

IT Technical Secretariat

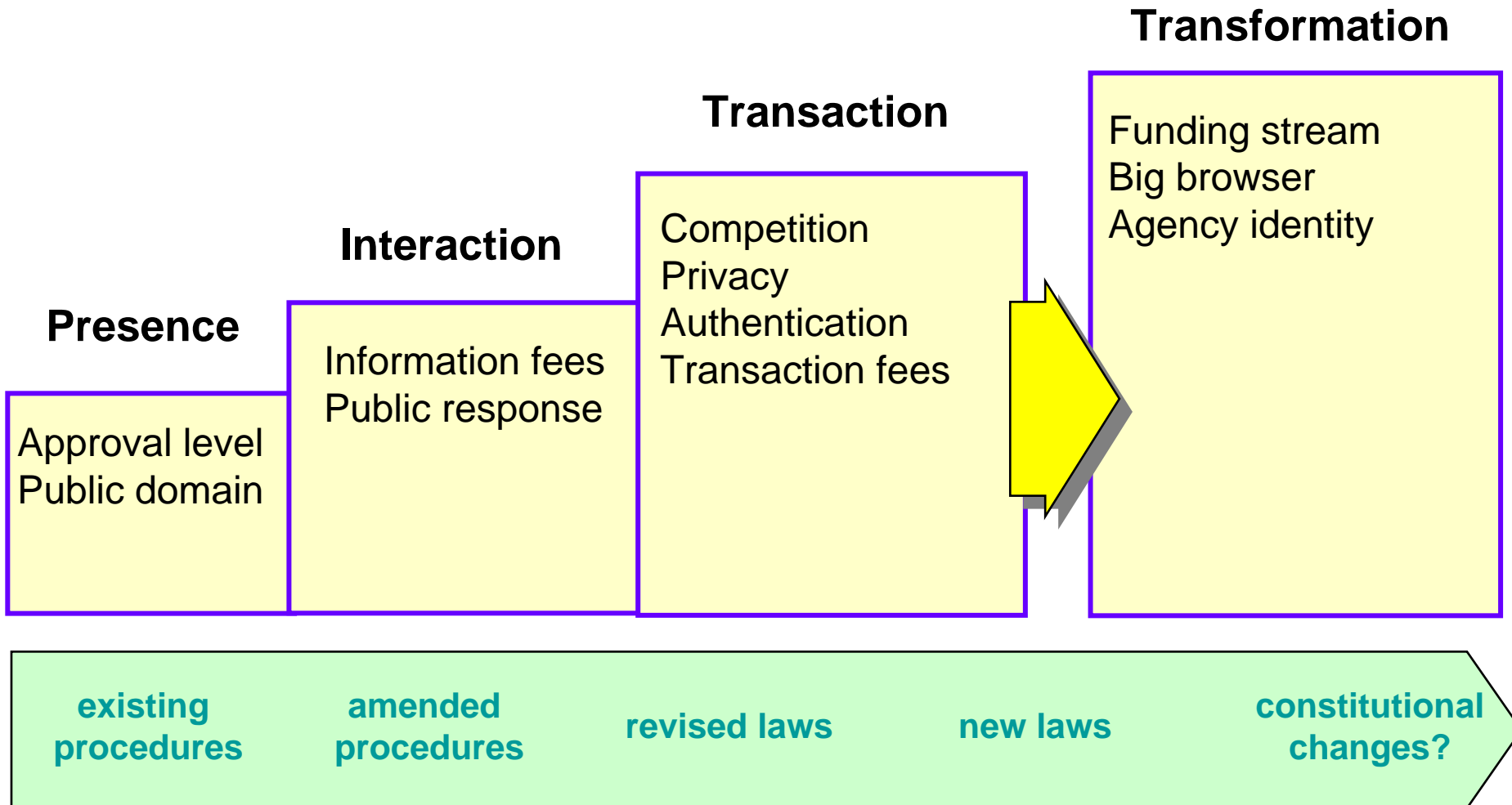
eServices Workshop

March 19,2006

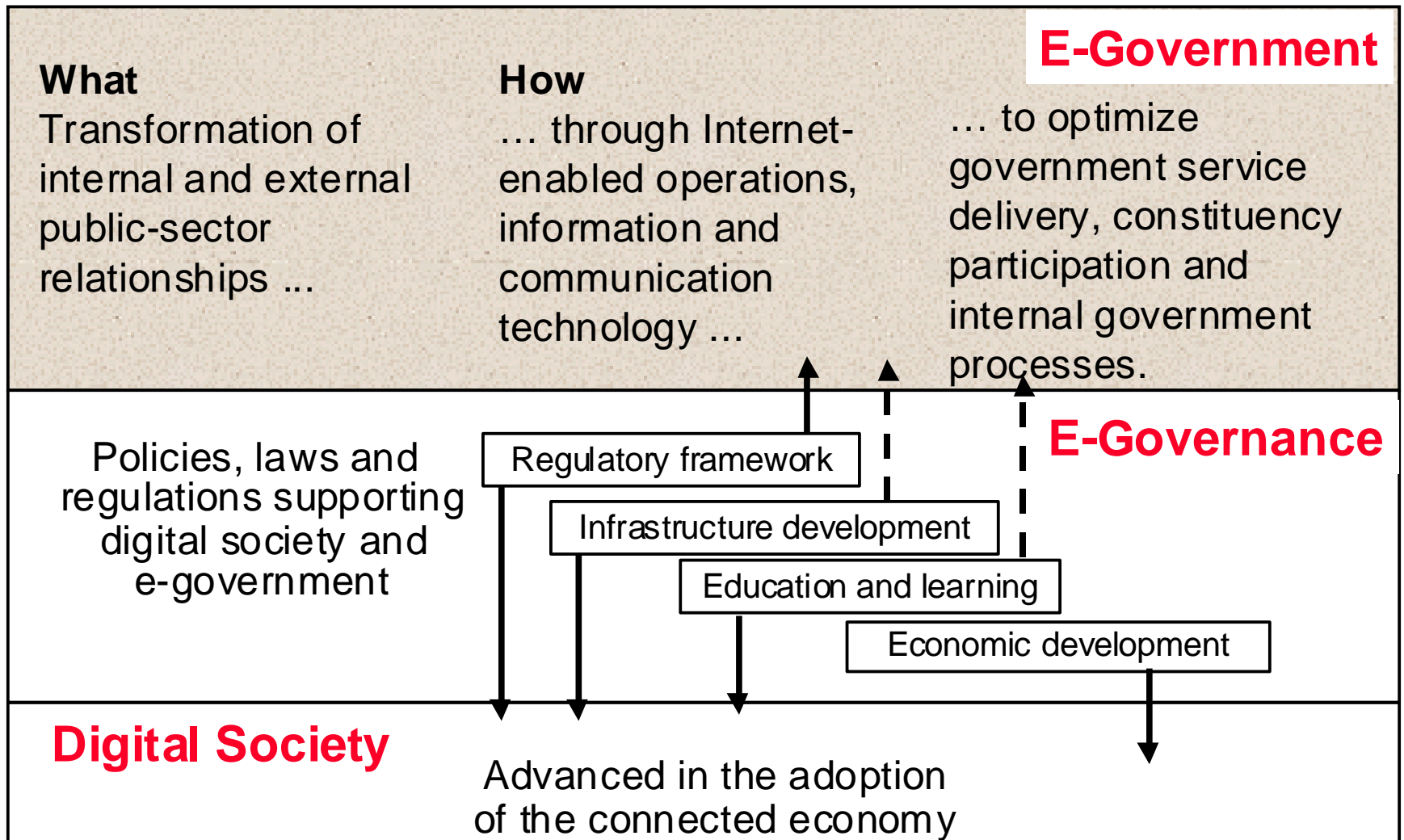
Key Issues

- 1. What criteria and categories should be used for assessing eServices investment proposals?**
- 2. How can the value of IT be defined in this context?**
- 3. How can government IT programs be assessed to ascertain their real value, to review objectives and to rebalance resources?**
- 4. How can the readiness of services for e-enablement be judged?**

