An Innovative Framework:

e-Government Transformation

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Partners in Building the Security and Economy of the Emirates

Agenda

- Introduction: Globalisation Challenges

- Government Transformation: e-Government

- Innovative Approach: CIVIC IDEA

- Concluding Remarks

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Globalisation: Sizeable Challenges

Governments worldwide are faced with common but complex, controversial and multi–disciplinary challenges, that are accelerated by globalisation:

- Demographic transition

- Climate Change

- **Evolution of the global economic landscape**

- International Terrorism

- **Public Service Delivery**

.. advances in **ICT**, & the raise of the **internet**, are <u>predominant factors in globalisation</u> .... **pushing governments** to **accept new concepts of modernity and transformation** as a prerequisite to fit into the new world order..

Need to re-inventing Government ?

Constant debate about the **primary responsibilities of government** and **public administration**… akin to business; private sector.

e.g., choice of services, public value, equity, accountability, and citizen voice …

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- Government Transformation: e-Government
- Innovative Approach: CIVIC IDEA
- Concluding Remarks
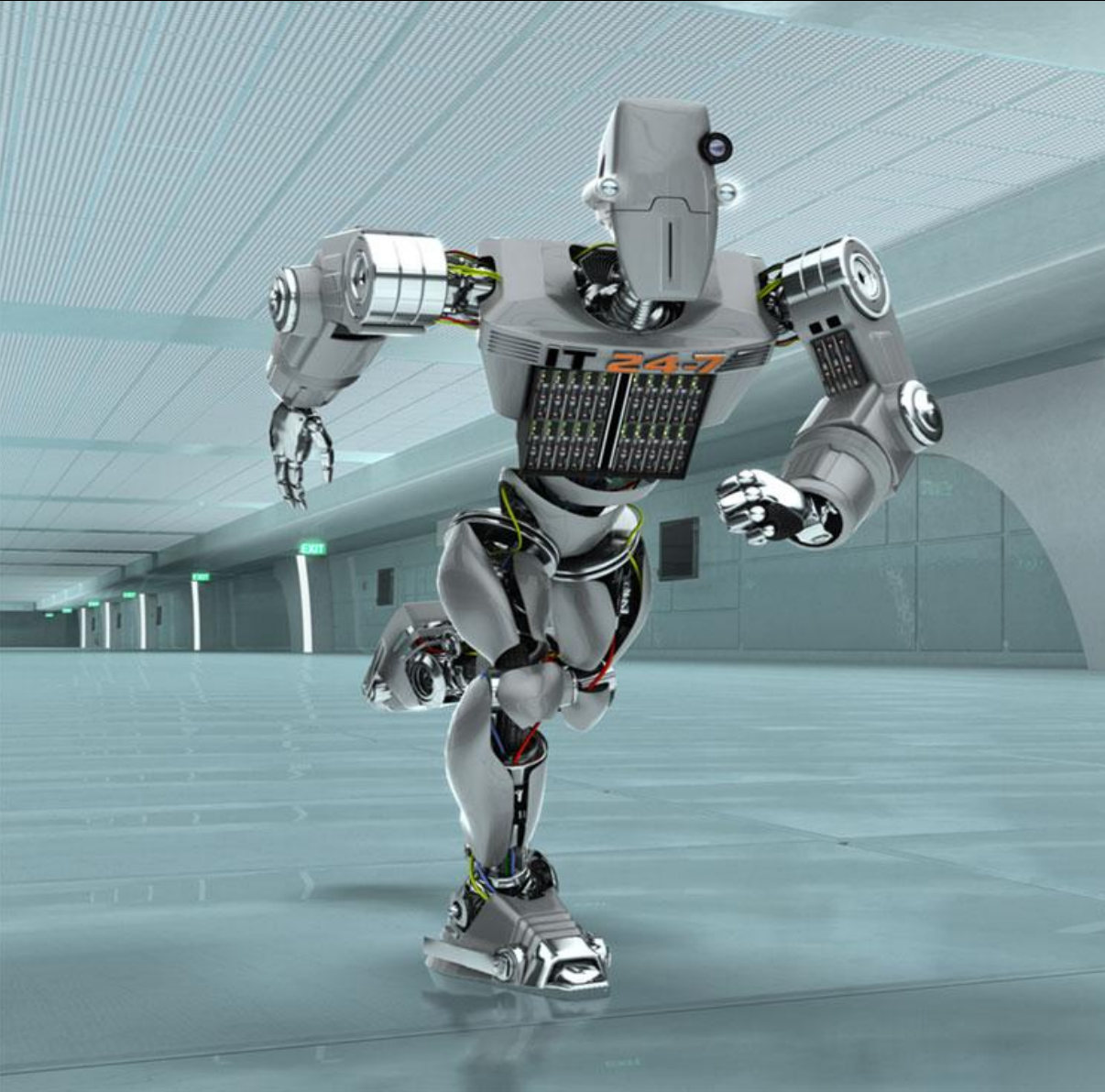
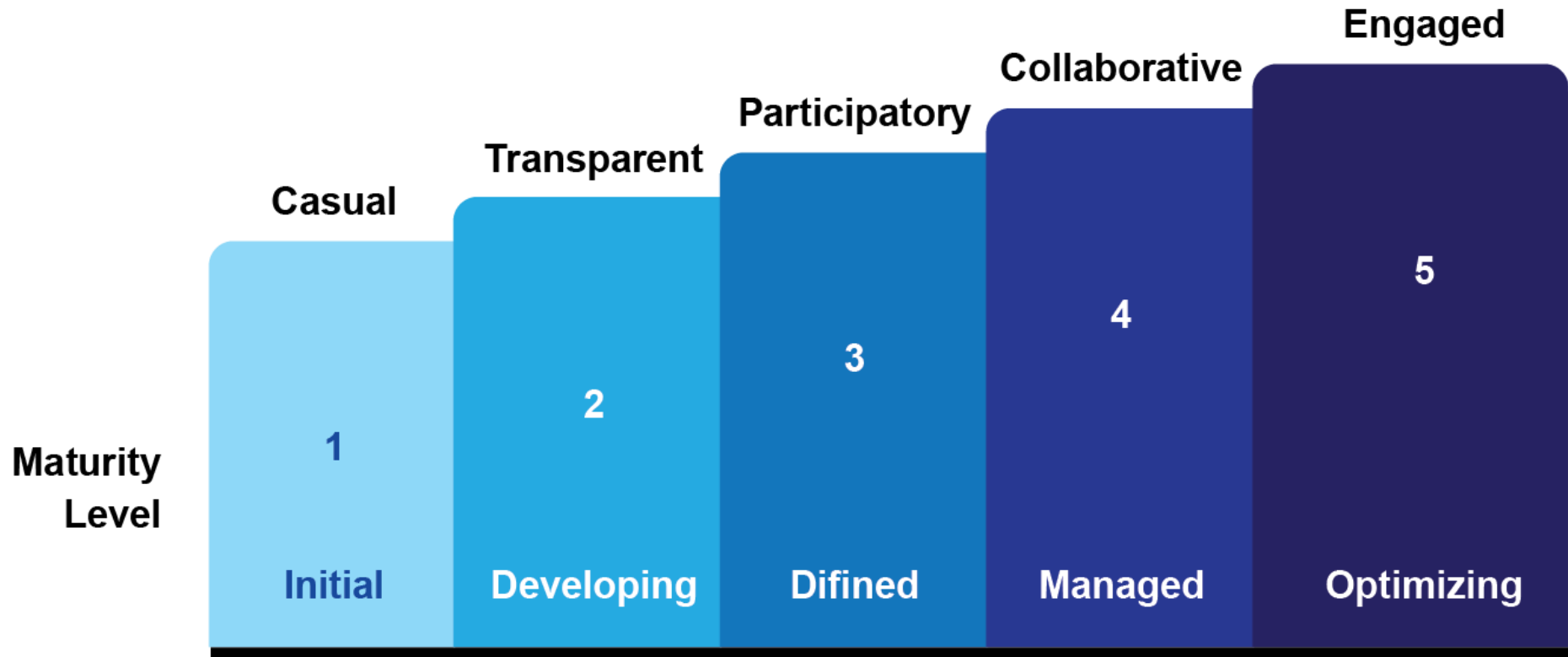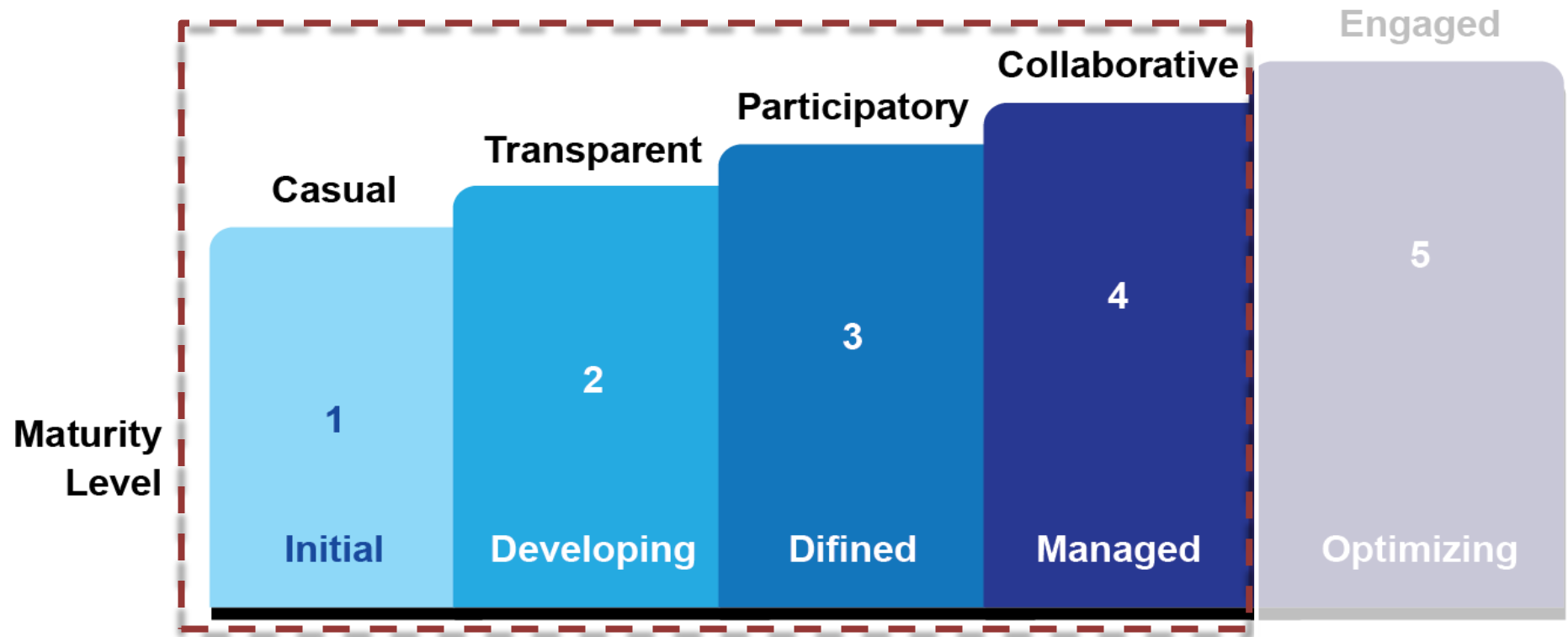## Transformation Through e-Government

... Using the Internet and ICT to develop better government .

e-Government

Resulting Benefits
- Less Corruption
- Greater convenience
- Increased Transparency
- Revenue Growth
- Cost Reduction

e-Government

Associated with Terms
- Development
- Access
- Services
- Relationships

Defined as
- The use of information and Communication technologies
- To Improve Relationships with and or Between
  - Citizens
  - Business
  - Government Agencies

Have the potential to Improve
- Delivery of Government services
- Government management and Efficiency
- Citizen empowerment through access to information
- Interaction with business and industry

