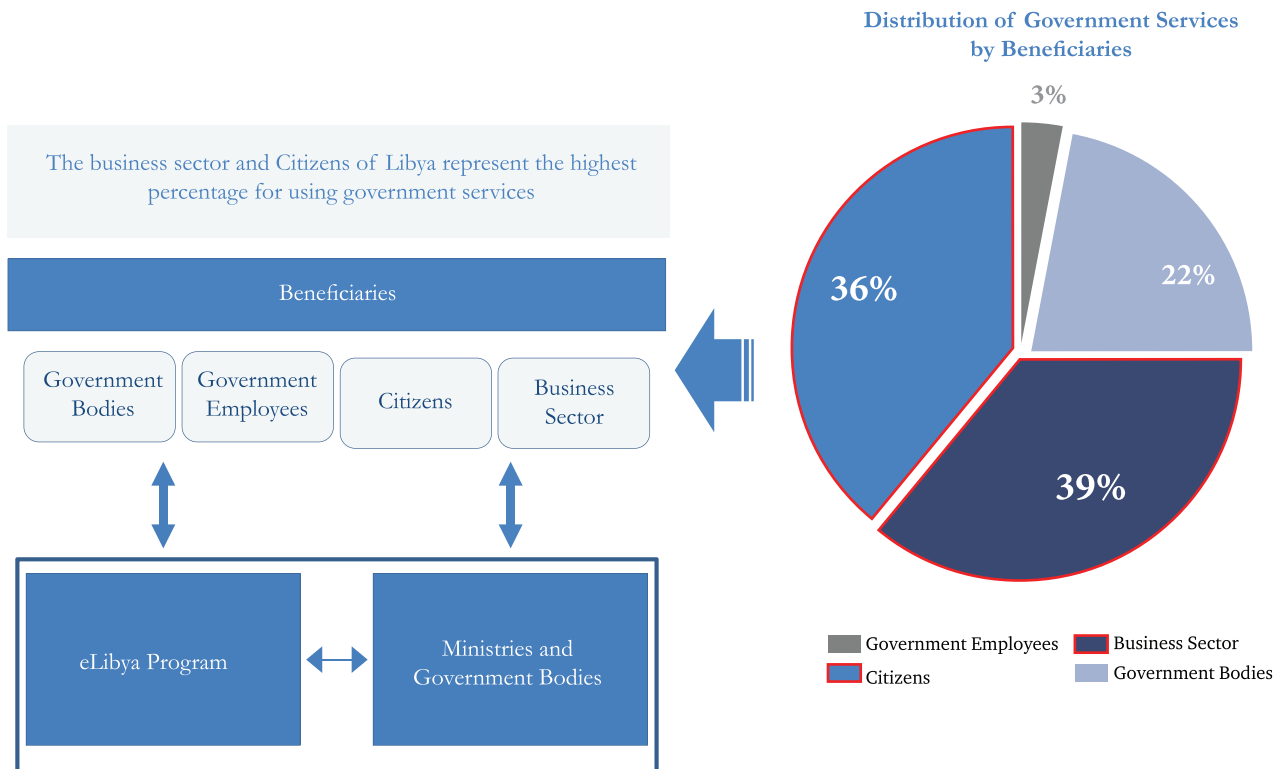
Brief about the Current State Assessment

**Facts and Figures – Distribution of Government Services by Beneficiaries**

The group of beneficiaries with the highest usage of government services is the Business sector at 39% followed by the citizens group at 36%

Distribution of Government Services by Beneficiaries

The business sector and Citizens of Libya represent the highest percentage for using government services

Beneficiaries

| Government Bodies | Government Employees | Citizens | Business Sector |

eLibya Program ↔ Ministries and Government Bodies

3%

36%

22%

39%

- ☐ Government Employees
- ☐ Citizens
- ☐ Business Sector
- ☐ Government Bodies

Facts and Figures – Service Processing Time and Business Applications Support

- 17% of the documented services require more than 20 days to deliver
- 28% of the documented services require 5 to 20 days to deliver
- 7% of the documented services require less than a day to deliver

Service Processing Time

28%
14%
34%
7%
17%

- ☐ Less than a day
- ☐ 1 to 2 days
- ☐ 3 to 4 days
- ☐ 5 to 20 days
- ☐ 20 or more days
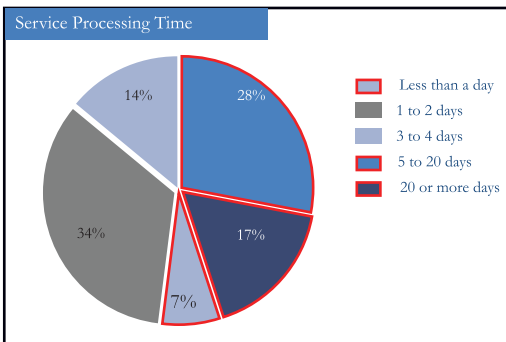
- 80% of services are manually processed and not supported by applications