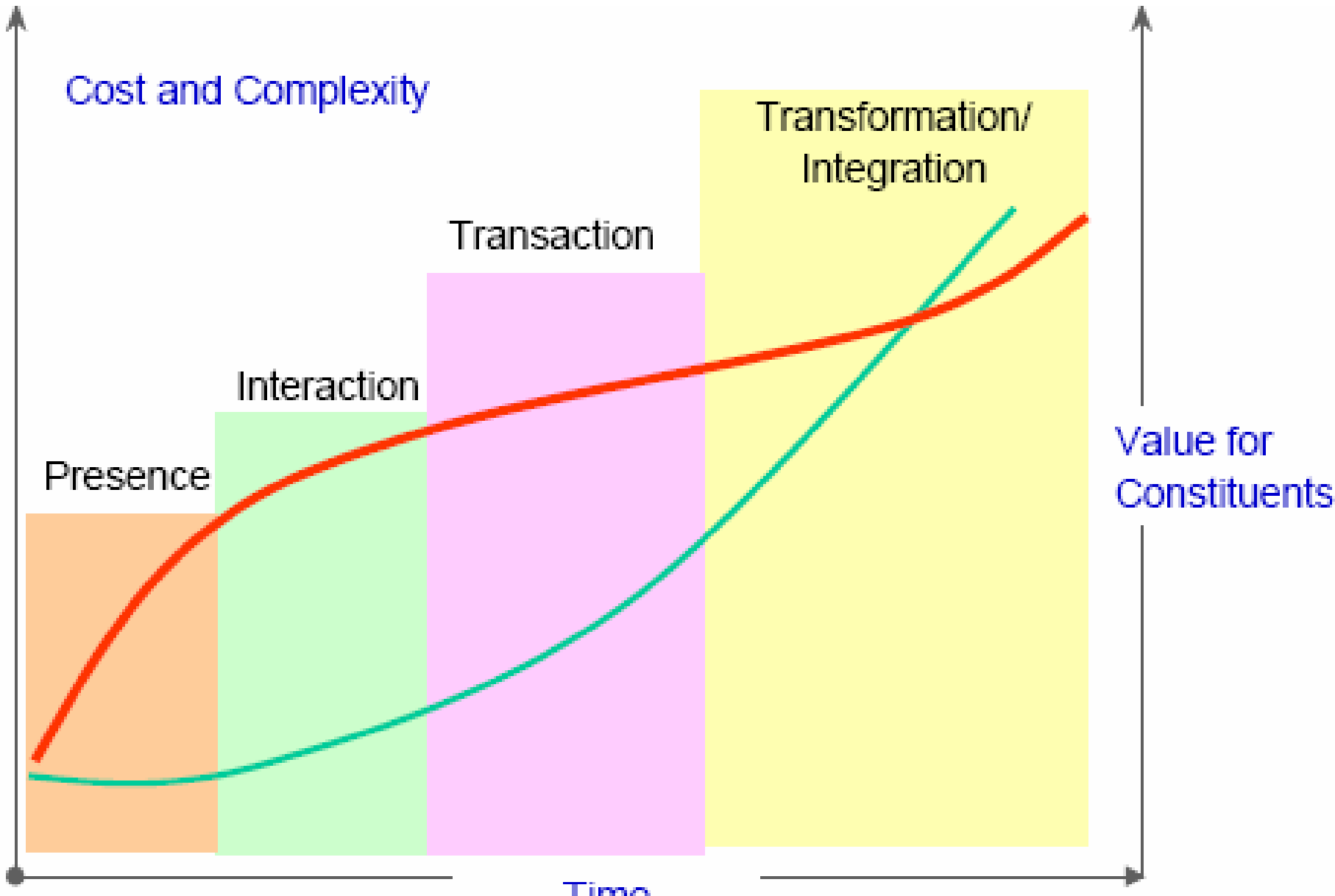
Enabling eServices



E-Government/Digital Society



Time Lag for High Impact Services



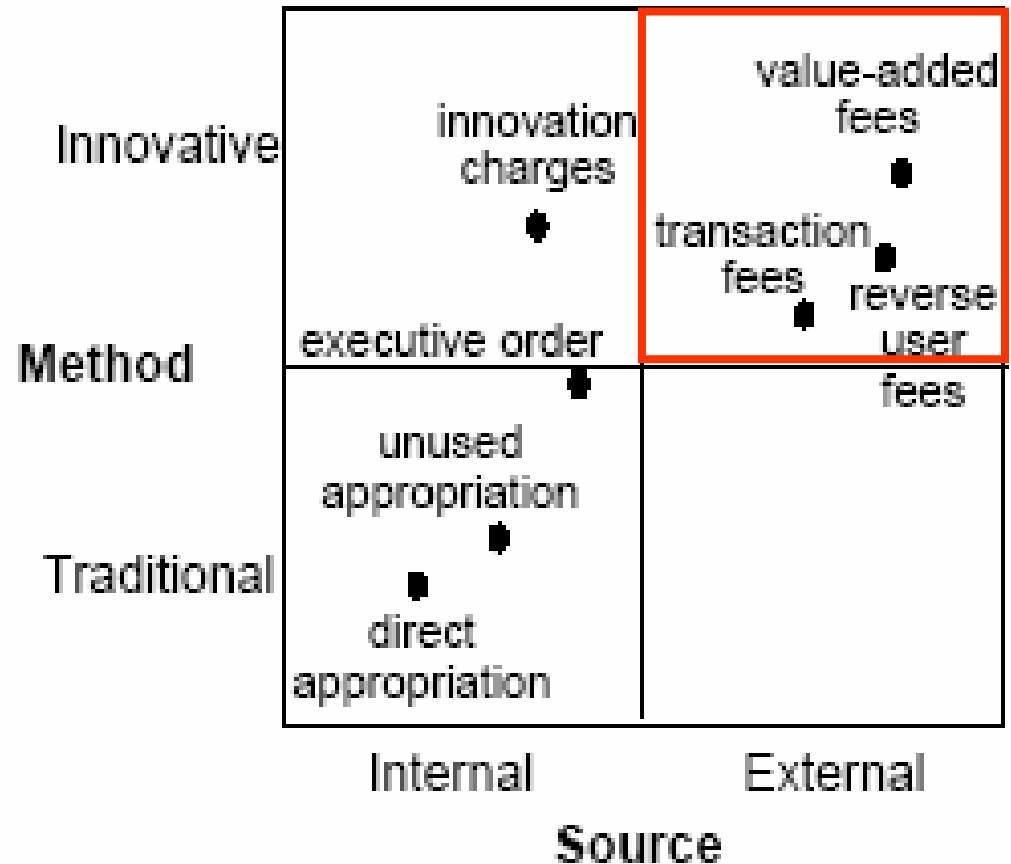
Gartner Strategic Planning Assumption

Through 2008, over 80 percent of eServices initiatives that are not funded through either external sources or pooling resources from multiple agencies will fail (0.7 probability).