Gartner Government Maturity Model

Gartner Government Maturity Model

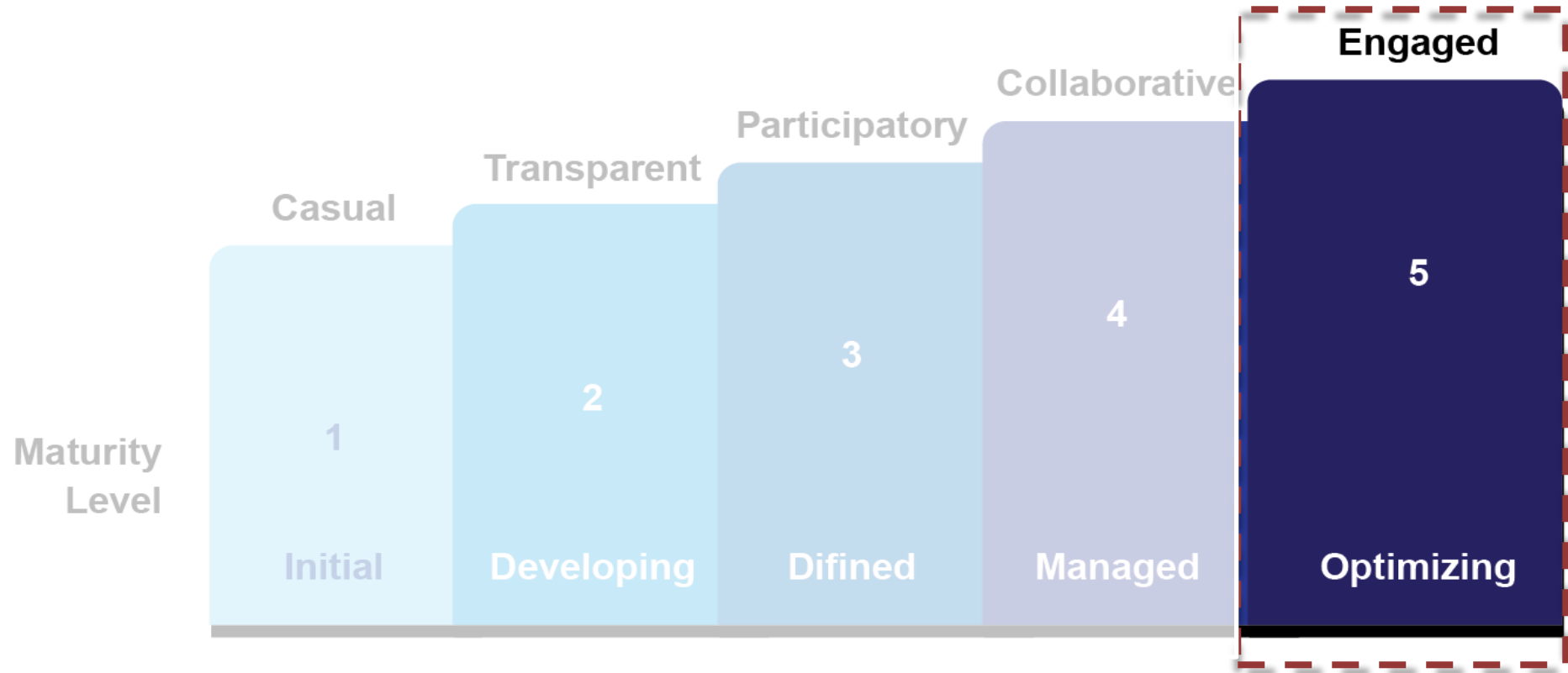|	Casual	Transparent	Participatory	Collaborative	Engaged
Maturity Level	1	2	3	4	5
	Initial	Developing	Difined	Managed	Optimizing

Focus:
- enabling government to interact with its citizens via the Internet.

- focus on improving the form of government and establishing much of the basic e–infrastructure.

Gartner Government Maturity Model

Focus: designing a new form of government

Triggering our work!

Inter-agency Integration
& Unified citizen services

Transformation 0%

Transaction
23%

Online Citizen
Transaction

Information
57%

Interaction
20%

Web presence for
publishing information

Intake process of
citizen interaction

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- Innovative Approach: CIVIC IDEA

- Concluding Remarks

CIVIC IDEA

"**C**itizen **I**nclusive **V**ision realised through **I**D **C**ard **I**ntegrated **D**elivery of **E**-government **A**pplications.

An Innovative Framework

- Support e-Government Transformation ..

- Guide governments develop a **top down strategy** & leverage technology in order to realise its **long term** goal of e-government transformation.

- Builds upon the potential role of modern **national identity schemes** in enabling the **transformation of traditional identities into digital identities.**
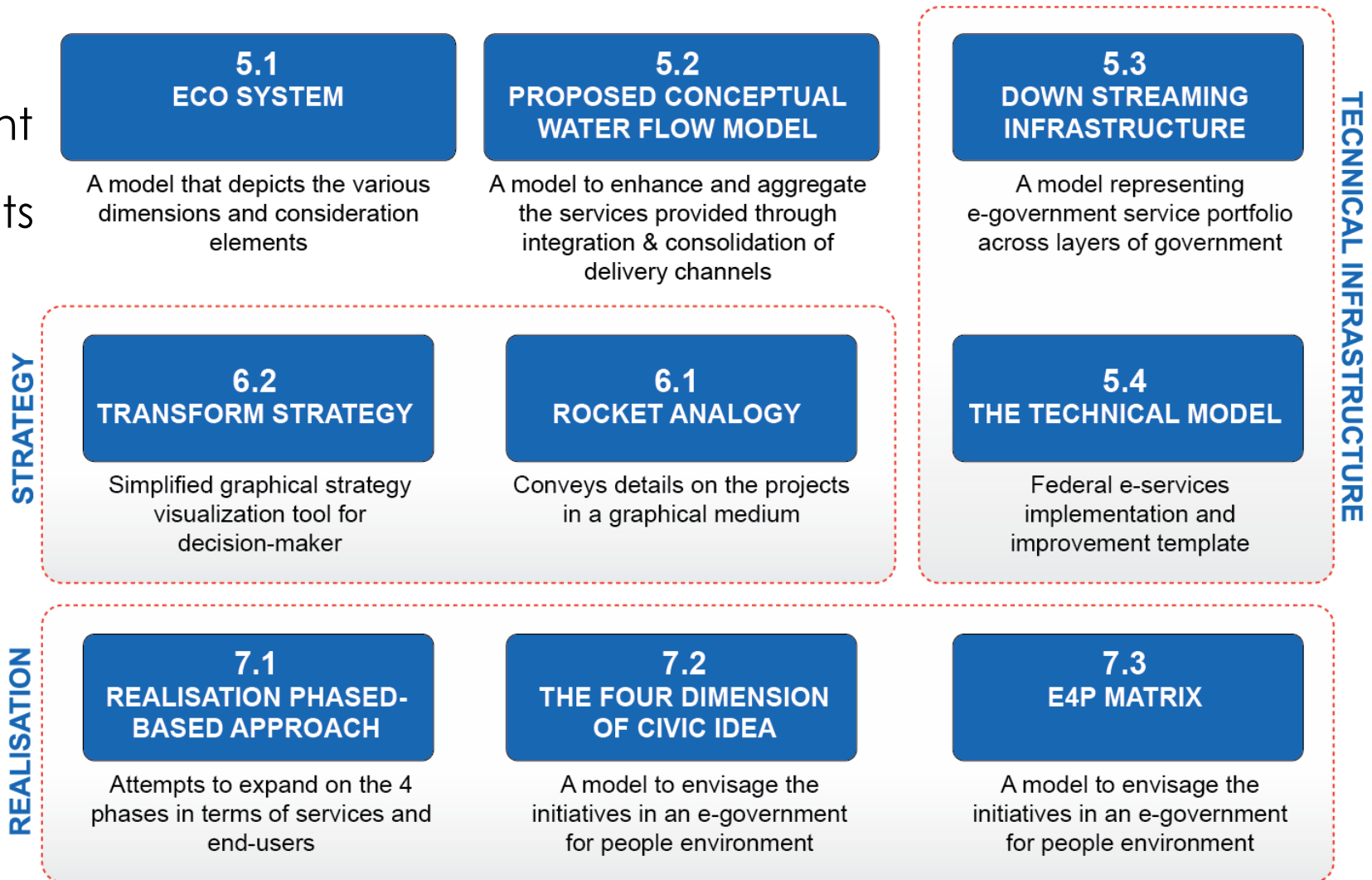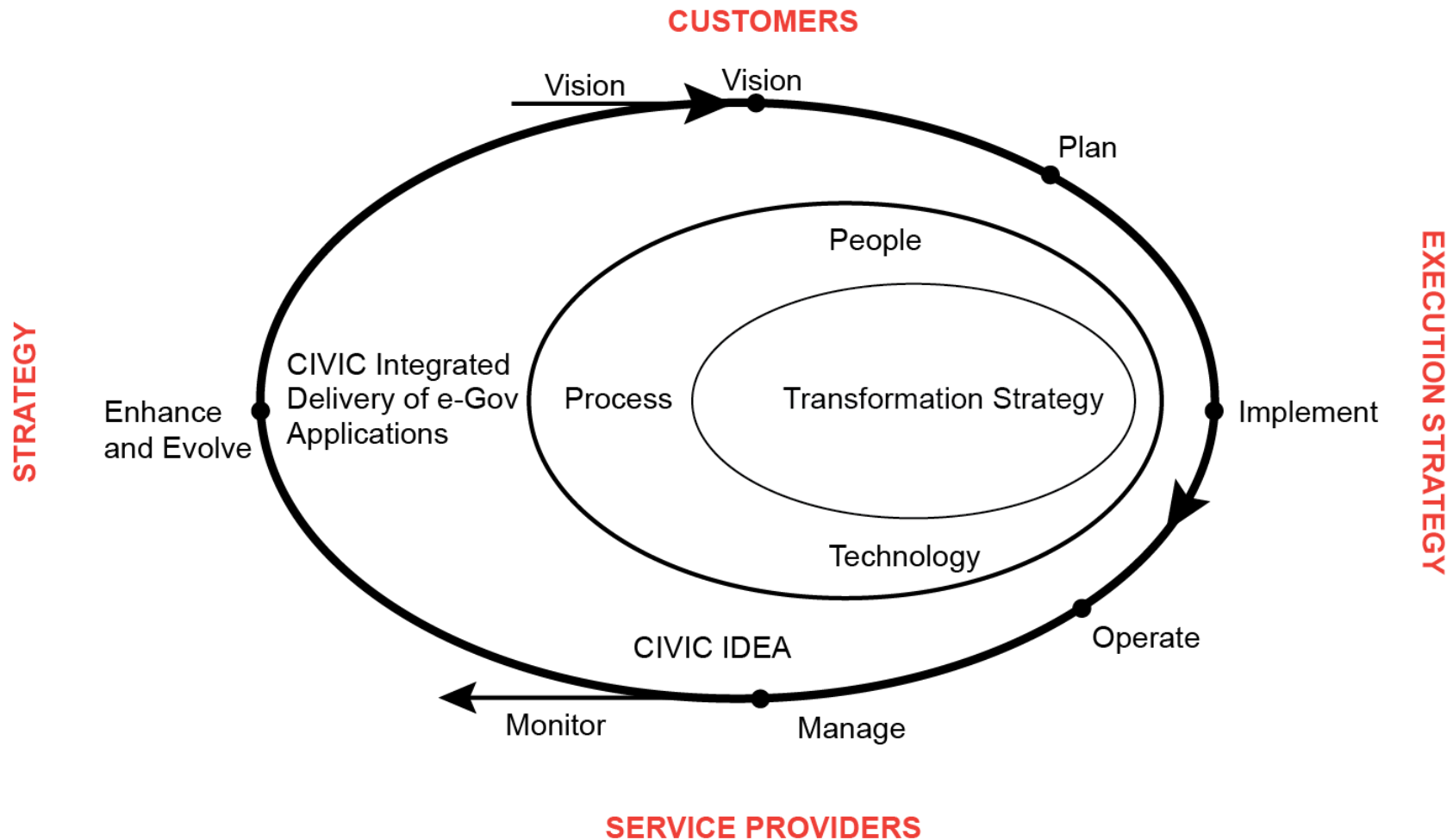
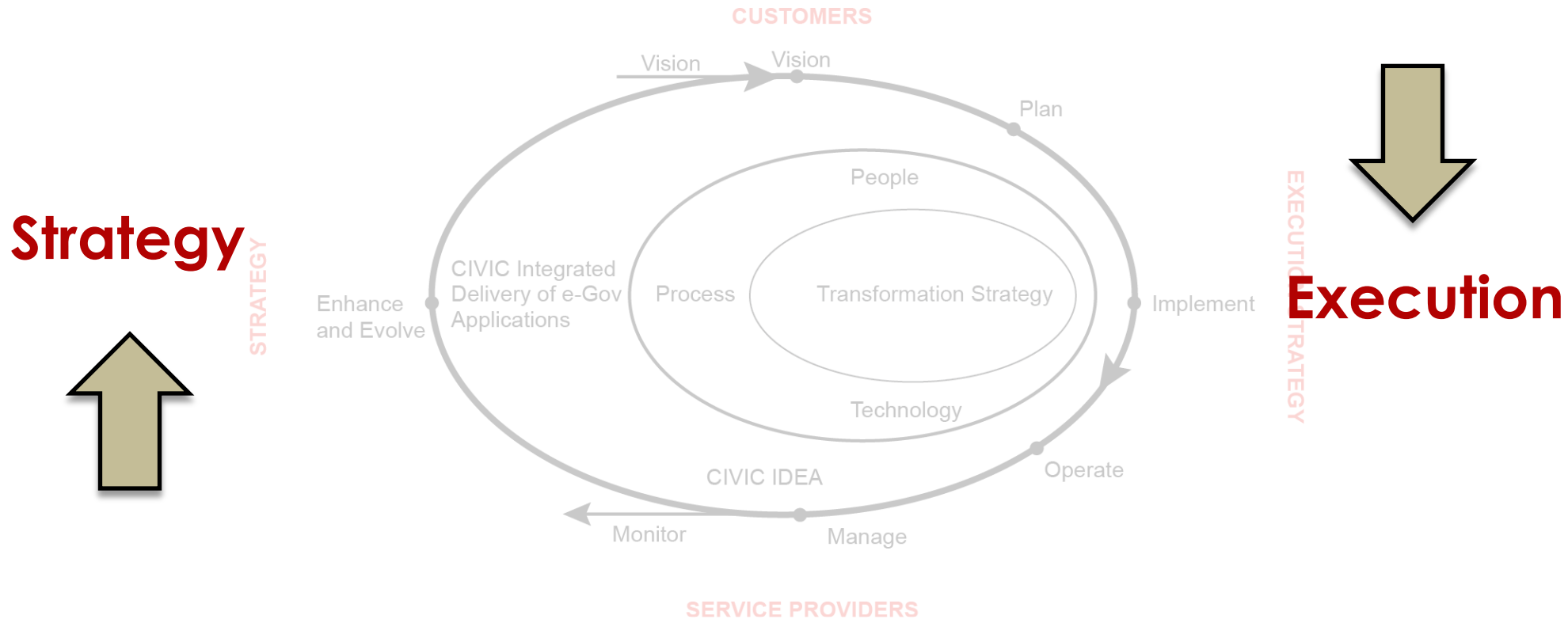# CIVIC IDEA Framework Components