Business Applications Support

20%
80%

- ☐ Supported by Applications
- ☐ Not Supported by Applications
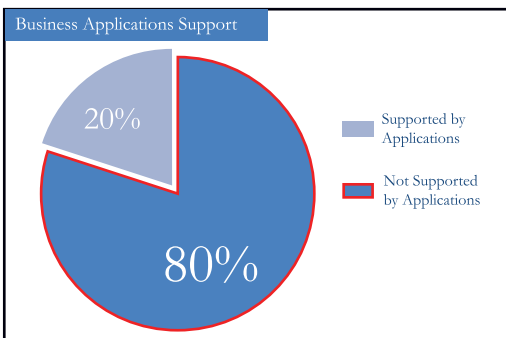
There are several opportunities to improve government applications that can be achieved by supporting government services with electronic systems that reduce the time and effort of service delivery and the overall cost while maintaining a higher level of information security
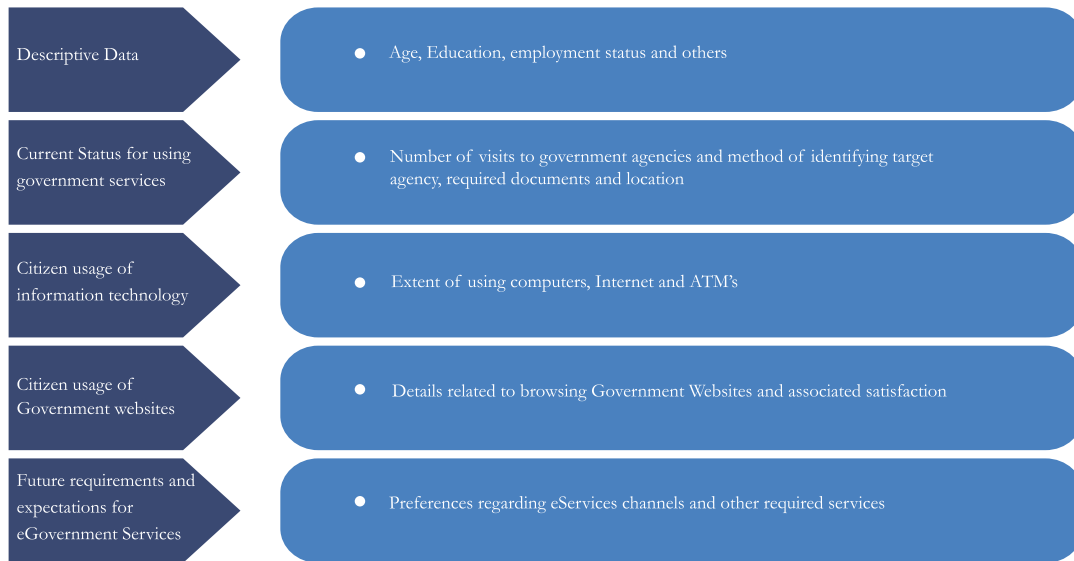
Brief about the Current State Assessment

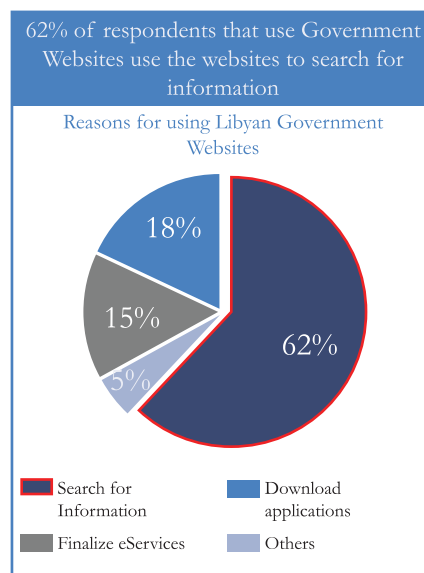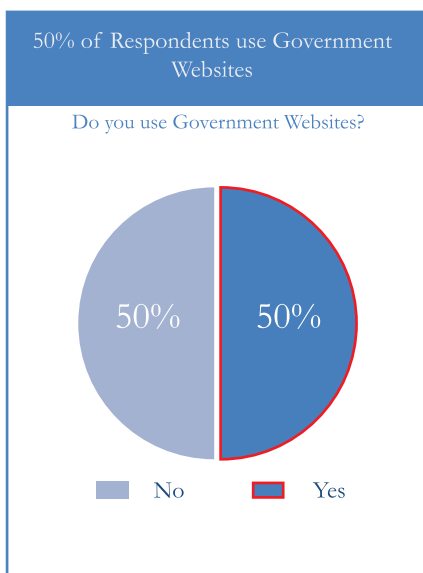## Methodology of Work – social technical and legal analysis

A survey was distributed on the CIM website and its social media page. The survey targeted citizen views about the economic, legislative and social factors related to the eLibya Program in which 8,897 citizens aged between 26-50 years old answered the 17 questions survey This wide distribution of survey respondents enabled a comprehensive and integrated analysis of the survey results.

The results of this survey were used to prepare a detailed report analyzing economic, legislative and social factors and the impact on the localization of eLibya Program to serve Libya and its citizens. The outputs will be taken into consideration in upcoming stages of eLibya program.

Descriptive Data	● Age, Education, employment status and others
Current Status for using government services	● Number of visits to government agencies and method of identifying target agency, required documents and location
Citizen usage of information technology	● Extent of using computers, Internet and ATM's
Citizen usage of Government websites	● Details related to browsing Government Websites and associated satisfaction
Future requirements and expectations for eGovernment Services	● Preferences regarding eServices channels and other required services

Facts and Figures – Respondents' Usage of Government Services

62% of those who use Government websites use the websites to search for information

50% of Respondents use Government Websites

Do you use Government Websites?