Funding Sources

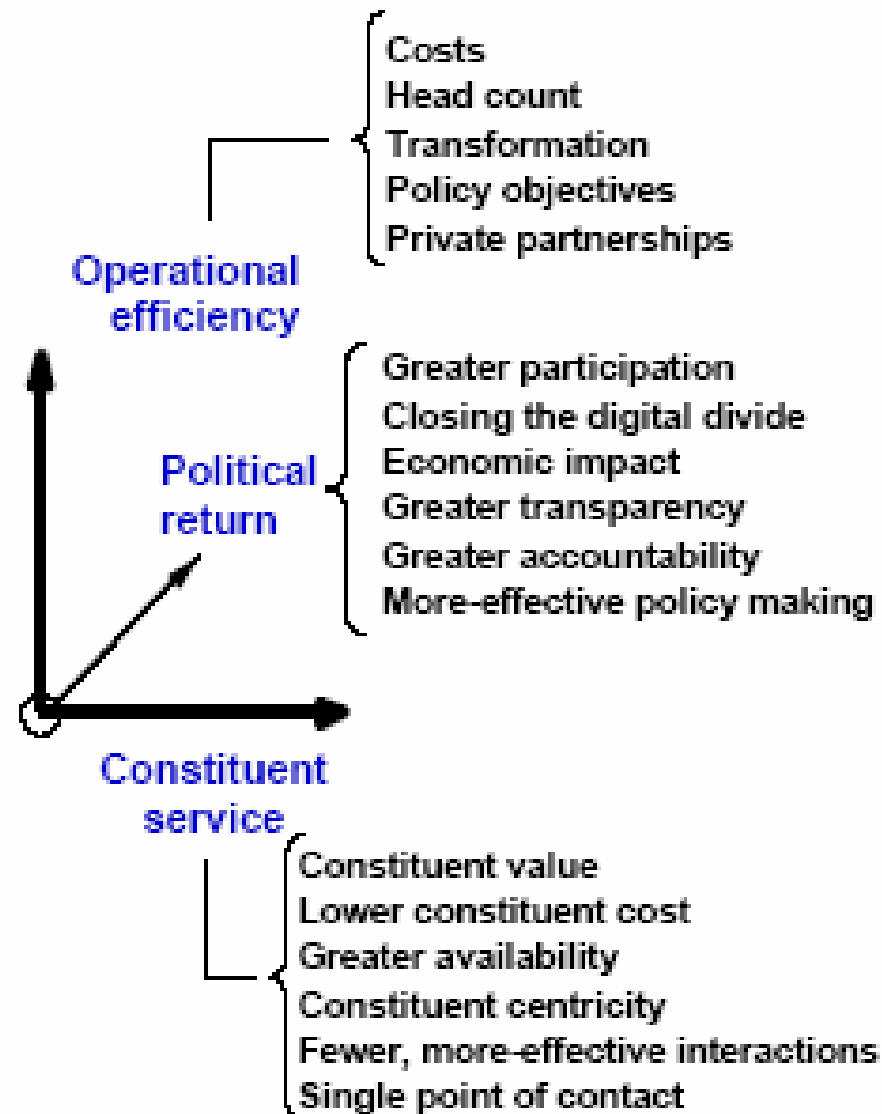
Requirements

- An articulated strategy for funding and cycles
- Clearly defined selection criteria
- Life cycle justification process
- Enterprise (e-government) architecture



eServices in Context

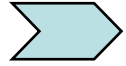
- What problem exists that must be solved?
- What stakeholders does this problem affect?
- What solutions are available?
- What are the benefits of each solution?
- What is the relative cost of each solution?
- What stakeholders are affected by the solution?
- How can these stakeholders affect my political future?
- How shall this solution be funded?
- What other problem goes unsolved?



Digital Oman - Objectives, Initiatives and Requirements

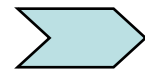
OBJECTIVES

- Enhance economy
- Information Age job opportunities
- World-class local IT capabilities
- Enhanced image internationally
- Modern life-style while retaining culture



INITIATIVES

- Public Sector
- Business community
- Developing local IT resources



REQUIREMENTS

- Road Map
- Technology Plan
- Infrastructure Plan
- Quick Wins
- Best Practices
- Education Plan
- Industry/business/government links
- Security Plan
- Implem. Structures
- Legislation guide

Prioritising eServices

Clear Thinking On Priorities

Priority

Main Focus Areas

Efficiency



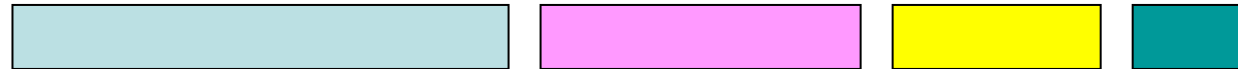
Better service



'Digital Oman'