8 different

components

TECHNICAL INFRASTRUCTURE

5.1 ECO SYSTEM

A model that depicts the various dimensions and consideration elements

5.2 PROPOSED CONCEPTUAL WATER FLOW MODEL

A model to enhance and aggregate the services provided through integration & consolidation of delivery channels

5.3 DOWN STREAMING INFRASTRUCTURE

A model representing e-government service portfolio across layers of government

STRATEGY

6.2 TRANSFORM STRATEGY

Simplified graphical strategy visualization tool for decision-maker

6.1 ROCKET ANALOGY

Conveys details on the projects in a graphical medium

5.4 THE TECHNICAL MODEL

Federal e-services implementation and improvement template

REALISATION

7.1 REALISATION PHASED-BASED APPROACH

Attempts to expand on the 4 phases in terms of services and end-users

7.2 THE FOUR DIMENSION OF CIVIC IDEA

A model to envisage the initiatives in an e-government for people environment

7.3 E4P MATRIX

A model to envisage the initiatives in an e-government for people environment

CIVIC IDEA Ecosystem

CUSTOMERS

STRATEGY

EXECUTION STRATEGY

Vision → Vision

Plan

People

CIVIC Integrated Delivery of e-Gov Applications

Process

Transformation Strategy

Enhance and Evolve

Implement

Technology

CIVIC IDEA

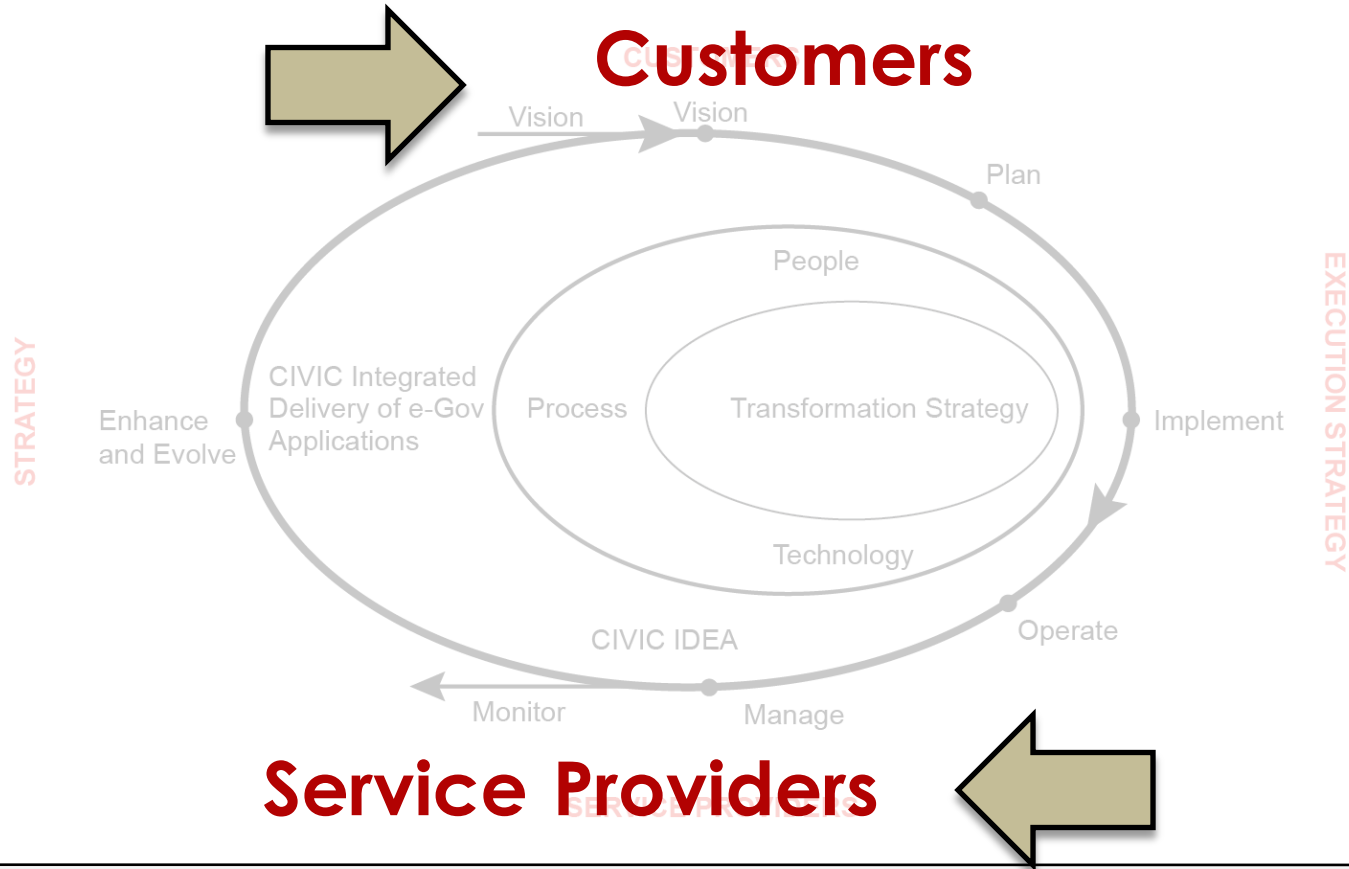Operate

Monitor ← Manage

SERVICE PROVIDERS

Understanding the engine
& how the framework operates.

CIVIC IDEA Ecosystem

Strategy and **execution** are equally critical!
… neither a **good strategy implemented poorly**, nor a
poor strategy implemented well, serves the overall objectives of e-government transformation.

CIVIC IDEA Ecosystem

Customers

Vision

Vision

Plan

People

STRATEGY

EXECUTION STRATEGY

CIVIC Integrated
Delivery of e-Gov
Applications

Process

Transformation Strategy

Implement

Enhance
and Evolve

Technology

CIVIC IDEA

Operate

Monitor

Manage

Service Providers

… **innovation of new services without convenient delivery channels** and tools for customer interactions, **are as good as having no e-services**.

CIVIC IDEA Ecosystem
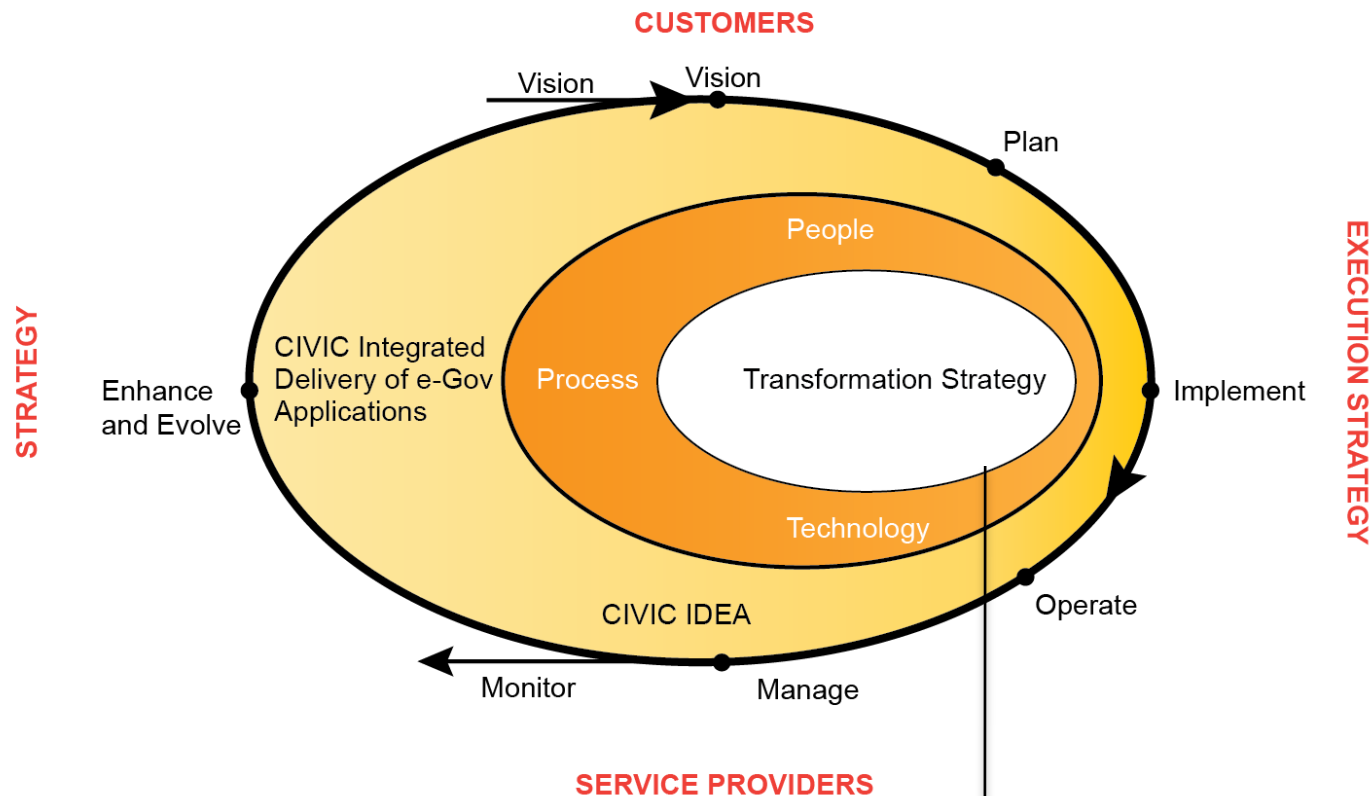
Transformation Strategy

… **address** key elements of **people, process and technology**.