No   Yes

62% of respondents that use Government Websites use the websites to search for information

Reasons for using Libyan Government Websites

18%
15%
5%
62%

Search for Information   Download applications
Finalize eServices   Others

Brief about the Current State Assessment

**Facts and Figures – Respondents' Usage of Government Services**

Civil Status, Education, Employment and eHealth services have been identified as the most important services to respondents

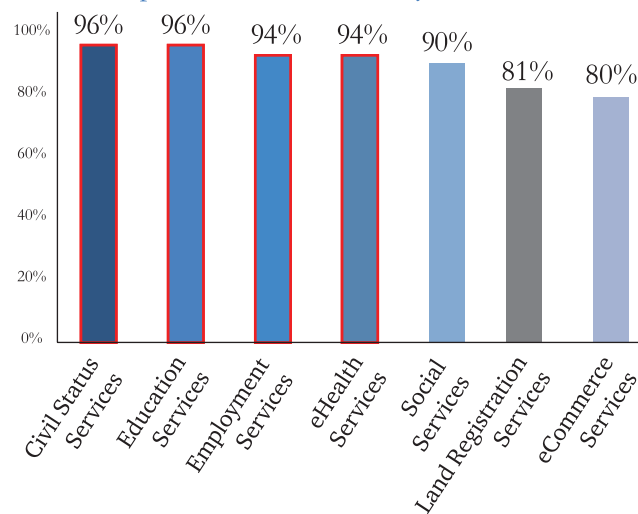58% of the respondents are not satisfied with government websites.

Level of satisfaction with government websites

- Very satisfied
- Satisfied
- Neutral
- Not satisfied
- Not at all satisfied

2%

17%

17%

23%

41%
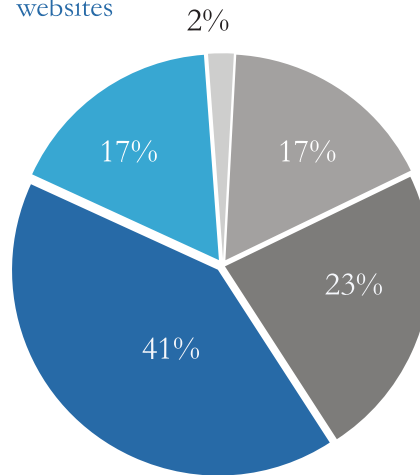
Respondents have indicated that Civil Status, Education, Employment and eHealth services are the most important services for them
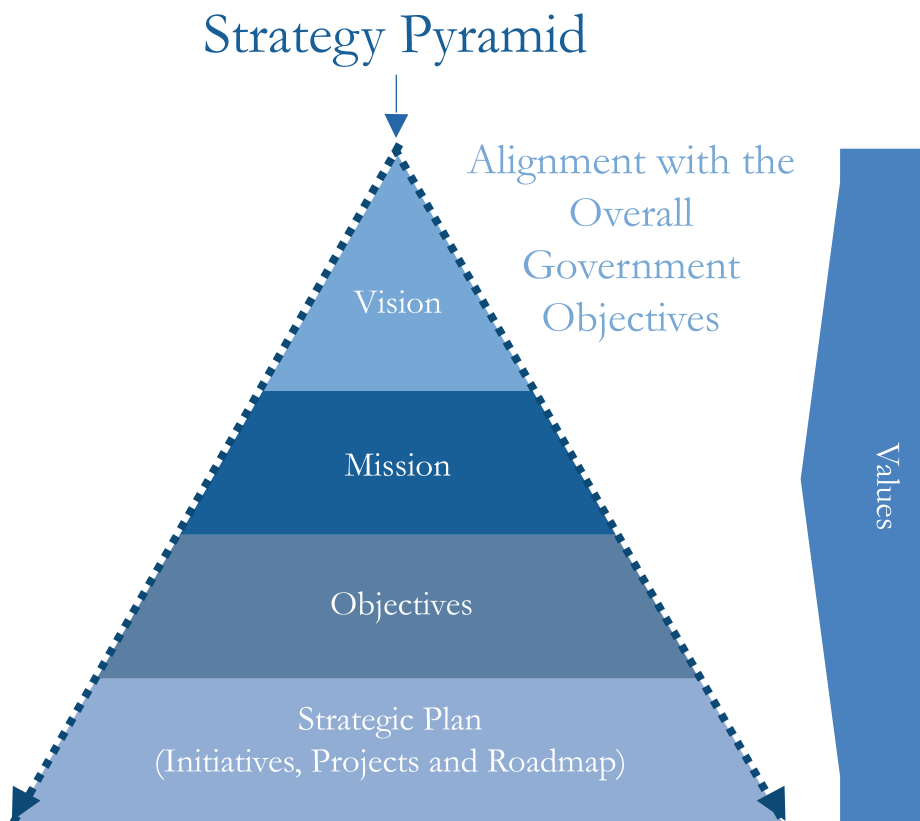
Importance of eServices by Sector

96% 96% 94% 94% 90% 81% 80%

100%
80%
60%
40%
20%
0%

Civil Status Services
Education Services
Employment Services
eHealth Services
Social Services
Land Registration Services
eCommerce Services

Methodology of Work

eLibya conducted the eLibya Strategy Development Workshop that took into consideration the current objectives and aspirations of Ministries and various government agencies in the development of eLibya vision, mission and values which has been reflected in a detailed report. This article will cover a brief overview of what was discussed at the workshop and the outputs.

Strategy Pyramid

Alignment with the Overall Government Objectives

Vision

Mission

Objectives

Strategic Plan
(Initiatives, Projects and Roadmap)

Values

eLibya Strategy Development Workshop

eLibya Strategy Development Workshop, held on September 30th 2013, developed a consensus between government representatives on the vision, mission and values for eLibya Program, which is in alignment with international best practices. This Workshop will help Libyan Ministries plan the delivery of government services to the Libyan Citizen by using the latest available technologies.