Image of Oman



Digital divide



Young population



E-Gov

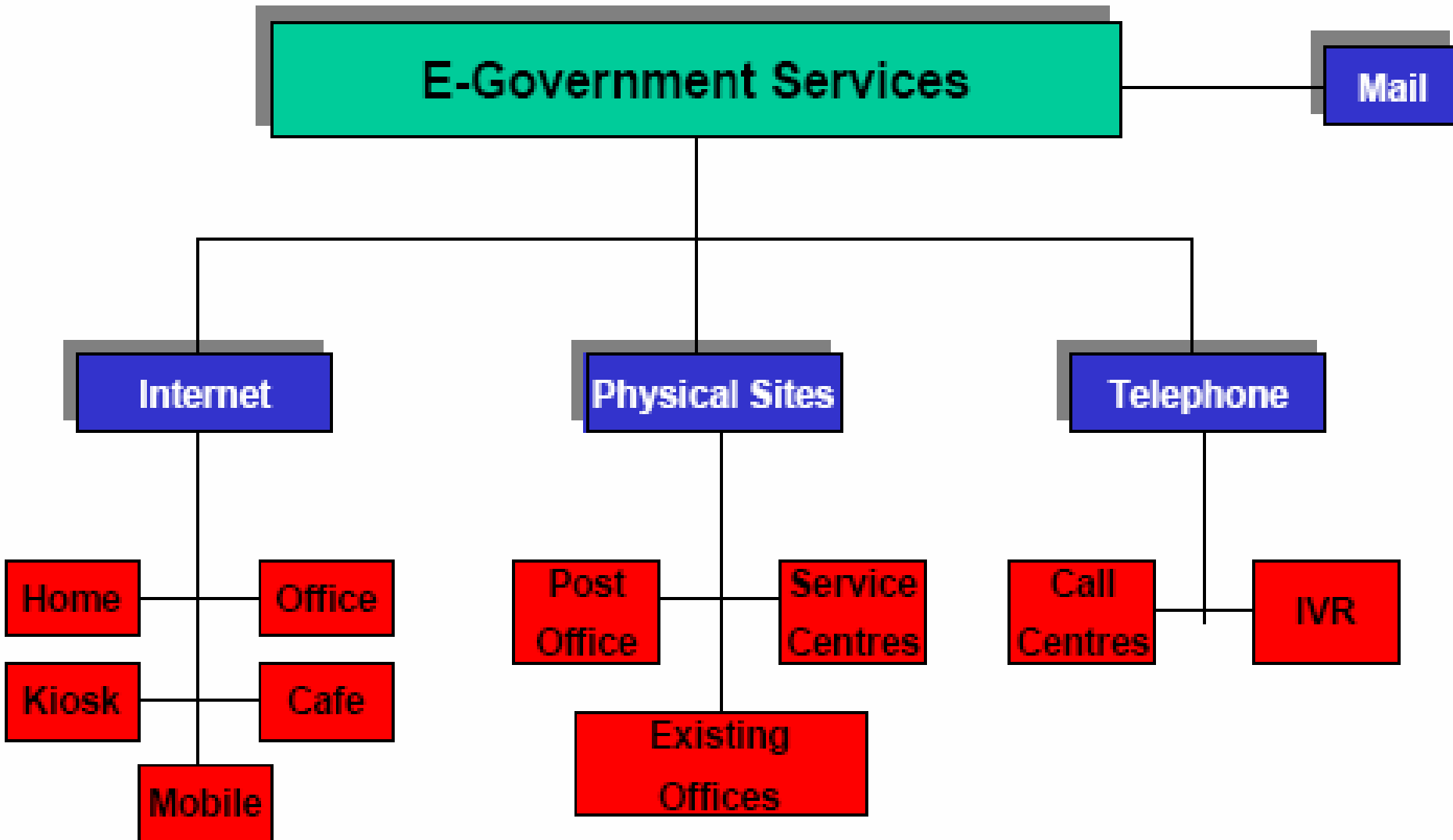
Processes

Education

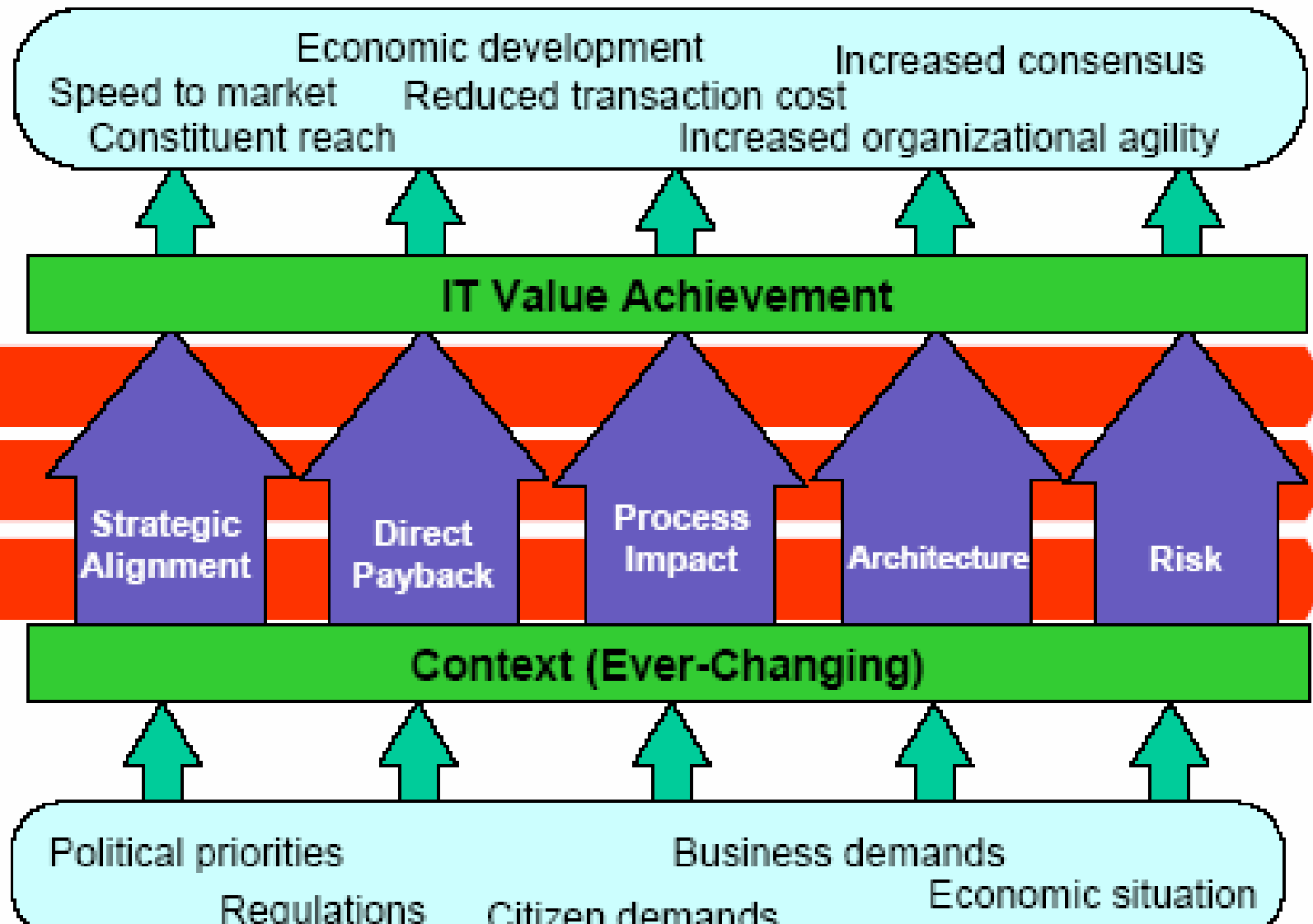
Telecomms

Foreign Inv.

eServices are Multi-channel



5 Pillars of IT Value



5 Pillars of IT Value

Gartner recommends that ITTS evaluate potential IT investments through five perspectives (including the financial one) or, as we prefer to call them, the “five pillars.” The five pillars are:

Strategic Alignment: The alignment of the IT investment strategy with the realization of the goals and objectives of the Government.

Business Process Impact: The impact on the requirement to redesign business processes, more closely integrate the supply of public services or to undertake similar process-intensive initiatives.

Architecture: The integration, scalability and resilience of the databases, operating systems, applications and networks currently being implemented and planned. The architecture should already be based on business drivers.

Direct Payback: The conventionally understood “benefits” a project can deliver, such as cost savings and better information.

Risk: Identifying the exposure of the proposed investment to failure or underachievement.

Strategic Alignment

Strategic Alignment Factors

Enhance economy

Information Age job opportunities

World-class local IT capabilities

Enhanced image internationally

Enhance national security

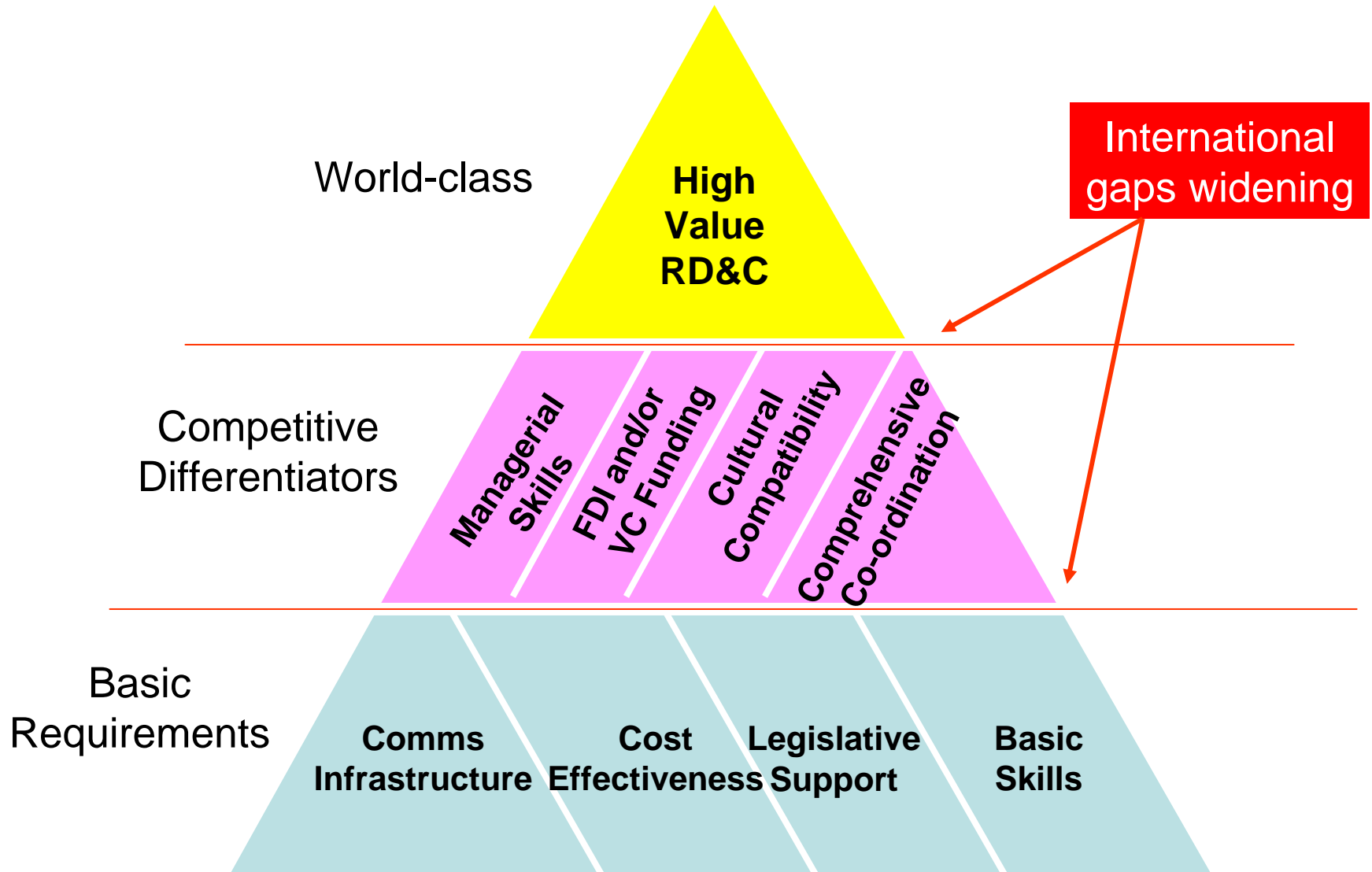
Foster ICT start-ups and entrepreneurship generally