CIVIC IDEA Ecosystem
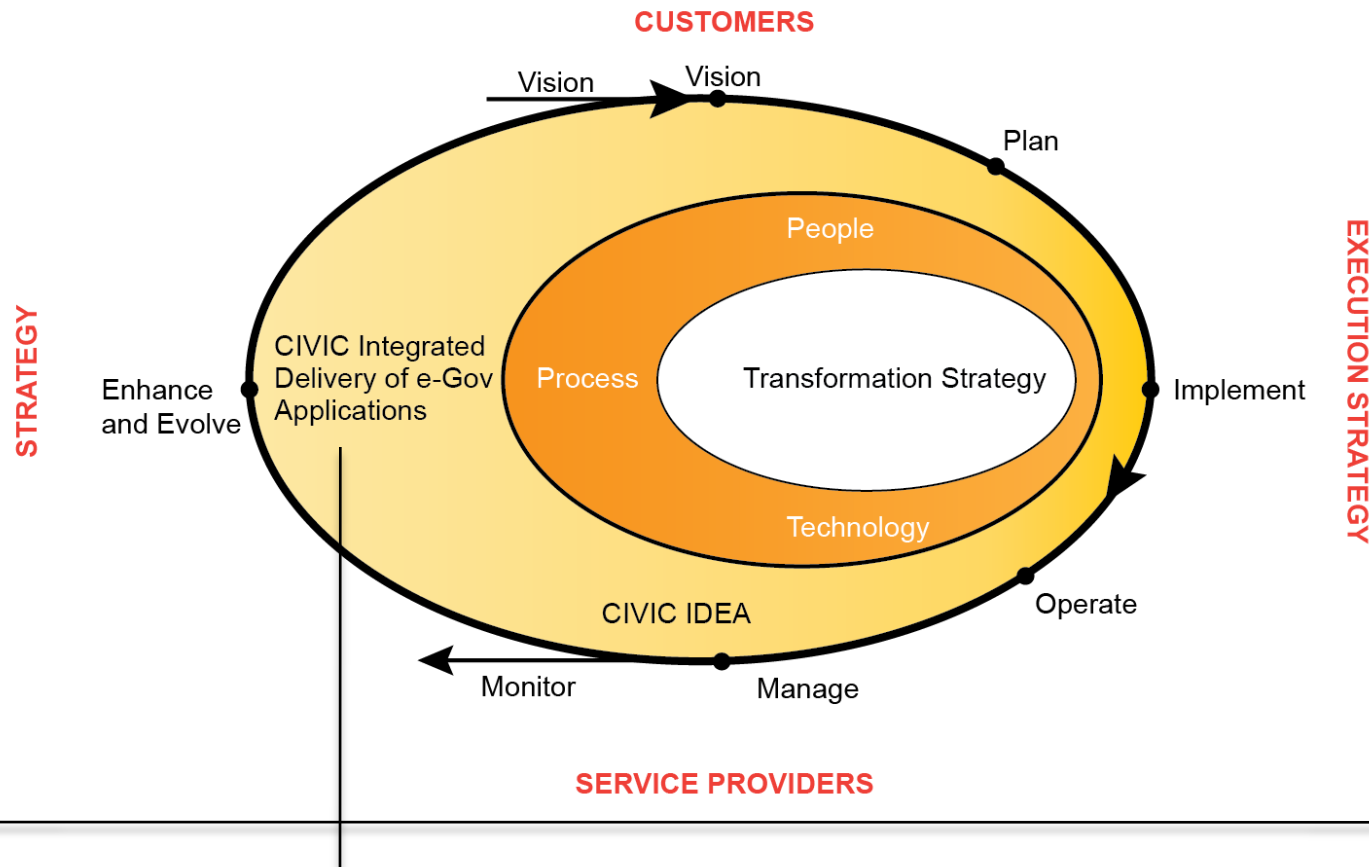
Optimum Objective: **development of an Integrated service delivery system**
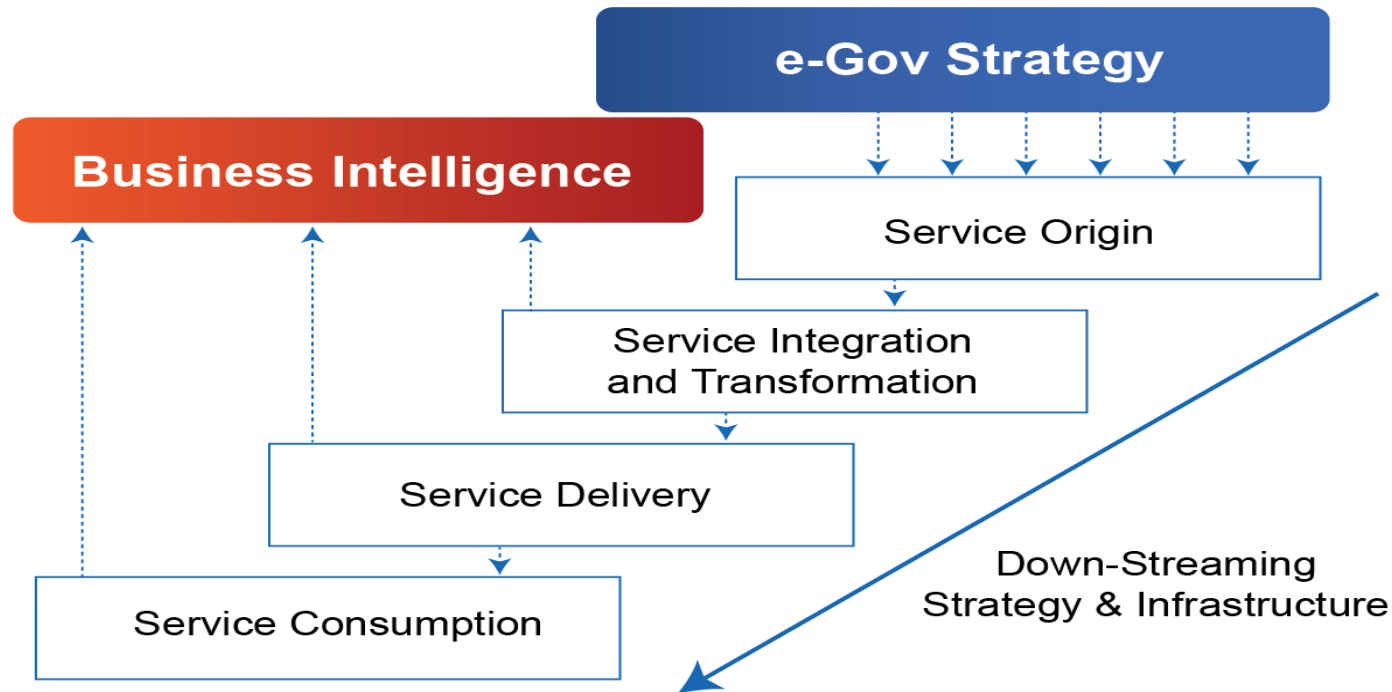… based on the new strategy…

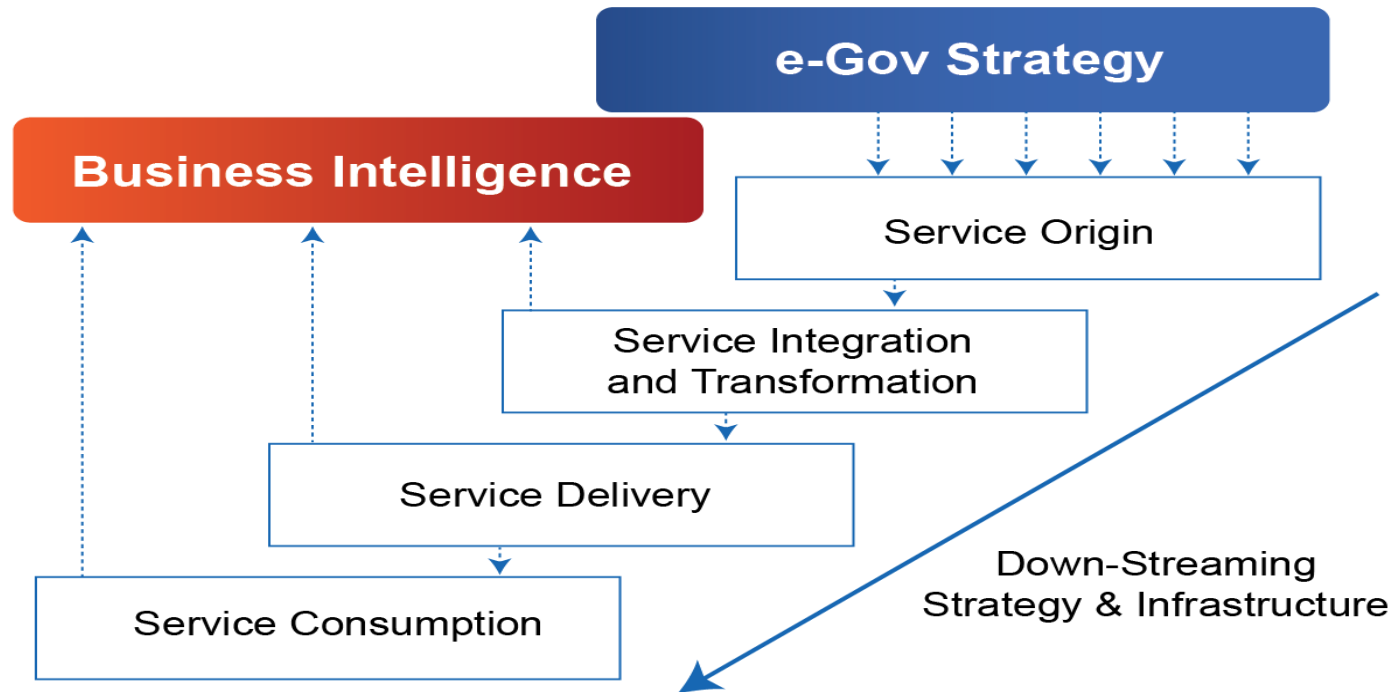# CIVIC IDEA Ecosystem
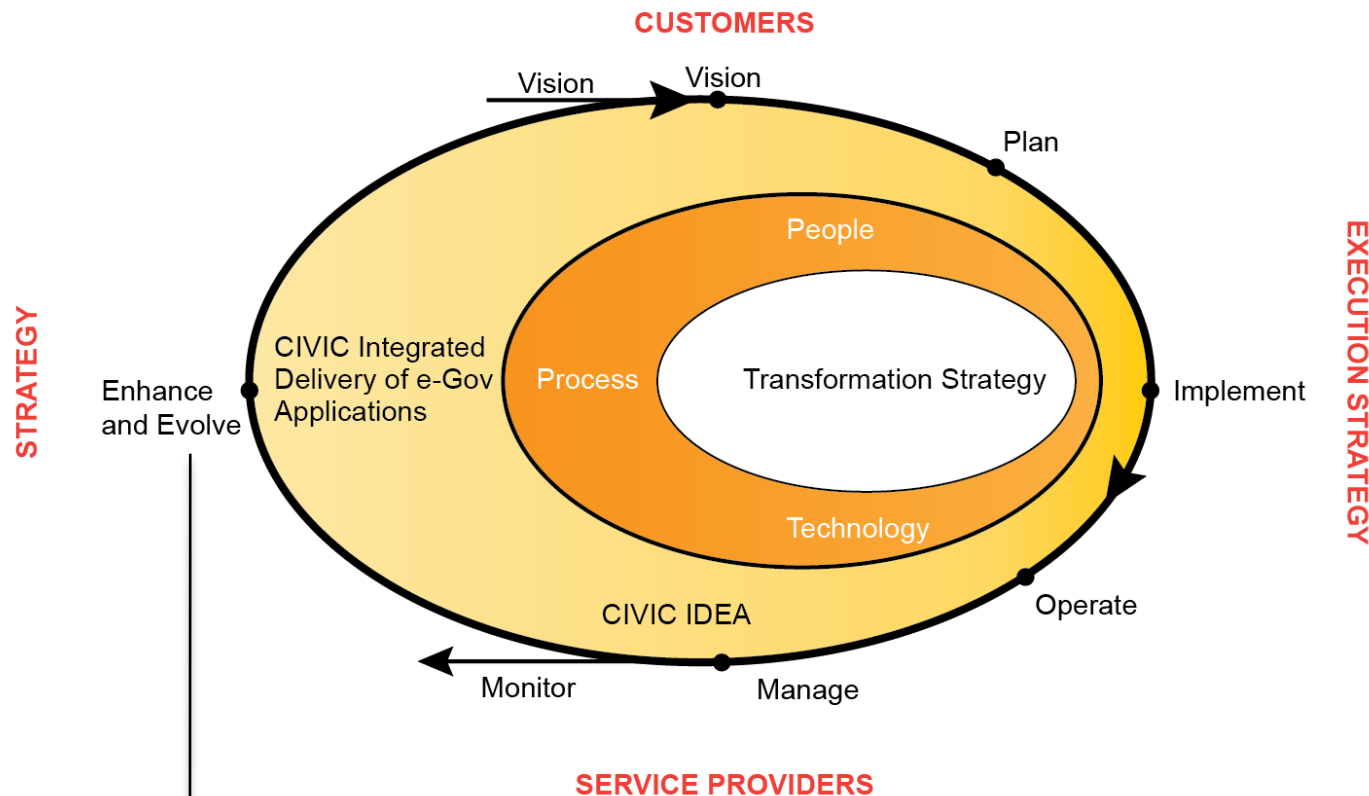
Evolution of the Eco System

… **defining** vision, goals, implementation, operation, management and monitoring of service.
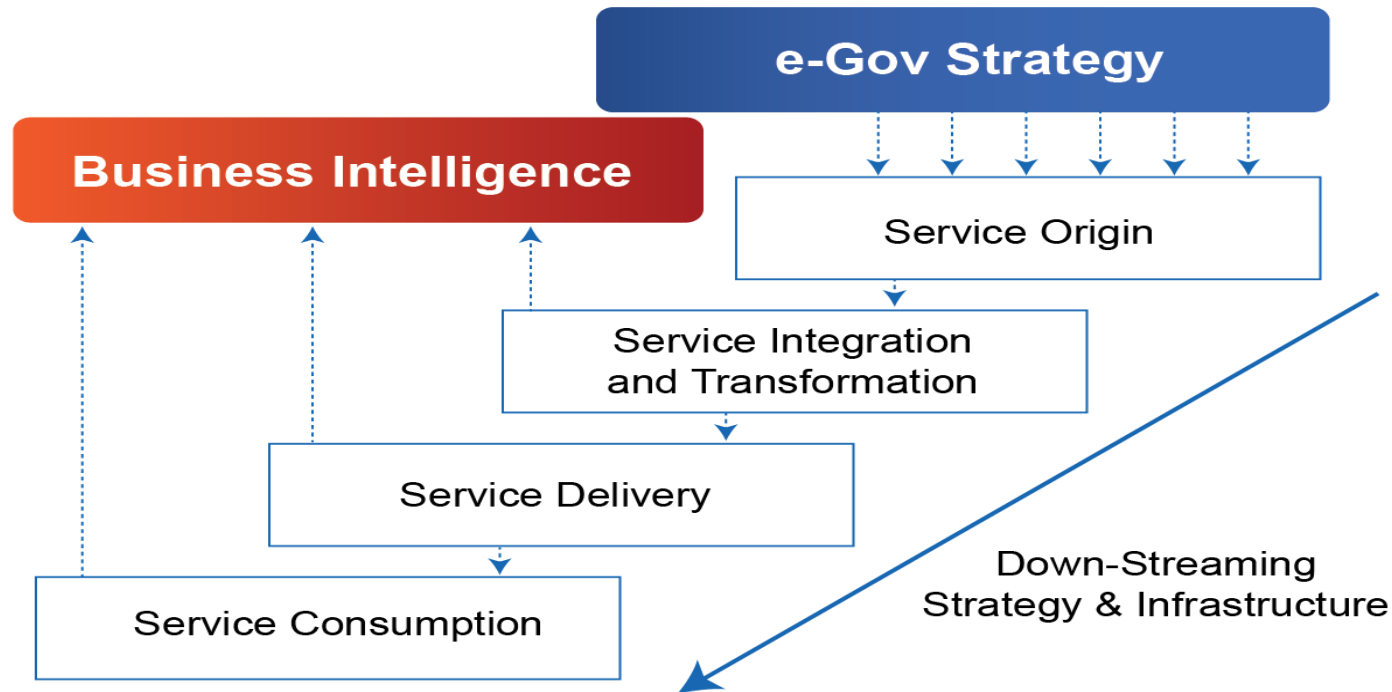
The Conceptual Model