The workshop was held in the presence of His Highness the President of the Communication and Transportation Committee in the General National Congress and three members of the Committee, His Highness the Deputy Prime Minister for Technical Affairs, His Highness the Minister of Communications and Informatics and His Highness the Minister of Planning, who are providing considerable support and attention for the Program to succeed.

Approximately 30 governmental entities represented by 54 participants were evidently keen on actively participating in the workshop which led to this success. Participants provided their inputs as part of groups to develop a vision, mission and a set of values for eLibya Program. The workshop was attended by an additional 22 observers from approximately 20 entities including; in t ernational organizations such as the United Nations, representatives of the Information and Communication Technology (ICT) Sector and the private sector. The workshop received significant visual and printed media coverage.

At the beginning of the workshop a brief of the current state assessment was presented to the "participants", which used as an input to propose the vision, mission and values for eLibya Program. Participants were divided into different w orkgroups and developed the vision, mission and value statements in coordination with a team of representatives from eLibya Program and experts from Pricewaterhouse C oopers who organized and coordinated the workshop. G o ing forward, the team will continue to develop the workshop deliverables and a special bulletin will be issued in that regards as soon as applicable.

The Strategy Development Project for eLibya is considered one of the most important projects in CIM. The project came after The Prime Minister's Office mandate to the Ministry with decree No. 457 on Nov 18 2012 to modernize, develop and automate government services using the best modern techniques and i nternational best practices in addition to training and qualifying the workforce to provide eServices across the gove r nment. From this mandate, the eLibya Program will be work to improve and provide services to all citizens and businesses anywhere and at anytime in a safe and secure manner. The strategy will support achieving several goals including decentralization of government service delivery and empowerment of citizens and the private sector to take advantage of these services in a facilitated manner while using multiple electronic channels.

The following is a summary of the major workshop activities and next steps in addition to the workshop feedback results:

(1) Summary of Workshop Activities

The Team at the workshop presented the methodology for developing the proposed strategy according to international best practices and distributed participants across (6) groups with approximately (9) Government Representatives per group. Each group had (2) coordinators that facilitated the required discussions and documented outputs for the group, and each group was requested to propose the following:

1. The Vision for eLibya Program
2. The Mission for eLibya Program to achieve the Vision
3. The Values for eLibya Program where each participant proposed three value statements

Following the group work, each group presented its outputs to the whole workshop.

(2) Workshop Next Steps

During the next phase CIM will form different work groups that will finalize the Vision, Mission, and Values, and develop goals, principles and objectives across the (4) domains of the strategy. These groups will be responsible for the finalization of the strategic framework. The following table illustrates the work groups that will be formed according to the roles assigned to them:

The work groups that will be formed to detail and finalize the
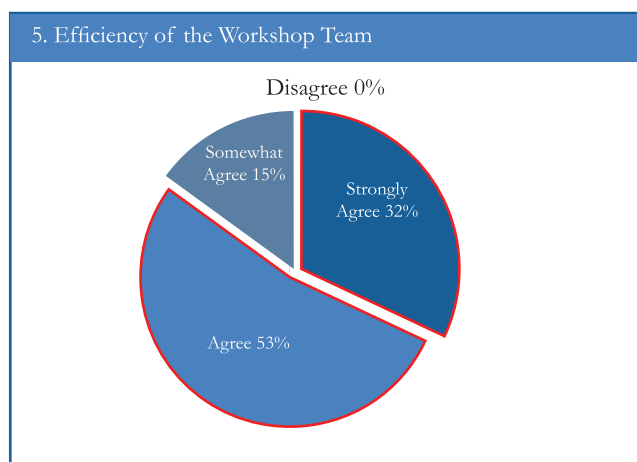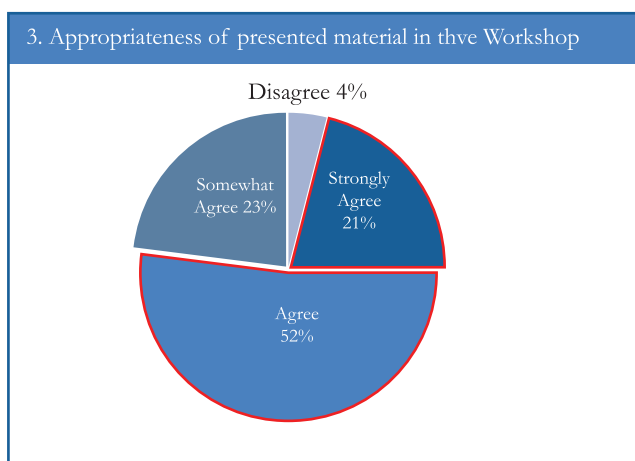strategic framework for eLibya Program

#	Name of Work Group	Primary Objective
1	Work Group – Vision, Mission and Values	Consolidate Vision, Mission and Values statements collected during the workshop
2	Work Group - Governance	Develop the goal, principles and objectives for eLibya oversight, budgets and legislations.
3	Work Group – Technology and Citizen Centric Services	Develop the goals, principles and objectives for the common applications, infrastructure and eServices
4	Work Group – Capacity	Develop the goal, principles and objectives for capability building in Government entities

