

حكومة دبي الإلكترونية  
Dubai eGovernment



## Dubai eGovernment Case Study

Dubai, 7 March 2006

OECD / UNDP Meeting - Ms. Rehab Lootah, Dr. Okan Geray

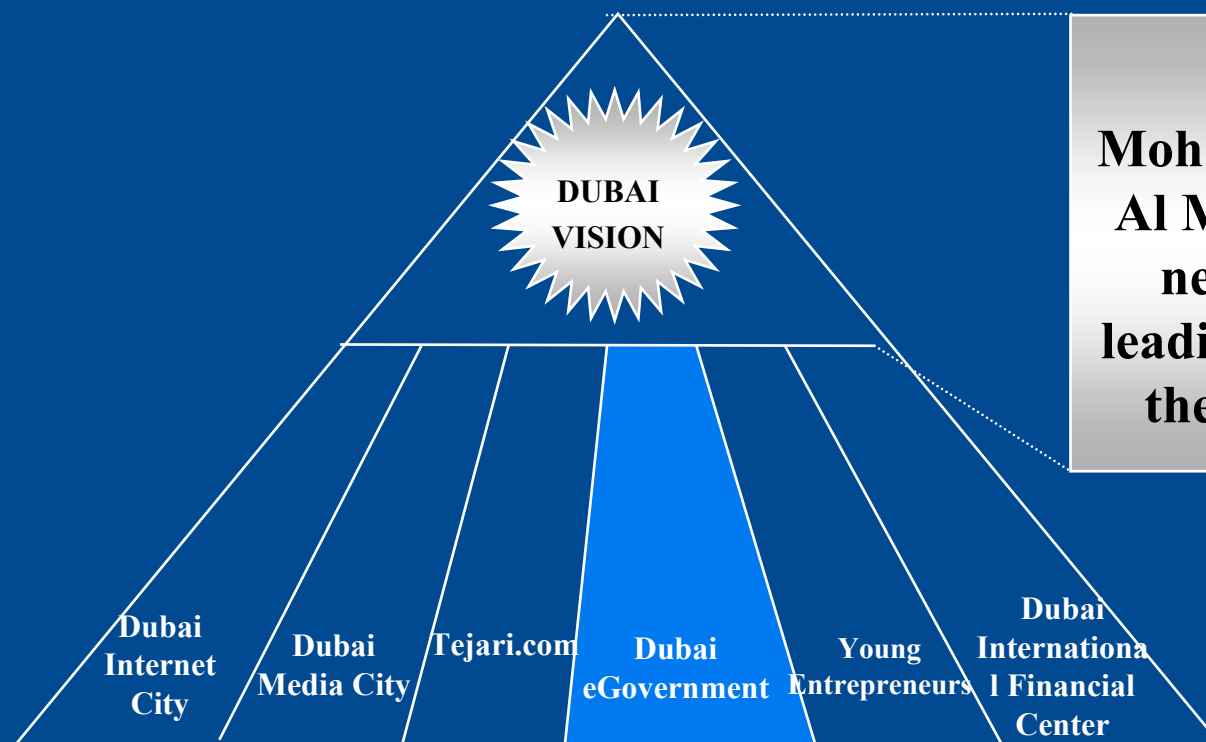
## Agenda

- Dubai eGovernment Overview
- Dubai eGovernment Vision
- Dubai eGovernment Implementation Approach
- Where are we today?
- Our Future Approach
- Dubai eGovernment Challenges
- Dubai eGovernment Lessons Learnt
- Bayt Al Khebrah
- Conclusion
- Q&A

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The Government of Dubai has launched the Dubai eGovernment initiative to support and reinforce Dubai's vision



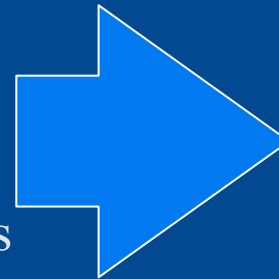
**H.H. Sheikh  
Mohammed bin Rashid  
Al Maktoum : “Dubai  
needs to become a  
leading business hub in  
the New Economy”**

**Dubai e-Government has contributed in pursuing the vision of Dubai formulated by H.H. Sheikh Mohammed bin Rashid Al Maktoum**

**Dubai eGovernment initiative was launched in 1999 by His Highness Sheikh Mohamed bin Rashid Al Maktoum to modernize government services delivery**

“The re-invention of government has to happen if we want Dubai to become a leading business hub in the New Economy”

“We still need to increase the quality of our services to businesses and individuals if we want to become a leading hub in the New Economy”



“All government processes and services must become compatible with New Economy realities”

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## Dubai eGovernment Initiative Overview

- Dubai eGovernment (DEG) is an initiative to provide Government services, through innovative channels in a customer-centric manner