While attempting to **build the solution models**, it is important to **have a conceptual foundation** that **conveys the various components of the solution**.
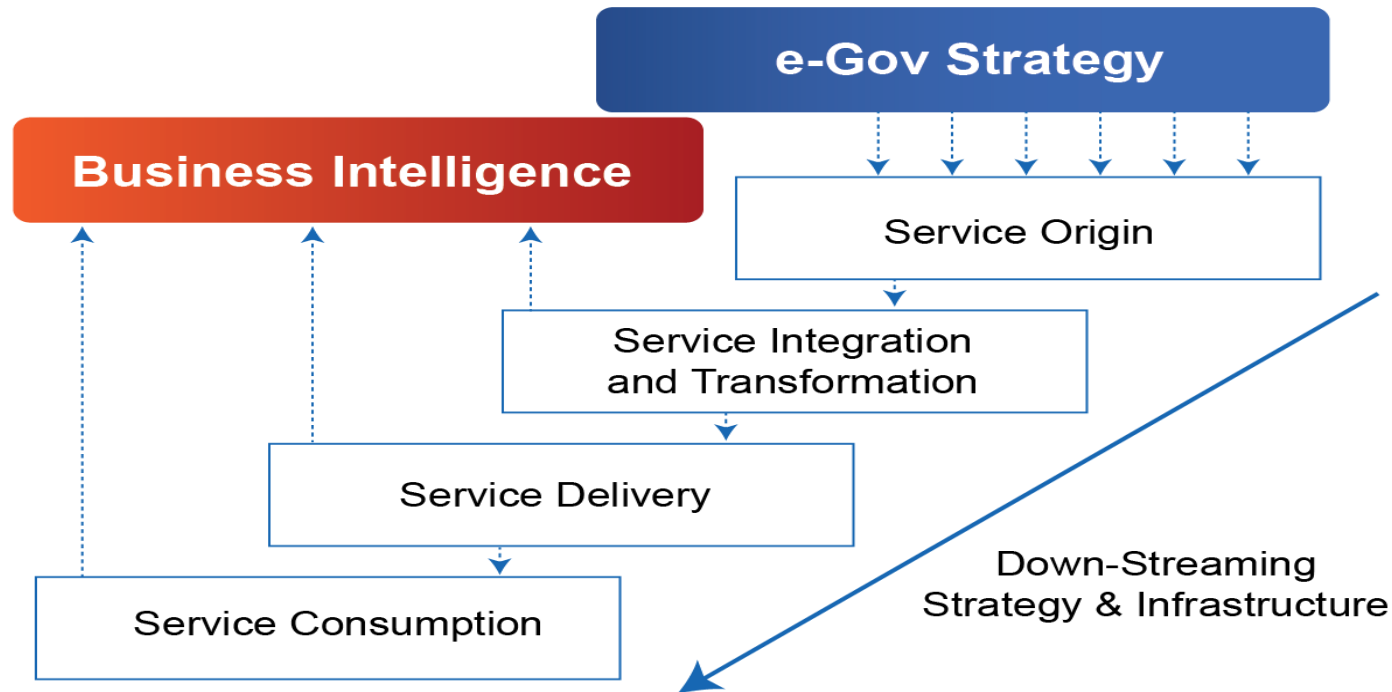
The Conceptual Model

Overarching federal eGov. strategy needs to be developed & comprehended by federal & local agencies who will in turn **translate strategies into e-services.**
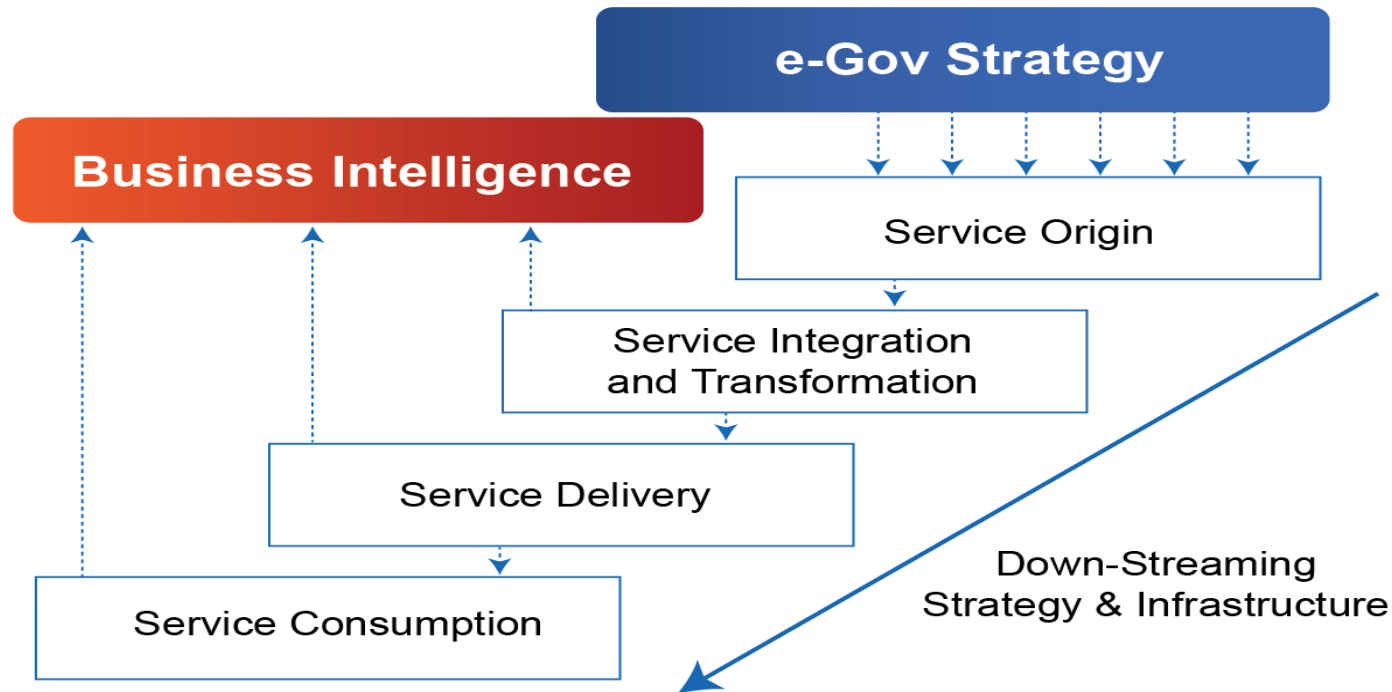
The Conceptual Model

… **enhance and aggregate the services** offered by service providers through **integration & consolidation.**

The Conceptual Model

Strong **focus on delivery channels** to **allow services to be taken to the door steps of citizens**…
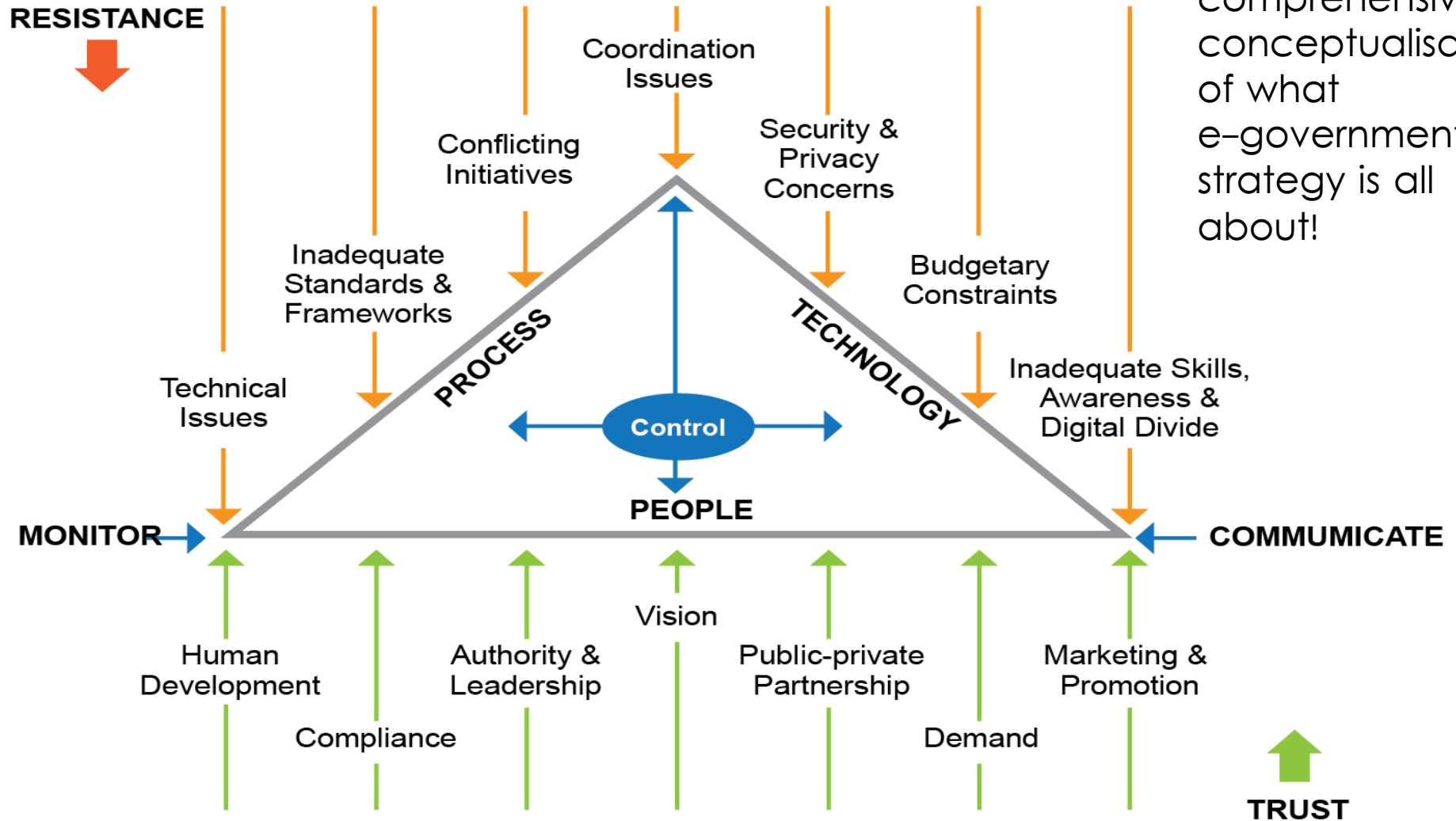
The Conceptual Model

Transformation require a holistic approach, where the <u>government need</u> to obtain **feedback** and input, in the form of **Business Intelligence**, to **fine tune its policies and strategies**.
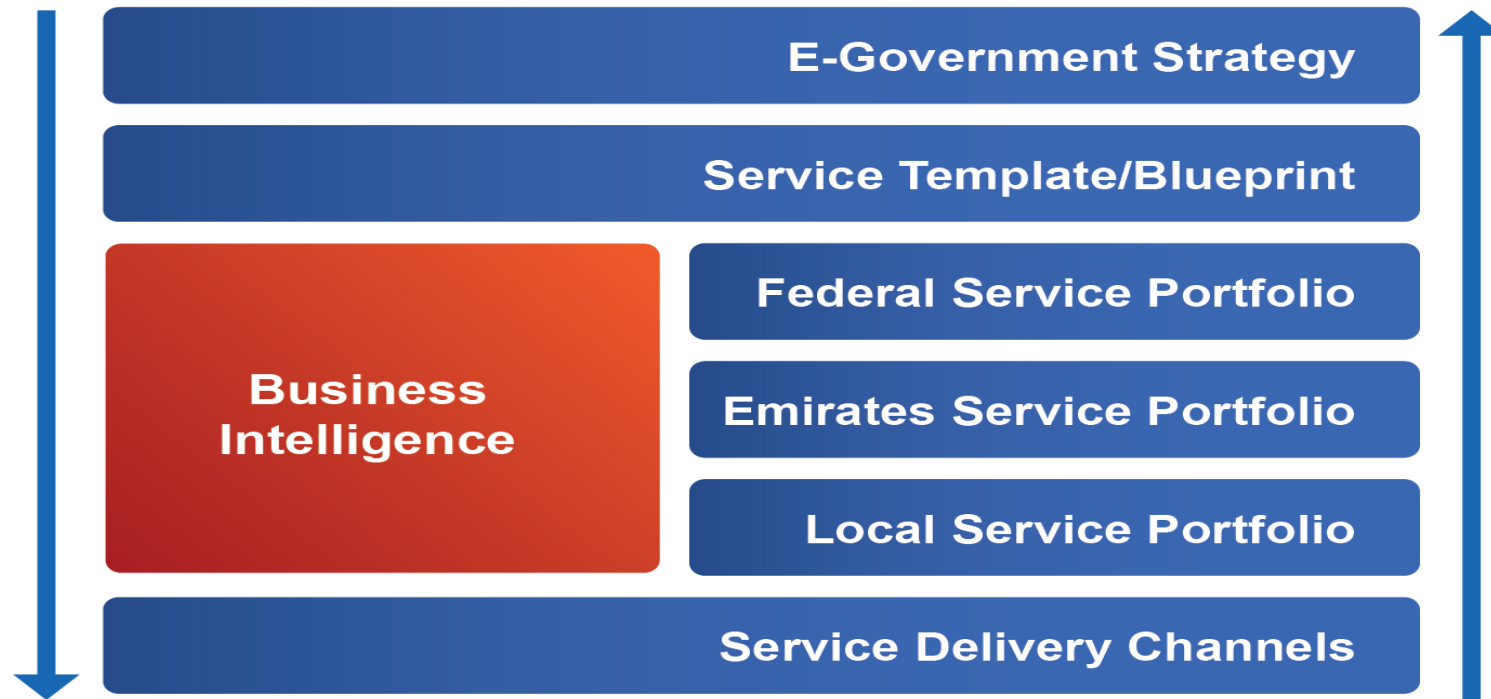
TRANSFORM Strategy

Thrust, **R**esistance **A**nd **N**avigation **S**trategy **FORM**

a simplified yet a comprehensive conceptualisation of what e-government strategy is all about!