Strategy Framework
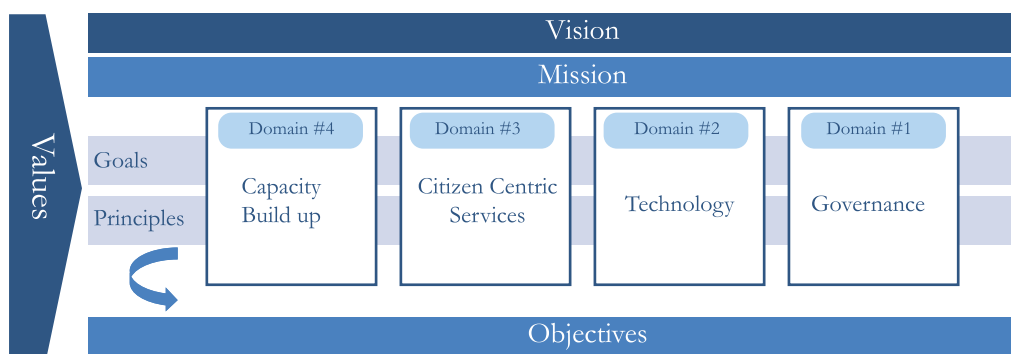
(3) Summary of Workshop Feedback Results

At the end of the workshop a questionnaire was distributed to the audience to receive their views and comments. The questionnaire included queries about the extent of satisfaction of participants in five different areas. The overall satisfaction rate in the five areas was 79.4%, and the results of the questionnaire as per area were as follows:

2. Delivery of the required outputs from the Workshop

Disagree 3%

Somewhat Agree 27%

Strongly Agree 19%

Agree 51%

1. Achieving the Overall Objective of the Workshop

Disagree 1%

Somewhat Agree 20%

Strongly Agree 20%

Agree 59%

4. Overall arrangements and management of workshop

Somewhat Agree 11%

Disagree 1%

Strongly Agree 27%

Agree 61%

3. Appropriateness of presented material in thve Workshop

Disagree 4%

Somewhat Agree 23%

Strongly Agree 21%

Agree 52%

5. Efficiency of the Workshop Team

Disagree 0%

Somewhat Agree 15%

Strongly Agree 32%

Agree 53%

What's Next

After completing the Current State Assessment phase and the eLibya Strategy Development Workshop, eLibya Team members will work on the following tracks:

Design of Future Integrated Architectures:

Future integrated architectures for eLibya Program will be developed and will include the following:

1. **Electronic Delivery Channels:** Going forward the team will develop the architectures for the electronic delivery channels. They will use a unified methodology for selecting and prioritizing the services to be transformed and provided in electronic format, in order to be implemented in a feasible manner and with added value to Libya and its Citizens.
2. **Architecture for a Government secure network and shared applications:** This architecture will define how government entities will be linked between each other, the proposed channels, and the unified methodology for this linkage. The architecture will also define the method for managing shared applications for related parties to exchange data in a cost effective manner that will promote fast cycle time.
3. **Infrastructure and central data center architecture:** This Architecture will define the mechanisms to link government agencies through a safe and effective electronic network, including the need to ensure the exchange of information, maintain databases safely and effectively. In addition, a focus on business continuity will be achieved through the national information center and disaster recovery center architectures.

Quick wins:

eLibya Program will use international experience and specialization to determine available options and supervise the implementation of "quick wins". These efforts will start implementing solutions in parallel with the strategy development, that yield value as soon as possible, for the Government to apply business in a facilitated manner and deliver the required changes. Quick wins are planned in the following areas:
1. eCorrespondence system
2. eGovernment Portal
3. Data Centers
4. email
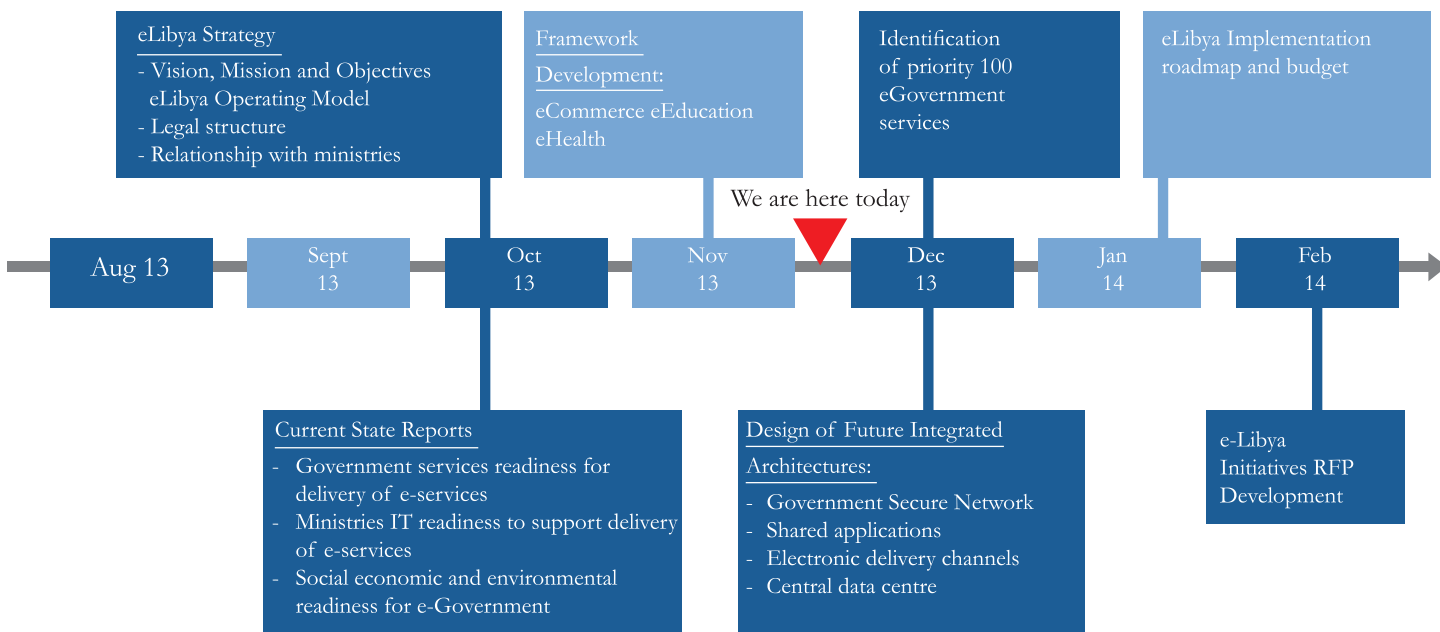5. Preparing post offices to provide eGovernment services