Encourage foreign direct investment (FDI)

Enhanced social cohesion (e.g. by reducing the internal Digital Divide)

Modern life-style while retaining culture

World-Class ICT Achievement



Business Process Impact

Business Process Impact Considerations

Develop cross-Ministerial processes

Embedding inefficient processes in the eService

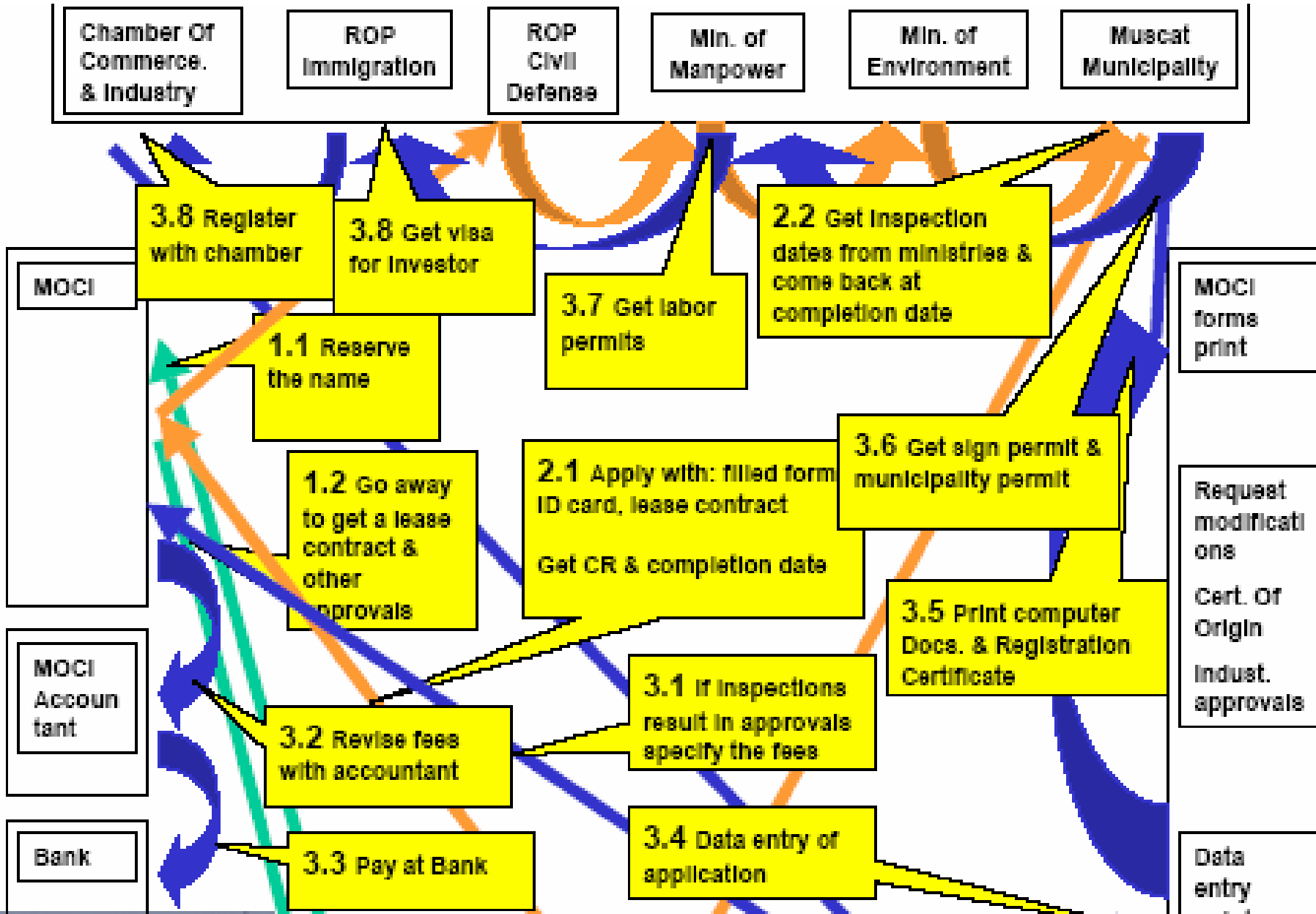
Support more flexibility in processes where required

Support integration with external entities

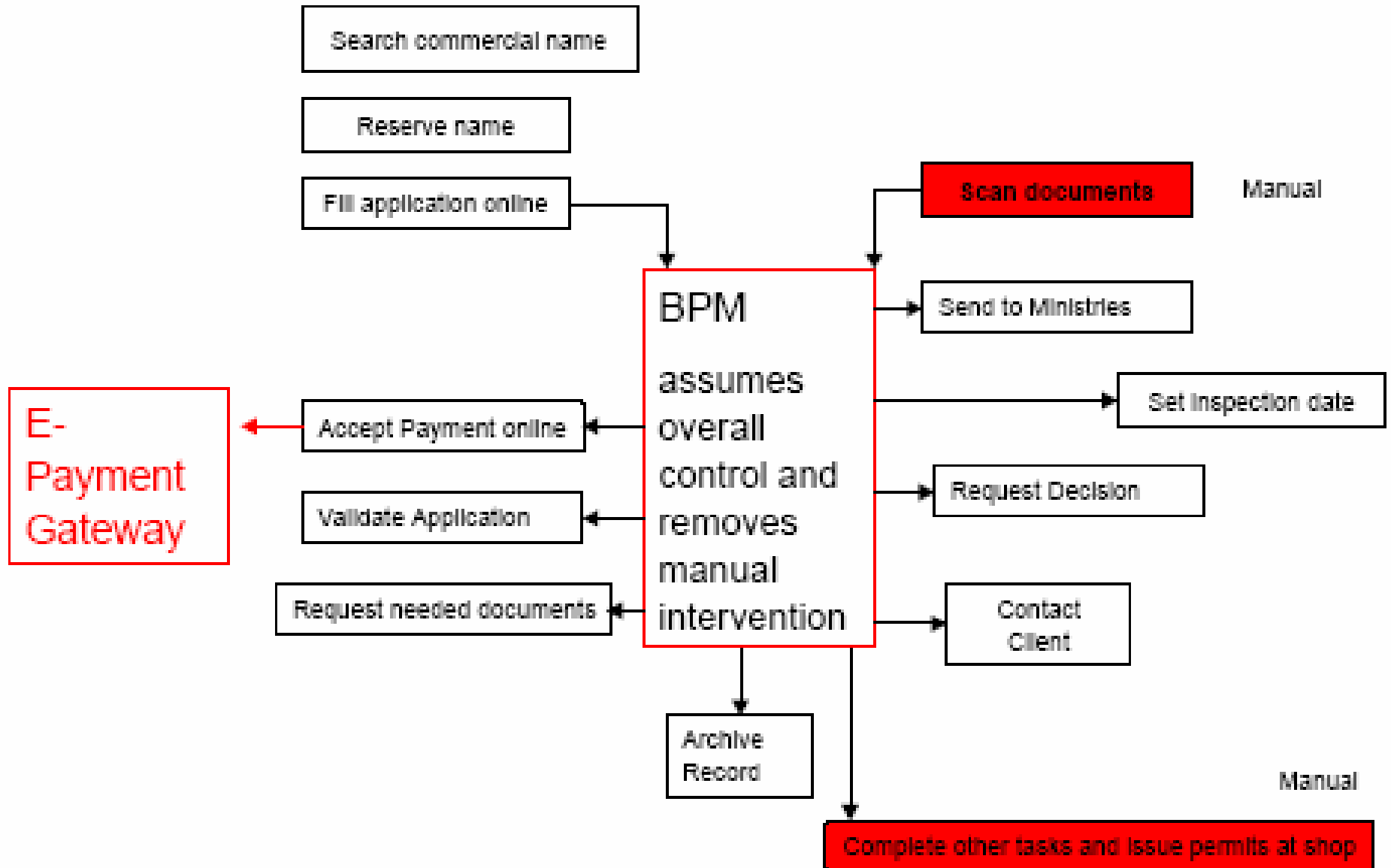
Better leverage of data resources

Supports continuous improvement

Company Registration Process Before BPR



Company Reg. After BPR



Architecture

Architecture Considerations

Consistency with overall ITTS standards including (but not limited to):