RESISTANCE

Coordination Issues

Conflicting Initiatives

Security & Privacy Concerns

Inadequate Standards & Frameworks

Budgetary Constraints

PROCESS

TECHNOLOGY

Technical Issues

Inadequate Skills, Awareness & Digital Divide

Control

PEOPLE

MONITOR

COMMUMICATE

Human Development

Authority & Leadership

Vision

Public-private Partnership

Marketing & Promotion
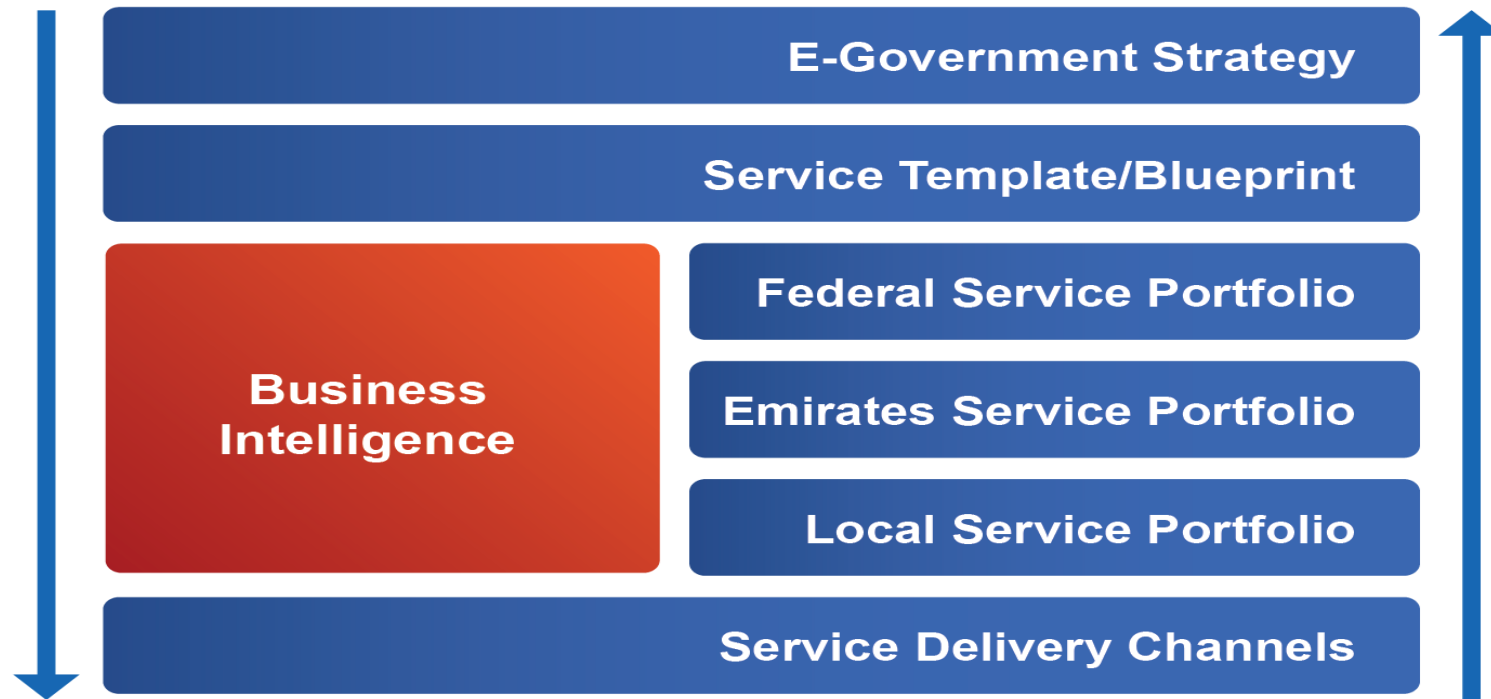
Compliance

Demand
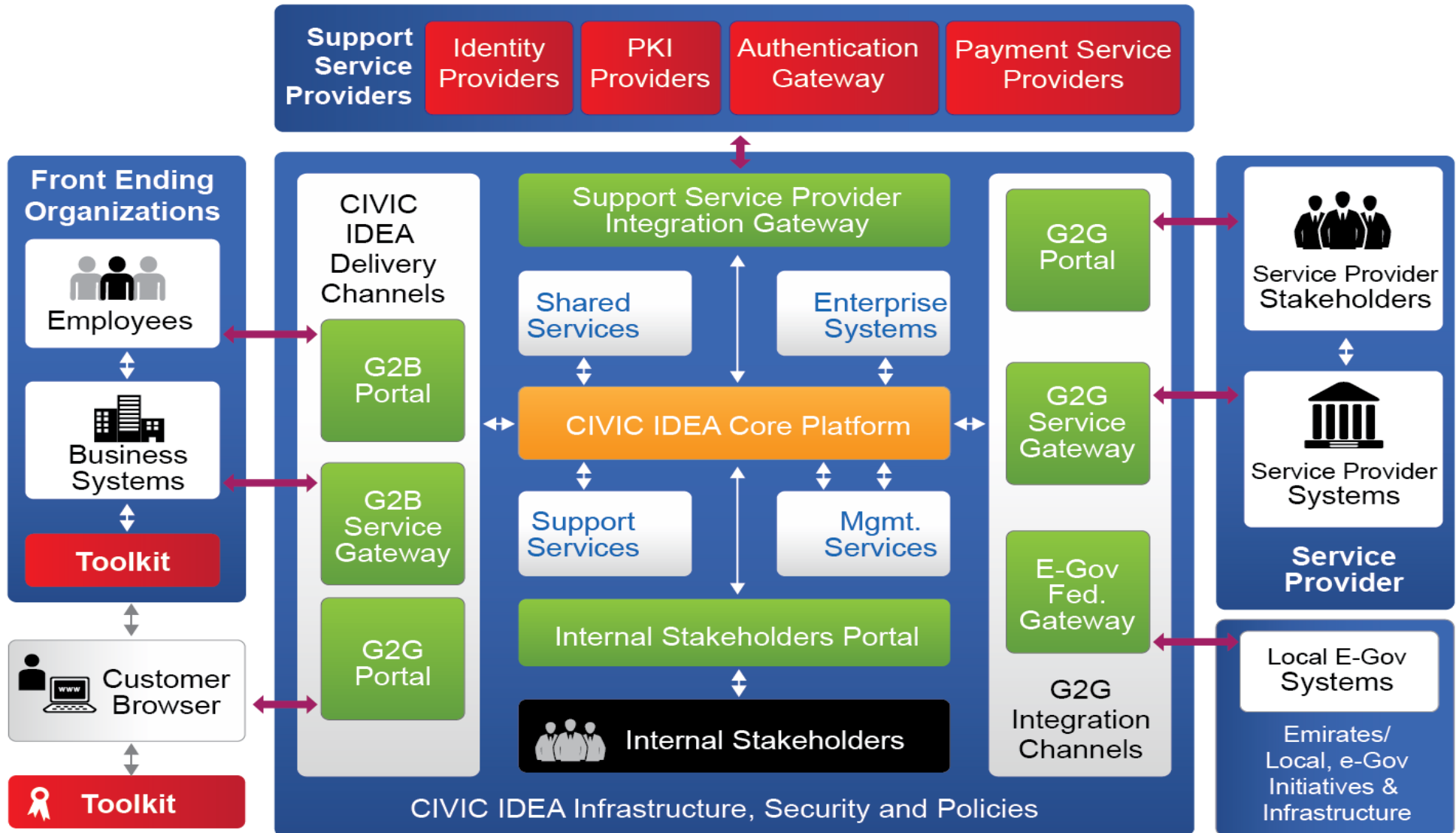
TRUST

Service Down Streaming

Transformation requires a **holistic e–Government service portfolio** of various layers and specialisations and these services are constantly refined.
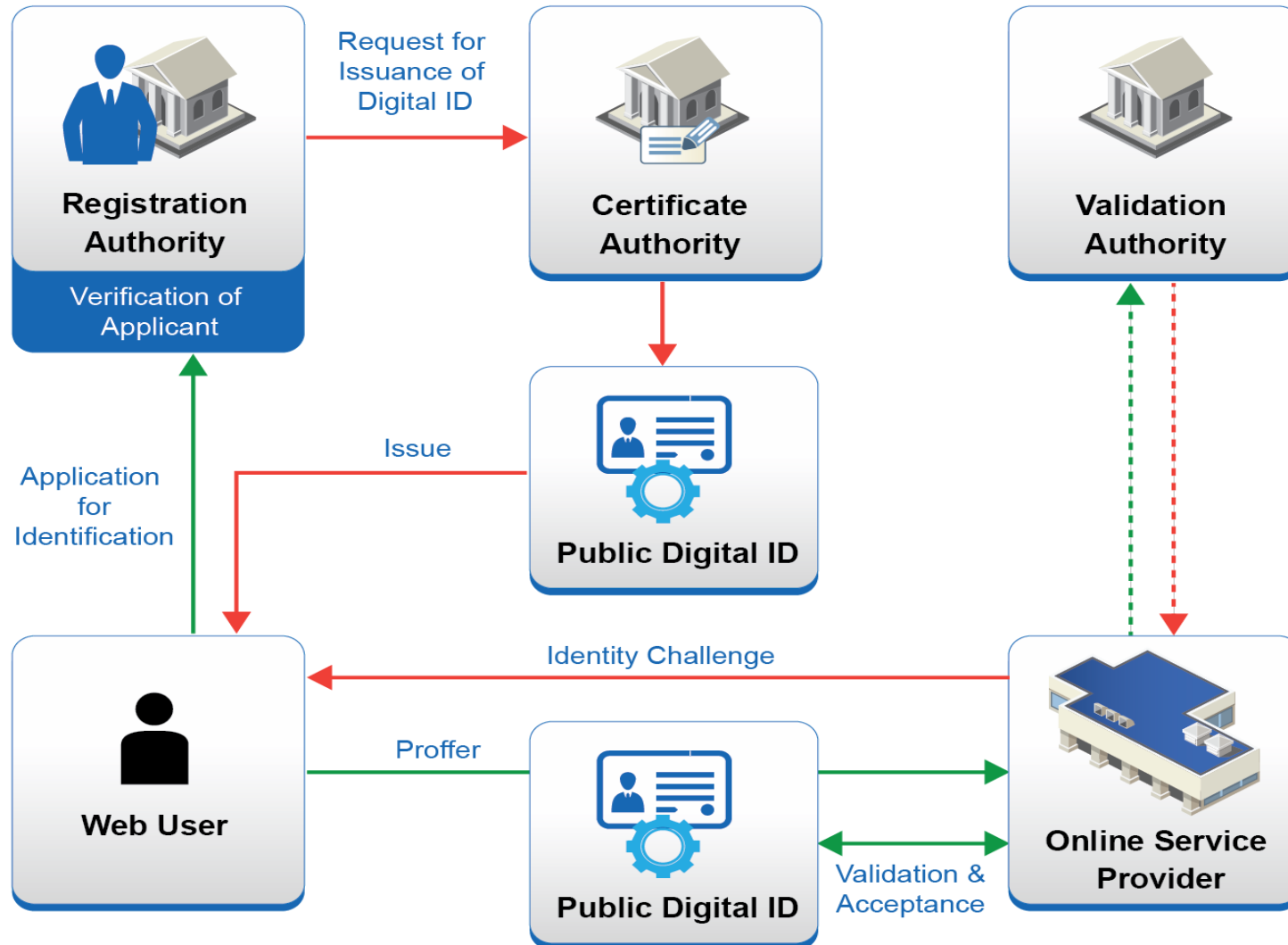
Service Down Streaming