Development eHealth, eCommerce and eEducation frameworks:

The framework for these sectors has been prioritized because of their importance to the Libyan Citizen and economy. A team from CIM and specialized experts will assess the readiness of the technical infrastructure and the associated ability to provide business services for these sectors. The methodology includes gathering and analyzing different sets of information using a systematic and standardized methodology that includes, but not limited to, meeting with the various organizations that represent these sectors from the public and/or private sectors.

Using the results of the assessment, the team will identify the detailed requirements for developing these sectors from a technical perspective in line with international best practices. The team will then identify designated framework design principles for these sectors to provide eServices based on modern technologies, and meet the relevant needs of Libyan Citizens and investors in a seamless and secure fashion.

Identify the one hundred (100) priority Government services

One hundred (100) services from the five hundred (500) services identified and documented in the current state assessment will be prioritized using a selection criteria framework and accordingly present the findings to eLibya Program Officials. After confirming the prioritized services, a target rollout framework will be developed for the one hundred (100) services, so that eLibya Program can create an effective change to Libya and its Citizens in a swift and correct manner.

eLibya Strategy
- Vision, Mission and Objectives
  eLibya Operating Model
- Legal structure
- Relationship with ministries

Framework Development:
eCommerce eEducation eHealth

Identification of priority 100 eGovernment services

eLibya Implementation roadmap and budget

We are here today

Aug 13	Sept 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14

Current State Reports
- Government services readiness for delivery of e-services
- Ministries IT readiness to support delivery of e-services
- Social economic and environmental readiness for e-Government

Design of Future Integrated Architectures:
- Government Secure Network
- Shared applications
- Electronic delivery channels
- Central data centre

e-Libya Initiatives RFP Development

eGovernment Success Stories

This benchmarking section reports the experiences of other countries that have achieved notable success, describing the various elements related to establishing the respective eGovernment program, which evidently contributed to their overall success. Three (3) programs were selected in this newsletter, namely; South Korea, Estonia, and Bahrain, based on the following rationale:

- South Korea: The South Korean eGovernment is ranked No. 1 in the world*.
- Estonia: The Estonia eGovernment program is considered one of the best eGovernment programs in Europe and is ranked No. 20 worldwide*.
- Bahrain: The Bahrain eGovernment program represents one of the major success stories in the region, and it is currently ranked No. 36 worldwide*. It currently operates more than 250 electronic services for citizens, businesses and visitors.

The eGovernment programs in these countries had to overcome several challenges in order to succeed, including:

- Change Management
- Coordinating between the various government agencies to deliver eServices
- Building confidence in eServices
- Information Security
- Providing the required expertise