- Government Nervous System (GNS)/Interoperability
- Applications architecture
- NRS/ Smart card
- E-Payments infrastructure
- Überportal

Scalability/accommodation of peak loads

Supports and is consistent with Col structures

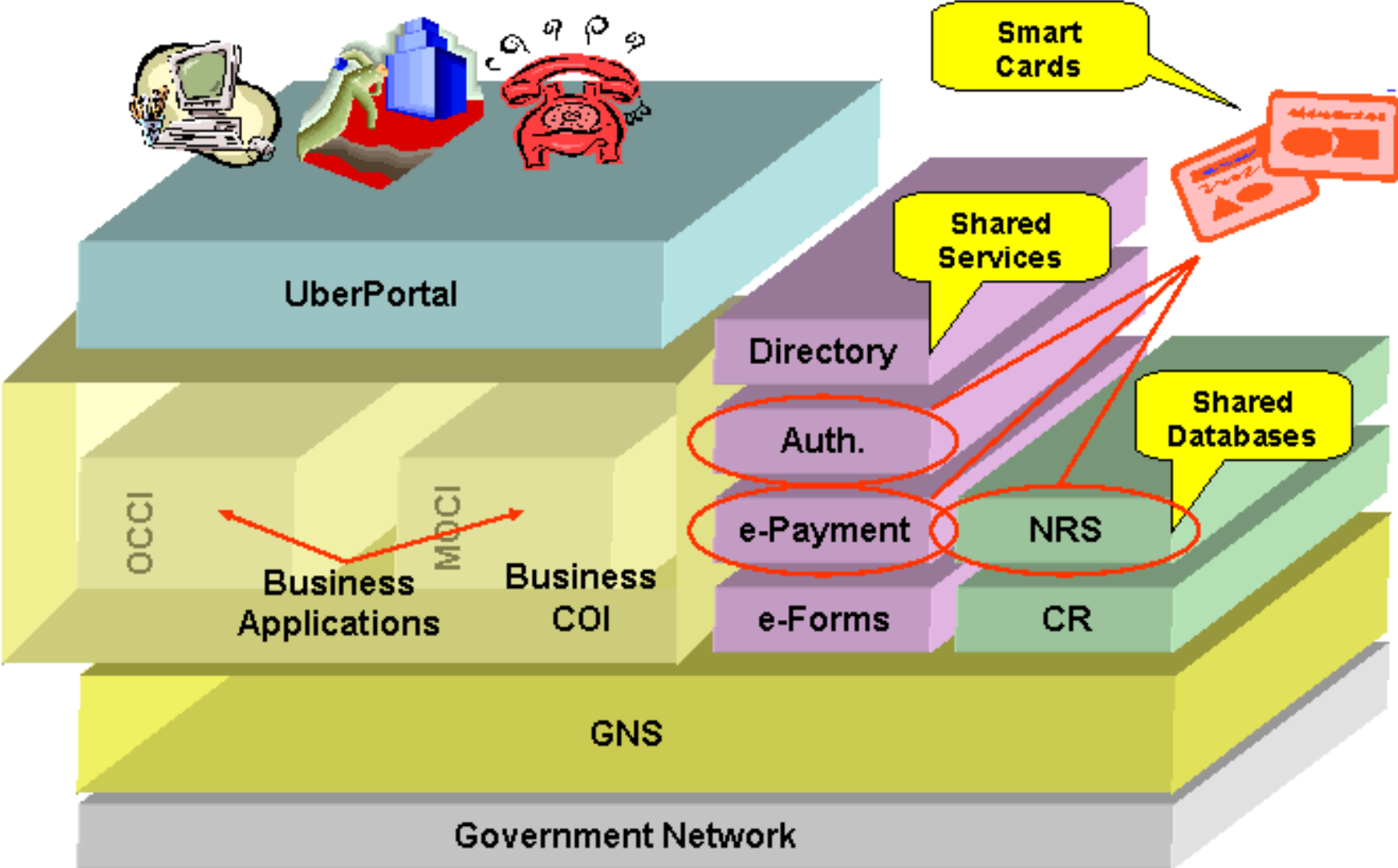
Supports and is consistent with Life Event structures

Security/reliability/stability

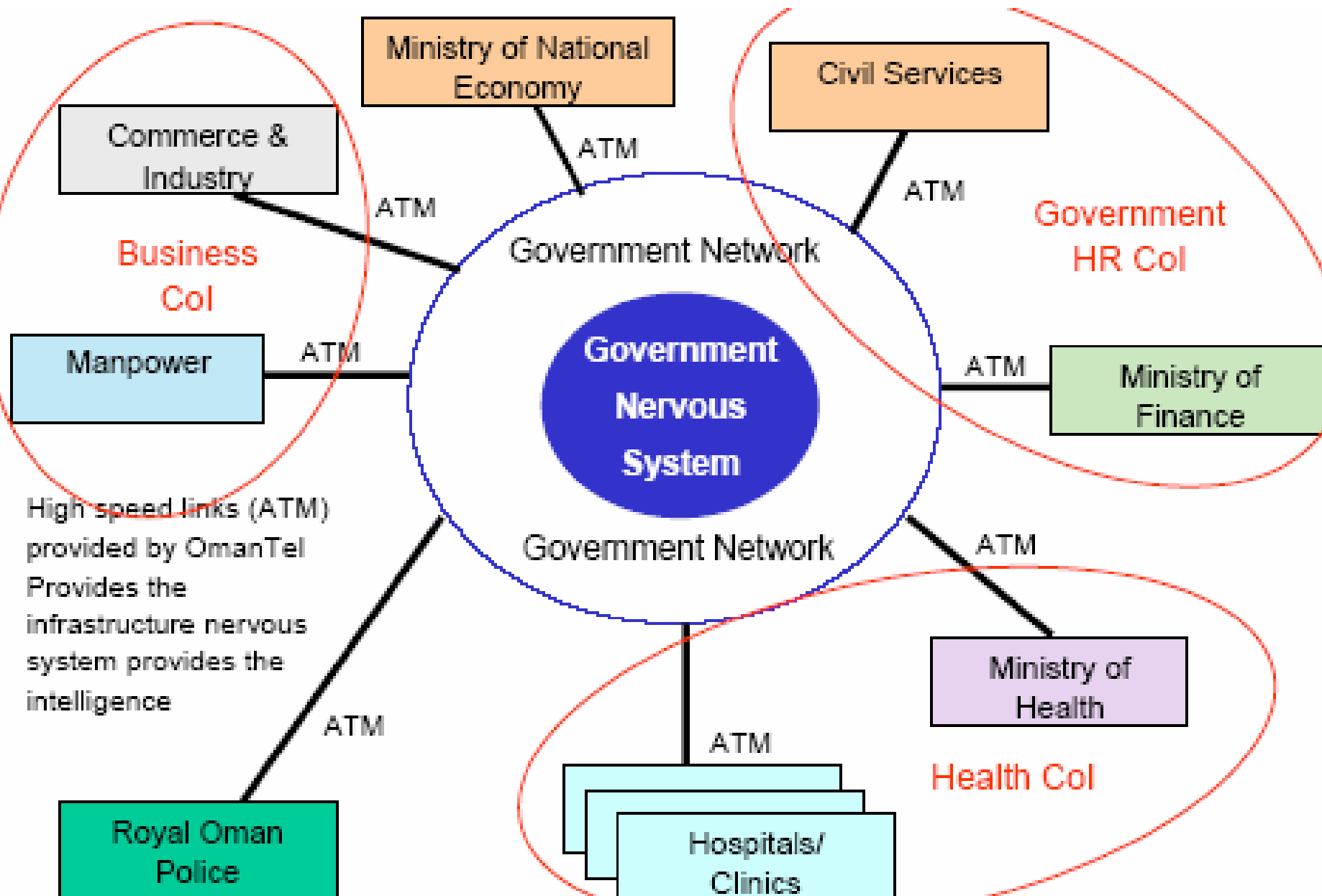
Integrates with national information architecture