Target: uniformity across the various layers of government, it is important to have a **standardized federal service template** which acts as the **blueprint for the implementation and improvement of e-services.**
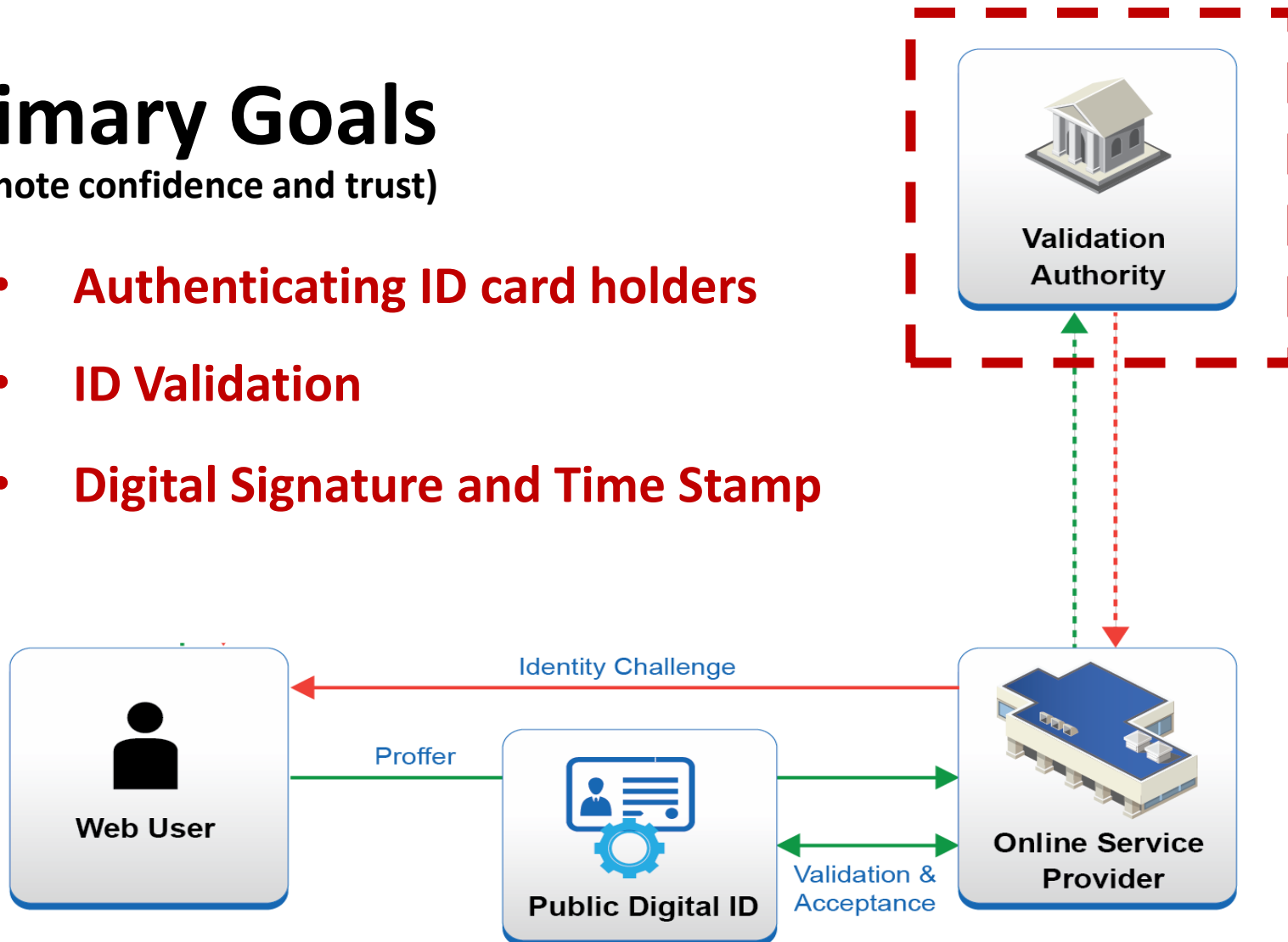
The Technical Model

Government as Identity Service Provider

Registration Authority — Verification of Applicant

Request for Issuance of Digital ID

Certificate Authority

Validation Authority

Application for Identification

Issue

Public Digital ID

Identity Challenge

Web User

Proffer

Public Digital ID

Validation & Acceptance

Online Service Provider
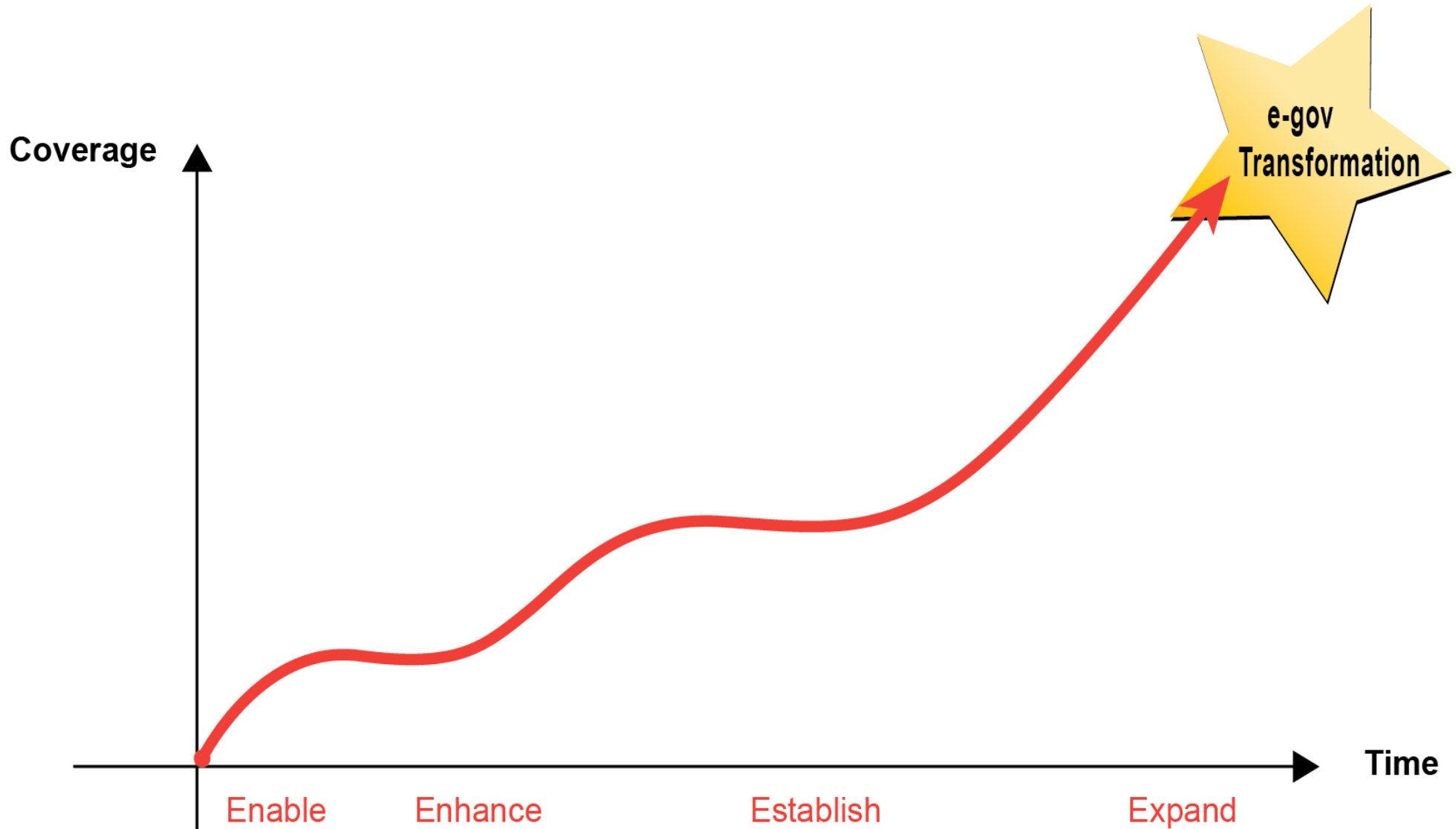
National Authentication Infrastructure

Primary Goals
(promote confidence and trust)

- **Authenticating ID card holders**

- **ID Validation**

- **Digital Signature and Time Stamp**

Validation Authority

Web User

Identity Challenge

Proffer

Public Digital ID

Validation & Acceptance

Online Service Provider

Driving Through CIVIC IDEA

Coverage

e-gov Transformation

Enable   Enhance   Establish   Expand

Time

Driving Through CIVIC IDEA

- Create a **conductive eco system** for transformation;

- Establish **enabling policies & procedures**;

- Create **enabling services & infrastructure**

e-gov Transformation

Coverage

Time

Enable   Enhance   Establish   Expand
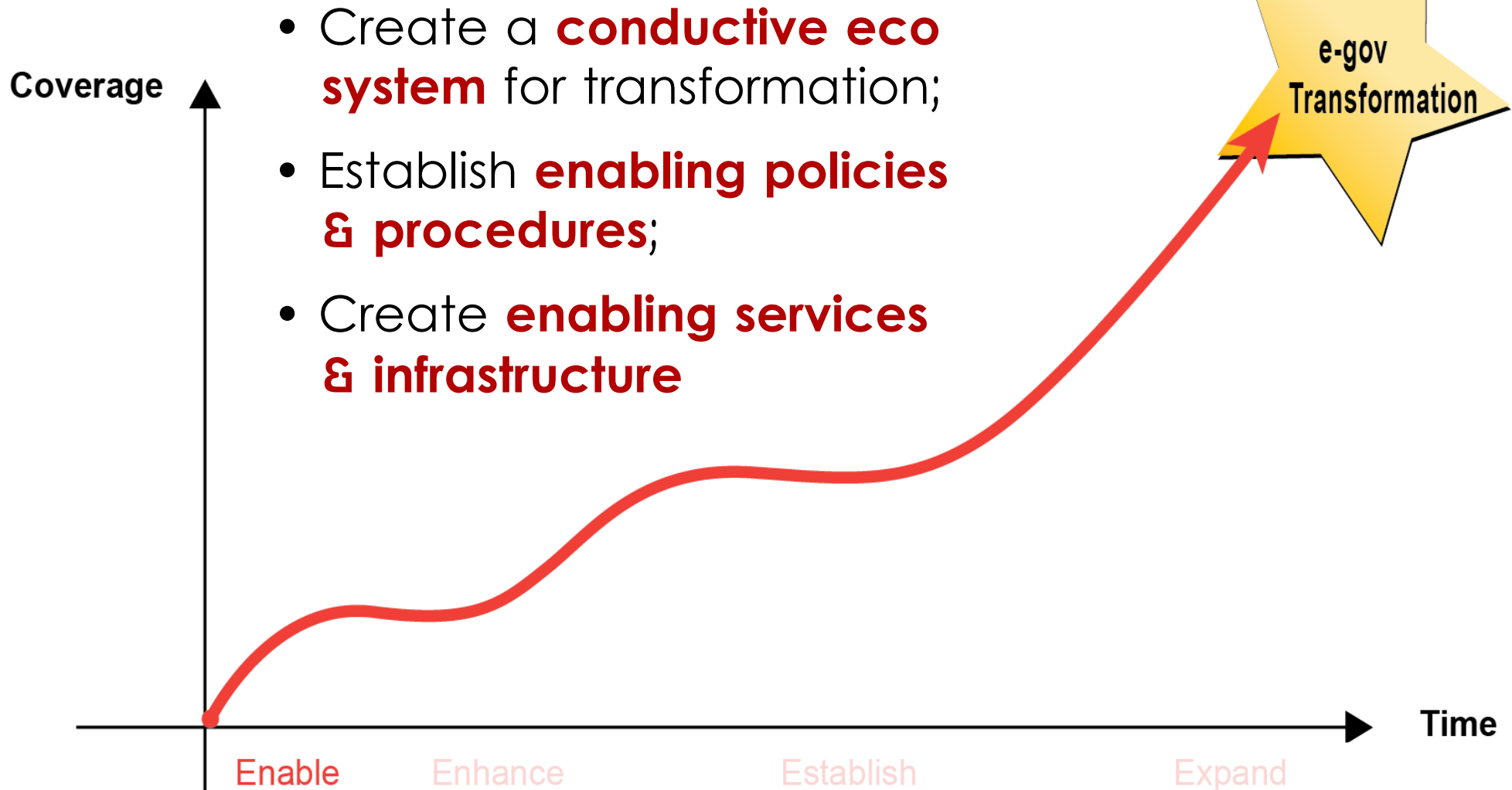
Driving Through CIVIC IDEA

Coverage

- Establish **standards and methodologies** for **intra government integration**.