South Korea

Republic of Estonia

Kingdom of Bahrain

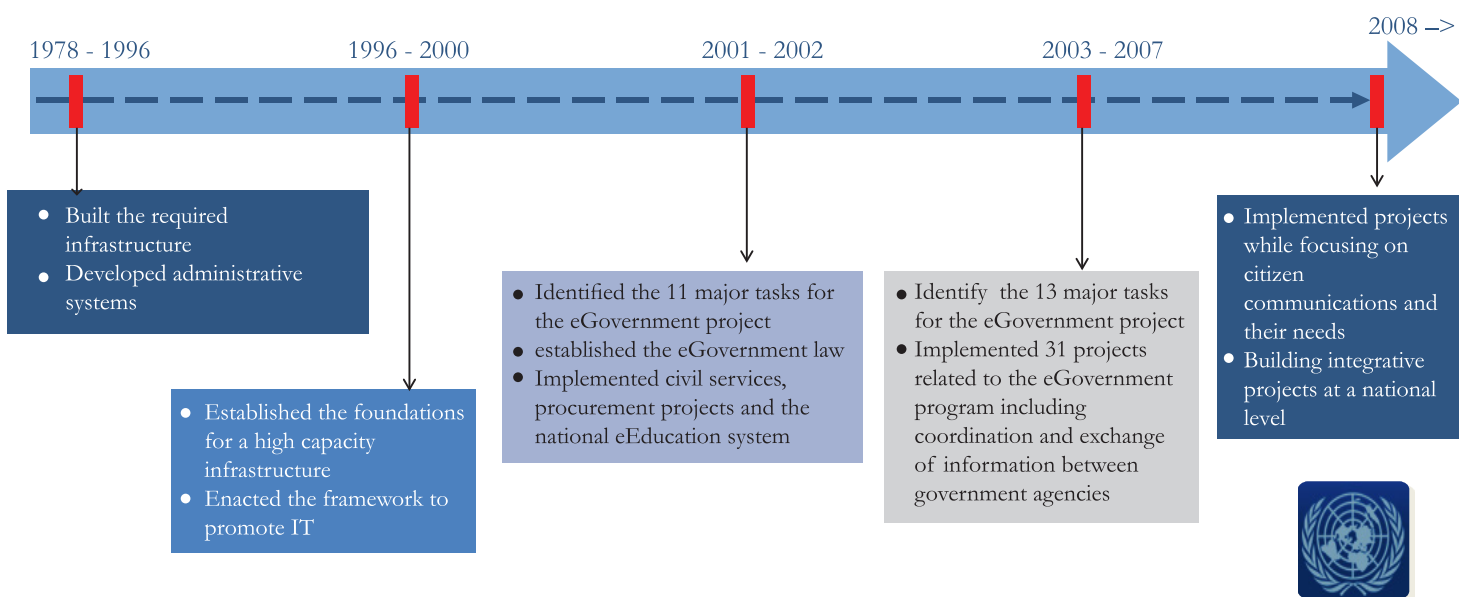
Source: UN eGovernment Survey 2012

South Korea

The Korean eGovernment journey started in the 1970's, launching initiatives and completing distinct projects until it ranked number 1 worldwide. The following are the most prominent achievements of the program:

- Improving the efficiency and transparency of administrative work by using electronic documents
- Providing people-focused and company-focused administrative services that are supported with a single window for businesses (one-stop shop support service) together with online processing of logistics, customs clearance and trading
- Strengthening of communication with the citizens regarding government policies, facilitating the peoples participation in the decision making process through a single window called (ePeople) and the shared usage of the administrative information system (e-Hanarominwon) that allows people to request and check for a wide range of administrative information and inquire about national records online
- Increased efficiency of information resource management through the Government Integrated Data Center (GIDC)

The success of the South Korean eGovernment program was a result of the following key factors:

- Sponsorship from the higher authorities (the President) accompanied by strategic plans for the next 20 years
- The implementation of a change management national program
- Enact the necessary laws to support the eGovernment program
- The provision of eServices that highly impact the daily lives of citizens
- IT governance through a Senior Presidential Committee for projects and providing the required support with latest technologies

1978 - 1996   **1996 - 2000**   **2001 - 2002**   **2003 - 2007**   **2008 –>**

- Built the required infrastructure
- Developed administrative systems

- Established the foundations for a high capacity infrastructure
- Enacted the framework to promote IT

- Identified the 11 major tasks for the eGovernment project
- established the eGovernment law
- Implemented civil services, procurement projects and the national eEducation system

- Identify the 13 major tasks for the eGovernment project
- Implemented 31 projects related to the eGovernment program including coordination and exchange of information between government agencies

- Implemented projects while focusing on citizen communications and their needs
- Building integrative projects at a national level

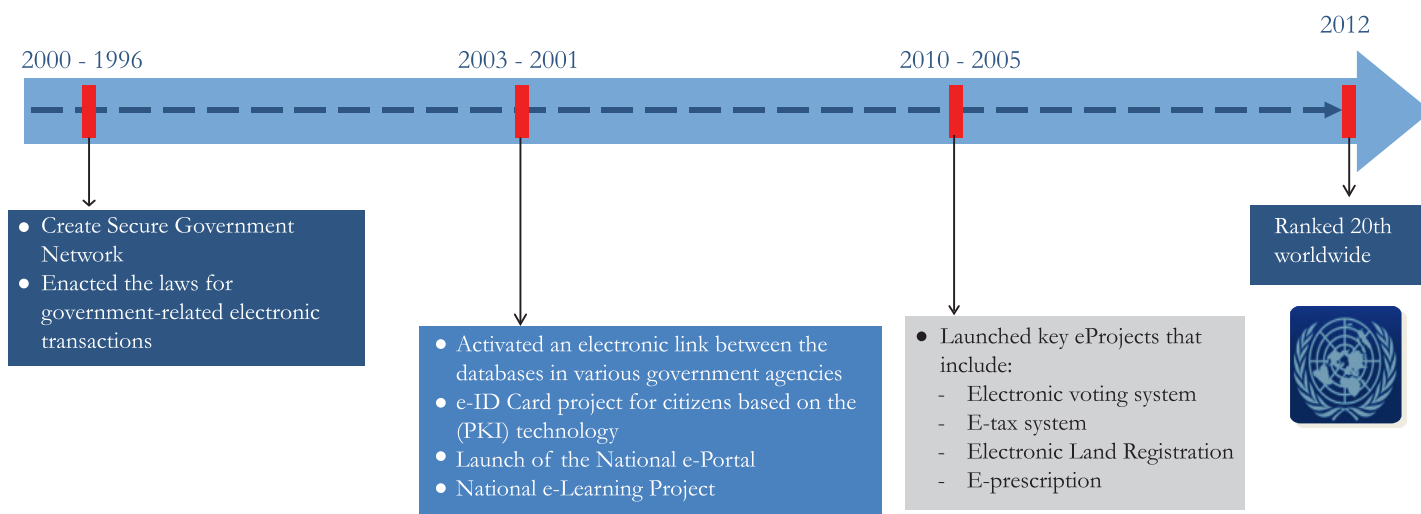*Source: e-Government Development of Korea- ICEGOV 2011*