Support national objectives (e.g. a Linux initiative)

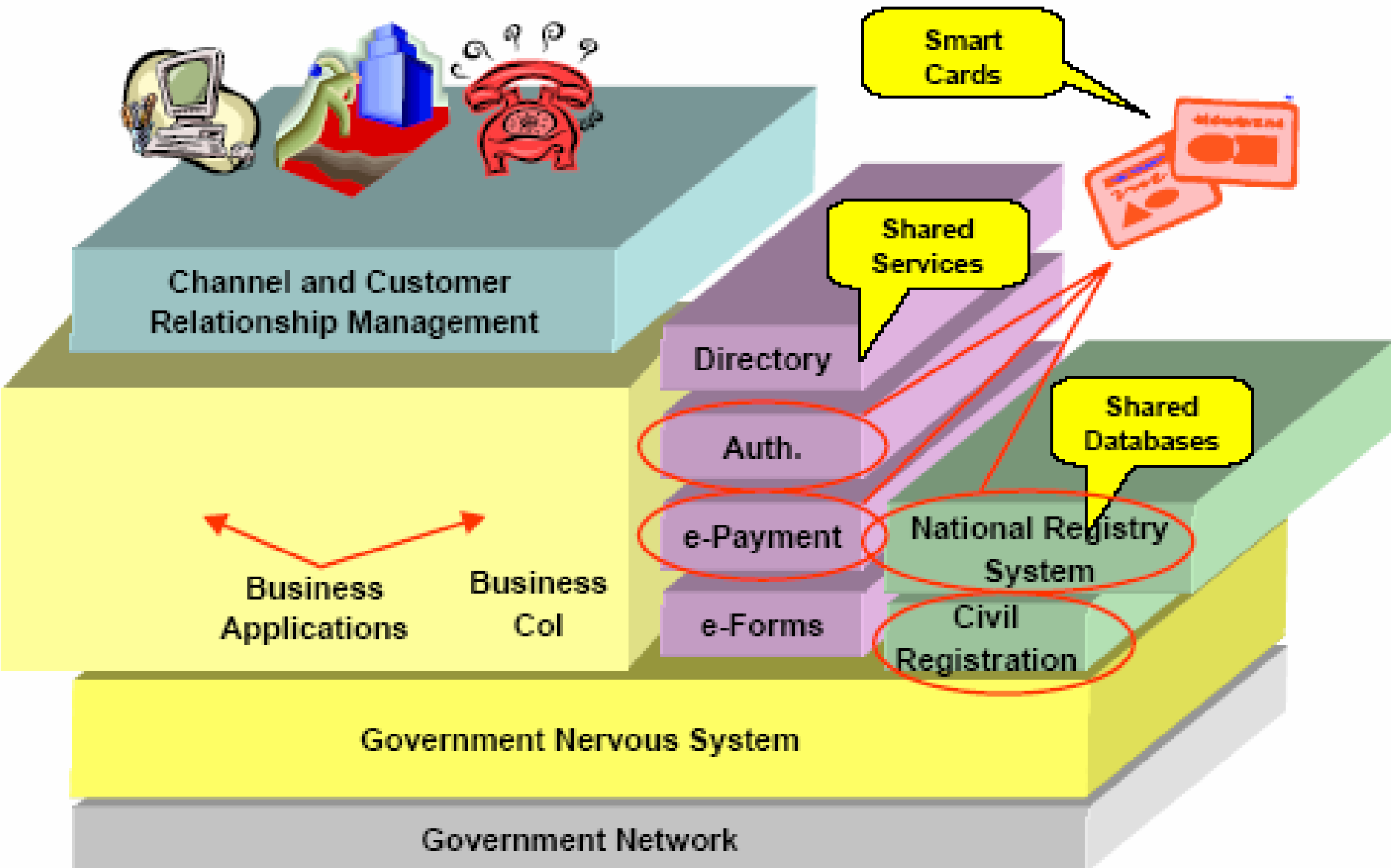
Government Architecture Overview



Architecture and CoIs



Cols Within the Oman Government



Omani Col Groupings

Col	Functions	Involved Entities	Business Applications
Civil Affairs	Civil affairs of citizens and residents related to the normal life of a citizen	ROP, MOH, MOMP	NRS, Labor Information, Health system (birth-death registration)
Health	Health related and medical coverage and provision	MOH, hospitals	Health Information systems, hospitals HMIS, ...etc.
Education	Basic, undergraduate, postgraduate, vocational education	MOE, MOHE, schools, universities	Vocational training, education management systems, examination systems, ...etc.
Utilities	Infrastructure services such as water, electricity, housing, ...etc.	MOHEW	Approvals, utilities planning, application for utilities
Labor & Employment	Workforce management, labor related issues, employment management, ...etc.	MOMP, MOCs, PASI	Labor Information, Local Employment, National Manpower systems
Information & Statistics	Government PR, Government Statistics, Census	MOINFO, MONE	Information Portal, Statistics, Census Systems
Legal	Laws, courts, public prosecution, Judiciary	MOJ, MOLA	Laws database, Court systems, Official Newspaper

BUSINESS LIFE CYCLE

Starting a Business

Funding

Legal and Regulatory

Business Operations and Trade

Premises and Environment

Employing Staff

Taxation and Finance

Returns and Other Obligations

Innovation

Expanding your Business

Selling to Government

Closing/Selling a Business

■ New Company Registration

■ Registration of Dealerships acquired by Omani Companies
■ Registration of Trade Marks in Oman

■ Registration of Industrial Establishment

■ Register as Supplier

■ Register Companies & Issues Certificates

■ Registration of Expatriate Workers Data

■ Register Publicly Traded Companies

■ Registration of Public Sector Works

■ Register a rent contract

■ Registration of Job Vacancies in Omni Entities (MOMP)

■ Registration of Omani Labor Seeking Jobs

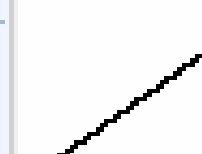
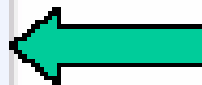
■ Registration of Public Sector Works Workers