- Establish **enabler services and infrastructure** for intra government integration

- Develop **e-Gov. integration skills and support mechanisms**

e-gov Transformation

Time

Enable   Enhance   Establish   Expand

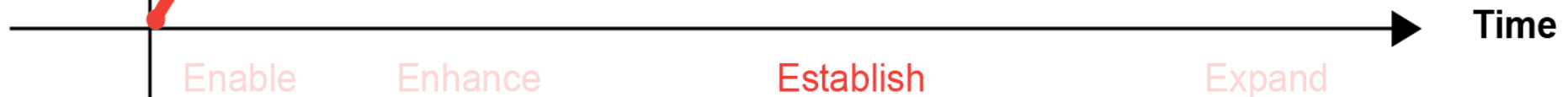# Driving Through CIVIC IDEA

Coverage

- Implement **smart projects** that **leverage & demonstrate potentials**

- Establish **policies and mechanisms** for **SLA**, QoS & inter agency settlements;

- Establish **eco system** for developing **skilled & certified human resources**.

e-gov Transformation

Time

Enable   Enhance   Establish   Expand
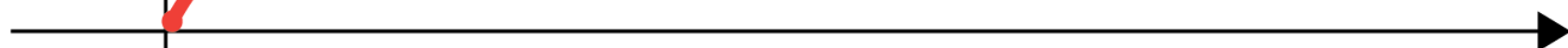
Driving Through CIVIC IDEA

Coverage

- Enact **regulations** for the **mass adoption of integrated e-Gov. services**;

- Establish **national knowledge management systems and global competitiveness.**

- Enable **business intelligence evolution** in a **sustainable** manner.

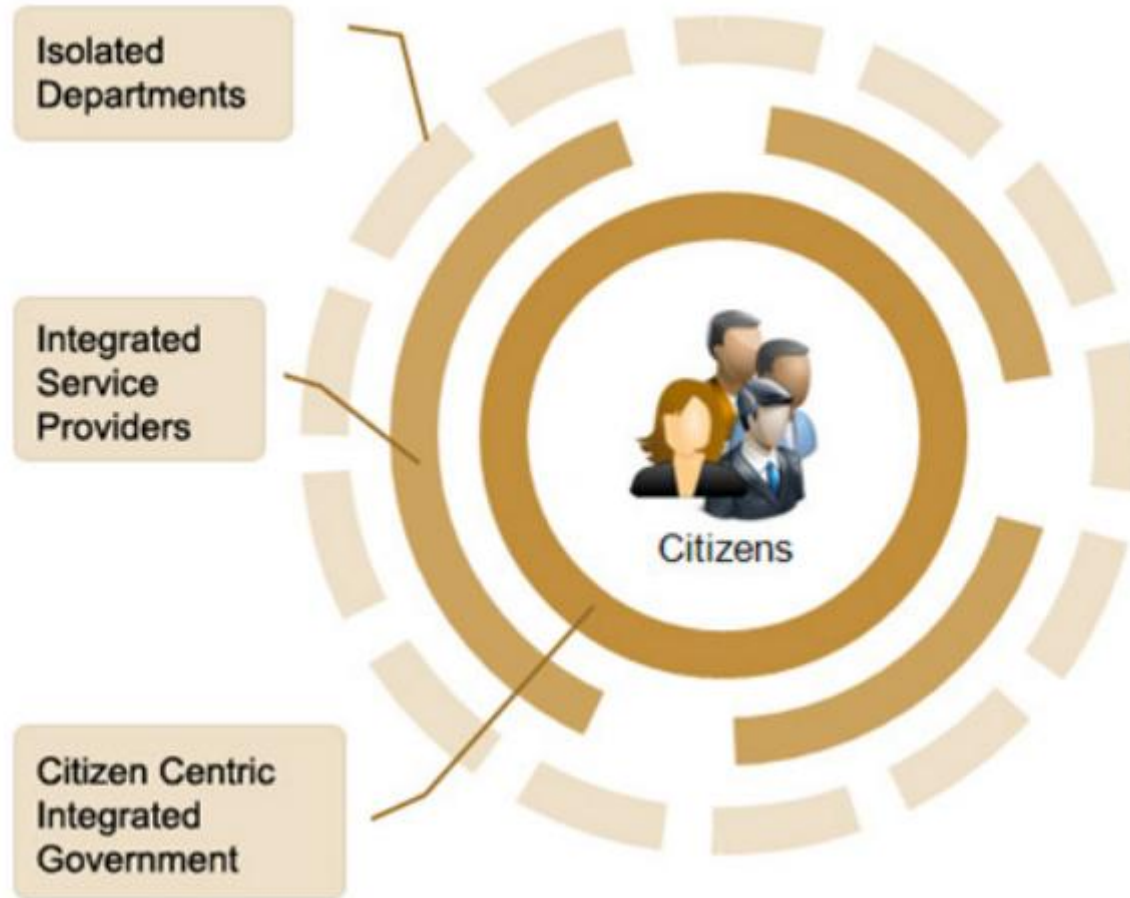e-gov Transformation

Enable   Enhance   Establish   Expand

Time

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Transformation Principles

Isolated Departments

Integrated Service Providers

Citizens

Citizen Centric Integrated Government

governments need to **transform from traditional department centric** model to a **citizen centric model** for delivering services ..

a **holistic view of government** as an **integrated entity** rather than discrete agencies and departments.

Transformation Principles

Isolated Departments

Integrated Service Providers

Citizens

Citizen Centric Integrated Government
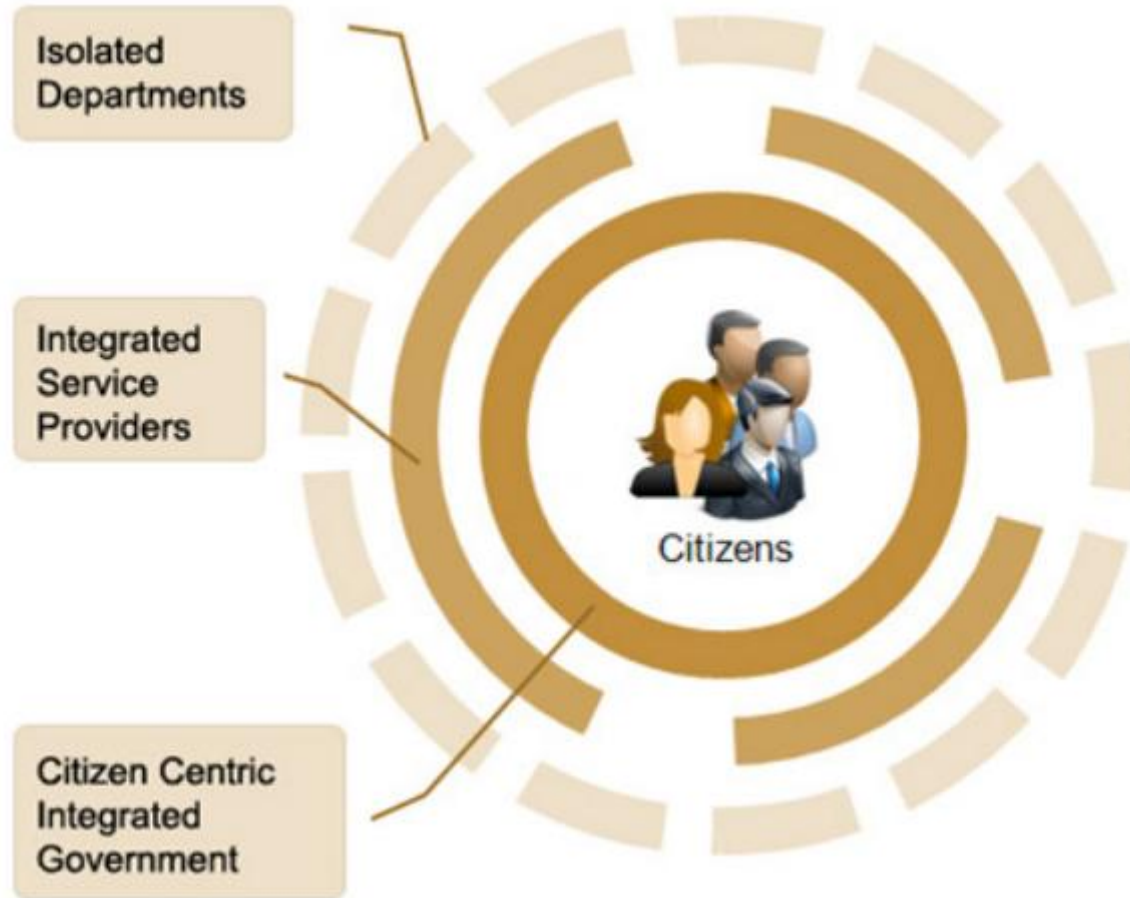
Fully integrated government provides **vertical and horizontal cross service providers** and **cut through various layers of delivery**.

Transformation Principles
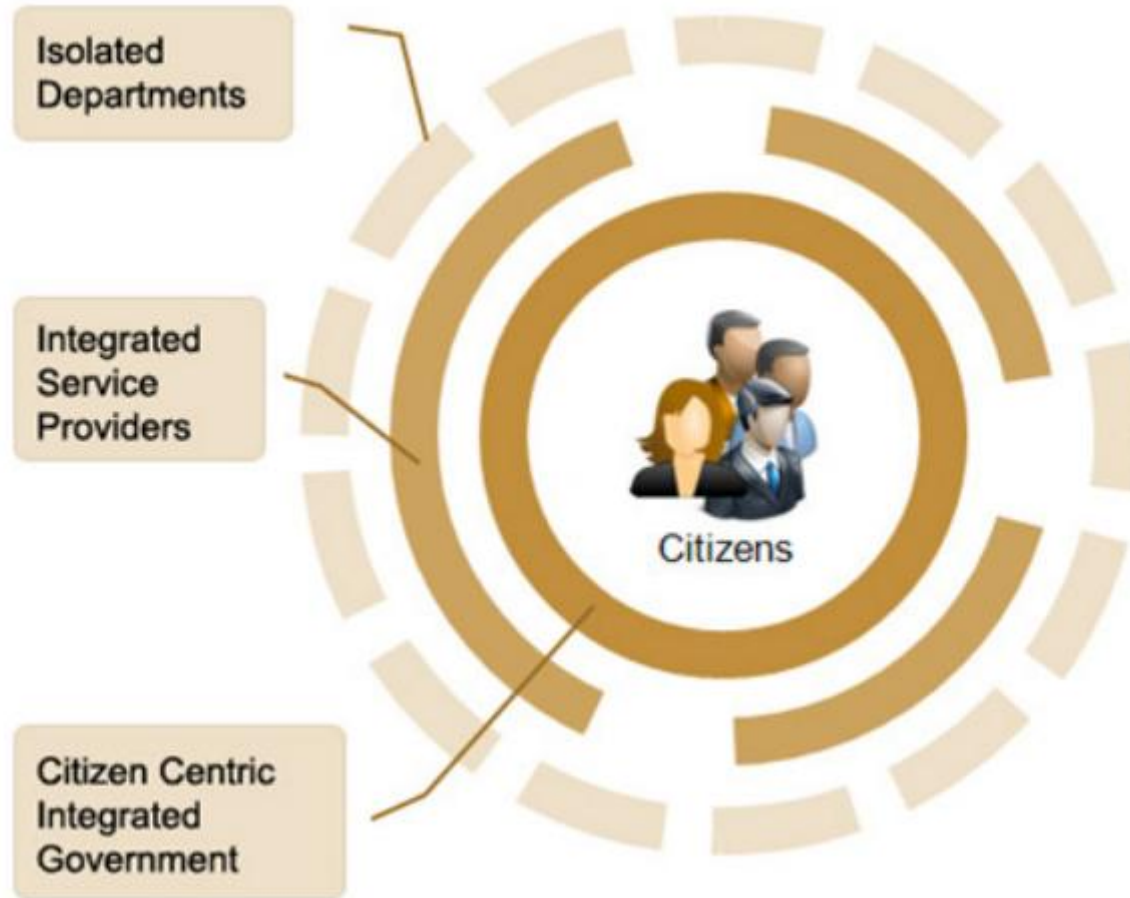
Government integration should project a **single government view** to citizens and allow them to avail services from **One-Stop-Shop portals** and Service Access Points.

Isolated Departments

Integrated Service Providers

Citizen Centric Integrated Government

Citizens

- It is **not about Technology** ?

- should also not to be perceived as **connecting electronic devices to government**.

- Such an **ideology limits the possibilities**, and will make governments **focus on rather trivial initiatives.**

More Information:

Al-Khouri, A.M. (2011). **"An Innovative Approach for e-Government Transformation,"** International Journal of Managing Value and Supply Chains (IJMVSC), Vol. 2, No. 1, pp. 22-43.
http://arxiv.org/ftp/arxiv/papers/1105/1105.6358.pdf

Al-Khouri, A.M. (2012). **"eGovernment Strategies: The Case of the United Arab Emirates,"** European Journal of ePractice 17: 126-150.
www.epractice.eu/en/document/5388896

Al-Khouri, A.M. (2012). **"PKI in Government Digital Identity Management Systems,"** European Journal of ePractice 4: 4-21.
www.epractice.eu/en/document/5339751

Al-Khouri, A.M. (2012) **"Emerging Markets and Digital Economy: Building Trust in the Virtual World,"** International Journal of Innovation in the Digital Economy 3(2): 57-69.
http://www.igi-global.com/article/emerging-markets-digital-economy/66373

INNOVATION

is the central issue in economic prosperity.
Michael Porter

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www.emiratesid.ae

Governments need to act as so!

Thank you