Republic of Estonia

Estonia's eGovernment Program is one of the most distinct success stories in the world, which was the result of partnership between the government, ICT Sector and Estonian people. This success comes from a variety of eServices provided by the government to citizens through an electronic identity card used by more than 90% of the total population. eServices provided to the public include:

- i-Voting: which allows voters to cast their ballots over the internet. From anywhere in the world
- e-Tax: which has drastically reduced the time spent by individuals and entrepreneurs on filing taxes
- e-Business Register: enables entrepreneurs to register their new business online in minutes
- e-Banking Services
- x-Road: Allows databases to interact, making integrated eServices possible
- e-Prescription: a system for handling and issuing prescriptions electronically
- Electronic Health Record: A system that integrates data from healthcare providers into a national record for each patient
- e-School: A educational system that permits better control and actively involves parents in the process while maintaining a records system for students
- m-Parking: which allows drivers to pay for city parking using a mobile phone

The Estonian government has taken a series of steps that have contributed to the success of this eGovernment program, which include:

- Enacted the necessary laws to support electronic transactions
- Promoted the use of electronic services among citizens
- Partnered with the private sector
- Launched a unified portal
- Invested in the electronic identity and programs that support of electronic trading

2012

2000 - 1996   **2003 - 2001**   **2010 - 2005**

- Create Secure Government Network
- Enacted the laws for government-related electronic transactions

- Activated an electronic link between the databases in various government agencies
- e-ID Card project for citizens based on the (PKI) technology
- Launch of the National e-Portal
- National e-Learning Project

- Launched key eProjects that include:
  - Electronic voting system
  - E-tax system
  - Electronic Land Registration
  - E-prescription

Ranked 20th worldwide

Source: eGovernment Portal – Estonia http://e-estonia.com

Kingdom of Bahrain

The program was launched on May 23, 2007 by the Prime Minister. It was officially scheduled for a period of 3 years, and had some initiatives launched prior to its announcement. The four major main initiatives rolled out according to the strategy were as follows:
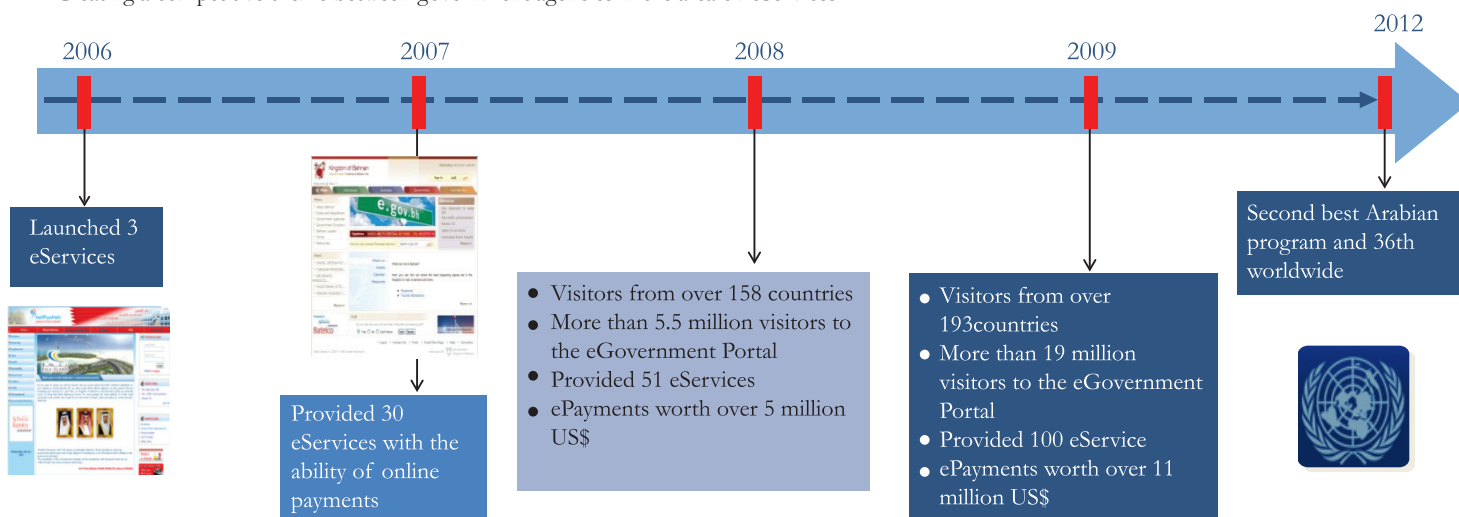• The electronic government and integration projects
• Business processes re-engineering, quality and security projects
• Marketing, awareness and customer satisfaction projects
• Capacity building project

eServices were made available through multiple channels that include:

• eGovernment Portal
• Mobile Portal
• National Contact Center
• eServices Centers and eKiosks

The success of Bahrain's eGovernment program was linked to critical success factors, which can be summarized as follows:

• Sponsorship from Senior Officials
• Development of achievable goals
• Continuous awareness and promotion for the program
• Creating a competitive theme between government agencies in the area of eServices

2006   2007   2008   2009   2012

Launched 3 eServices

Provided 30 eServices with the ability of online payments

• Visitors from over 158 countries
• More than 5.5 million visitors to the eGovernment Portal
• Provided 51 eServices
• ePayments worth over 5 million US$

• Visitors from over 193countries
• More than 19 million visitors to the eGovernment Portal
• Provided 100 eService
• ePayments worth over 11 million US$

Second best Arabian program and 36th worldwide