■ Issue License/Permit

■ Apply for New Company license

■ Arrange Inspection

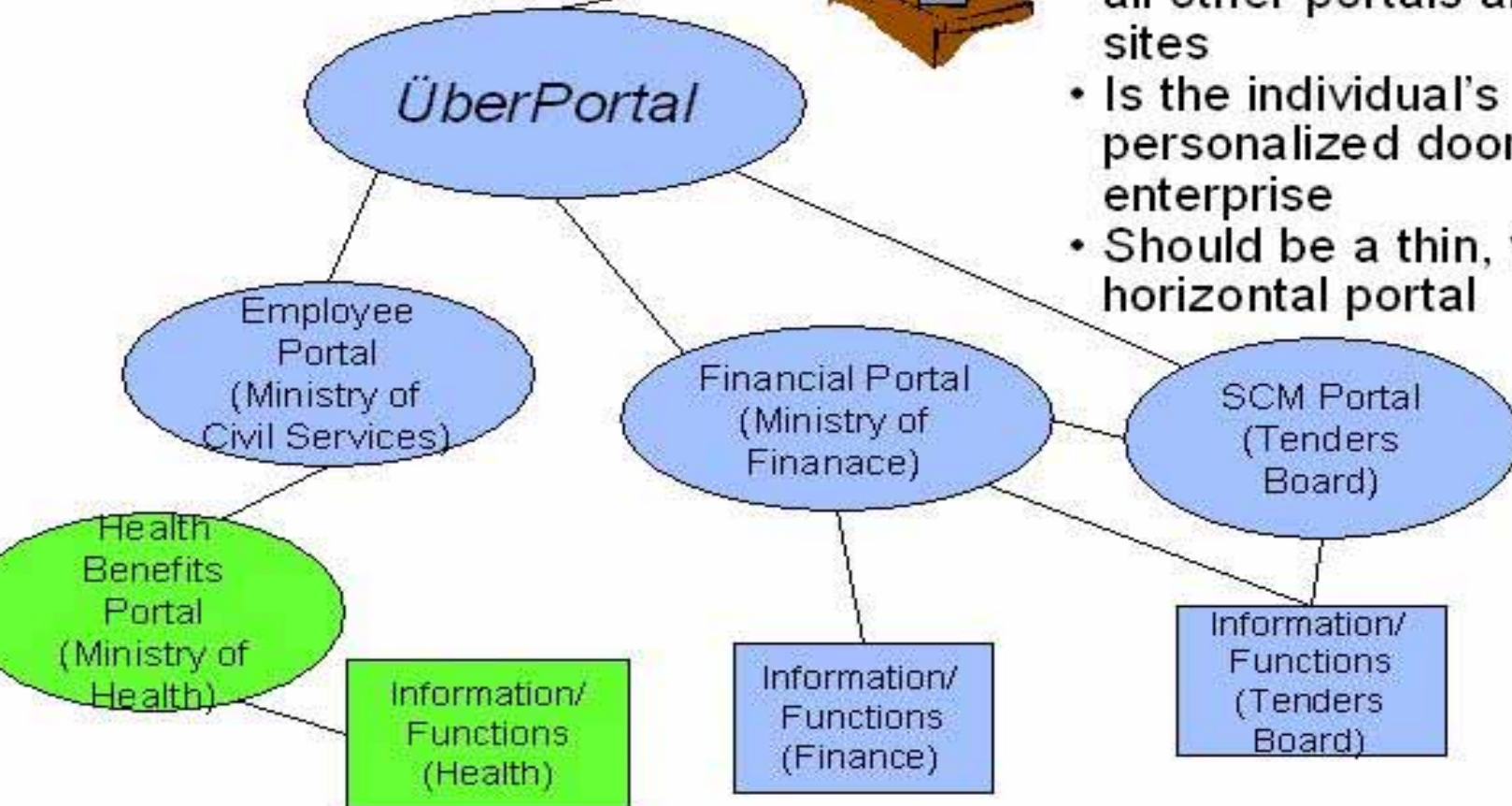
■ Applications for Certificate



The Überportal



- A portal that acts as the single top-level interface over all other portals and Web sites
- Is the individual's personalized doorway into the enterprise
- Should be a thin, wide horizontal portal



Direct Payback

Direct Payback Considerations

Reduced transaction costs

Faster processing of transactions

Enhanced security through reduced use of cash

Higher public sector productivity

Fee payments for e-transactions

Better and faster information for senior management

Risk

Risk Considerations

Size and scale of project (larger the more risky)

Lack of appropriate skills of participants

Supplier problems (skills, financial, takeover target)

Uncertainty from annualised funding

Lack of support from key stakeholders

Definitional uncertainty

Regional instability (e.g. terrorist events)

Inadequate contractual arrangements with suppliers

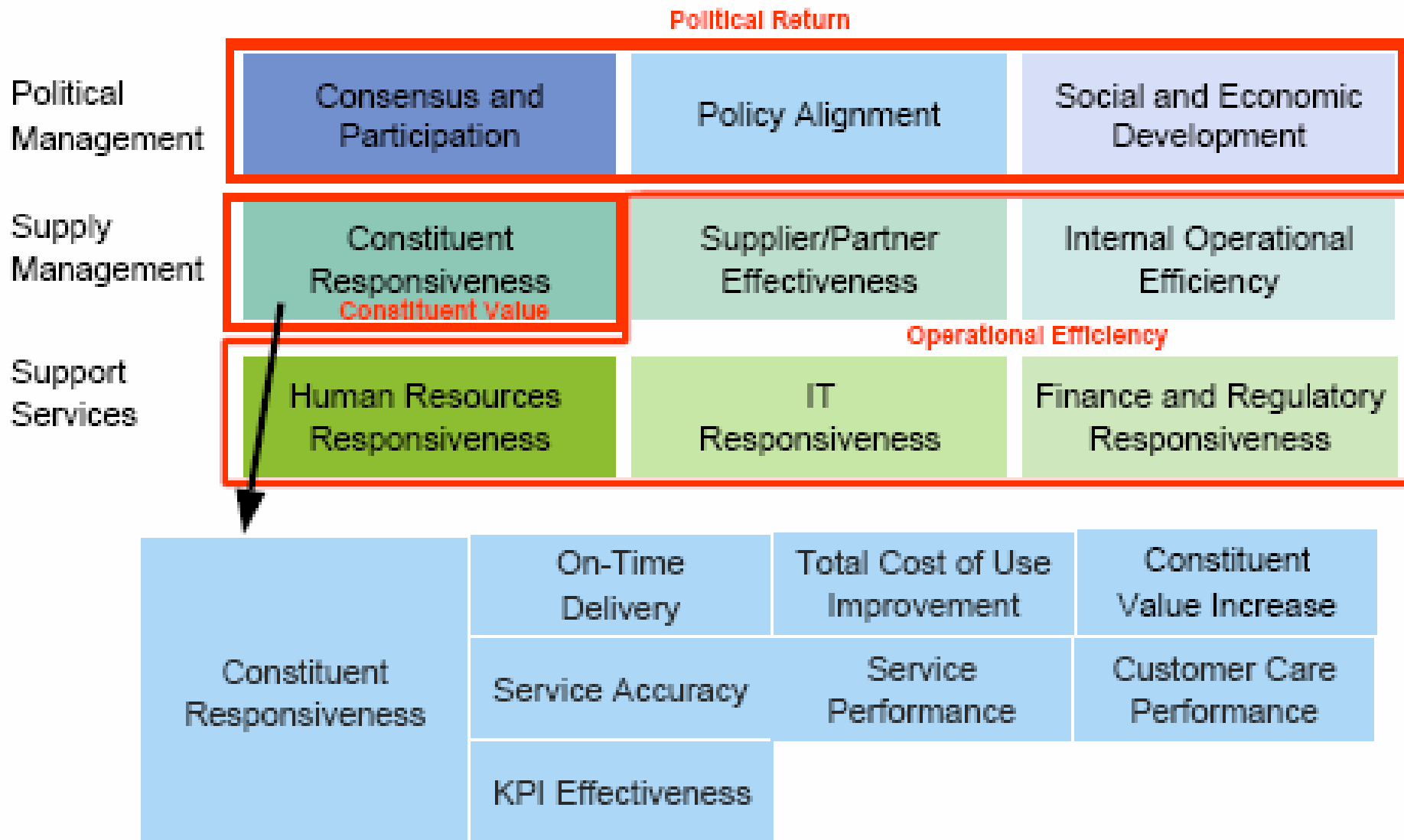
Inadequate or fast-changing governance

Readiness for eServices

eServices Readiness Factors

- **Value** has been determined as per the Gartner framework
- There is clear **demand** for the service
- Users are **capable** of using it
- There are **incentives** in place for using it
- The availability of the service has been **publicised**
- Back-end business **processes** are in place and tested
- **Systems integration** has been implemented and tested
- **Security and privacy issues** have been addressed and publicised
- **System performance** has been tested and is adequate
- Potential **legal problems** have been addressed
- Post-launch **support facilities** including escalation processes are in place
- Potential **peak volumes** have been allowed for
- A service **owner** has been assigned
- **Community of Interest requirements** have been addressed
- **Failover** measures in place

Using Metrics - Example



Meaningful Accountability

- Accountability for benefits realisation and risk management, if applied at all, are applied in a haphazard and unbalanced way
- The wrong people are given the wrong accountabilities
- Those made accountable do not get empowered to discharge their accountabilities
- Accountabilities do not get supported by appropriate metrics

Mishandling of the accountability issue is one of the biggest contributors to IT's poor business contribution

Implementation Planning

Deliverables

Milestones

Accountabilities

Success & Risk Factors

Metrics

Cost Estimations

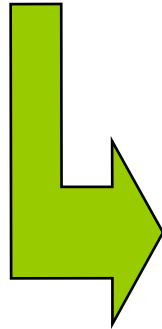


The Value of a 'Quick Win'



The 'morale' impact of an early successful project cannot be overstated

- Low cost
- Fast implement
- Low risk
- High profile



But if the risk is not managed the impact could be counter-productive