### Vision

### DEG Vision

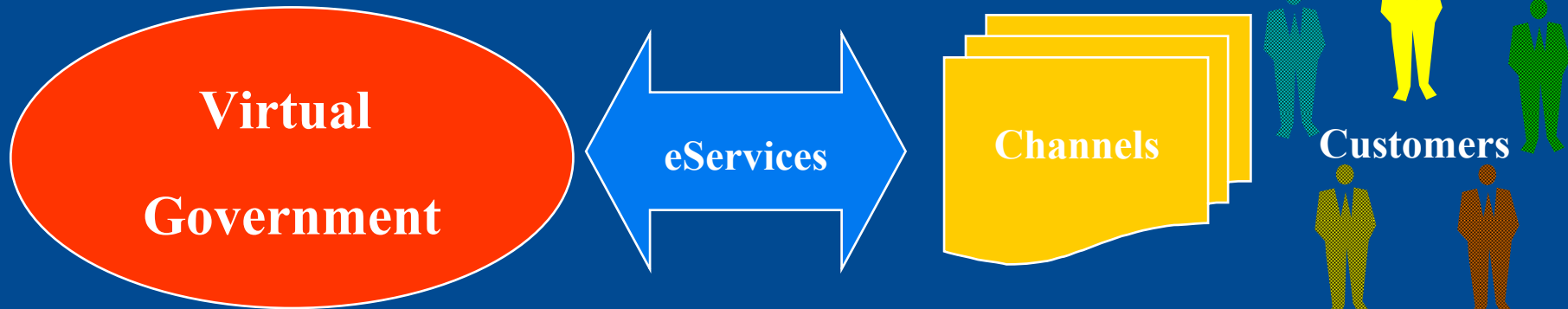
- **Ease the lives of people and businesses interacting with the government and contribute in establishing Dubai as a leading economic hub**

### Mission

### DEG Mission

- **Dubai eGovernment eServices' mission is "To achieve a virtual government through provisioning of high-quality customer focused eServices for individuals, businesses and government departments and to promote eServices adoption through customer management"**

Dubai eGovernment intends to achieve a virtual government through provisioning of high-quality customer focused eServices



**Department Aspects**

- Focus and specialize on the business process and its simplification
- Emphasis on rules and regulations; services are automatically executed
- All Departments share information through integration; hence department boundaries are transparent to the customer
- There is a single voice to customers from the Government for proactive marketing

**Service Aspects**

- High quality services
- Services take a maximum of 3 days (without physical involvement)
- Customers can inquire on-line help during the services

**Channel Aspects**

- No counters are allowed in the long run
- Multiple innovative channels (web, mobile, telephone, ...)
- Single point of contact for each channel (1 web address, 1 phone number, 1 mobile number, ...)
- Channels can provide 24x7 services

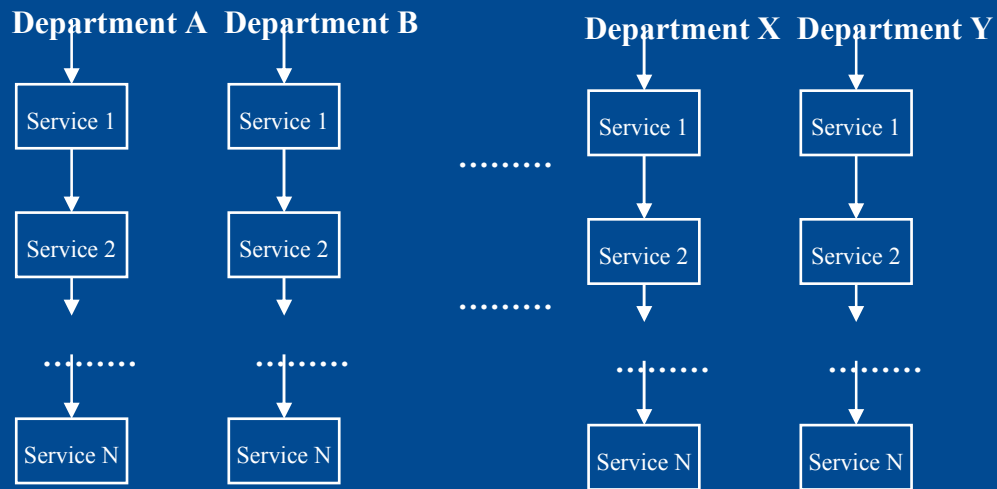
**Customer Aspects**

- No physical visits (counters potentially closed and replaced possibly with a few service centers)
- Services require one or two interactions
- Each customer is identified
- DEG can track the customer history for services acquisition and cross-selling

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## Dubai eGovernment Implementation Approach



### Dubai eGovernment Implementation Guidelines

- **Achieve customer focus** by
  - Establishing a virtual Government
  - Establishing single points of contact for Government services in each channel
  - Provisioning high-quality services to customers
  
- **Ensure Government Departments to focus on their core business** of services provisioning and regulatory aspects (reform)
  
- **Capture synergies** during eServices provisioning (cost savings, faster time to market and higher quality)

## DEG has leveraged on synergies for eServices enablement



### Benefits

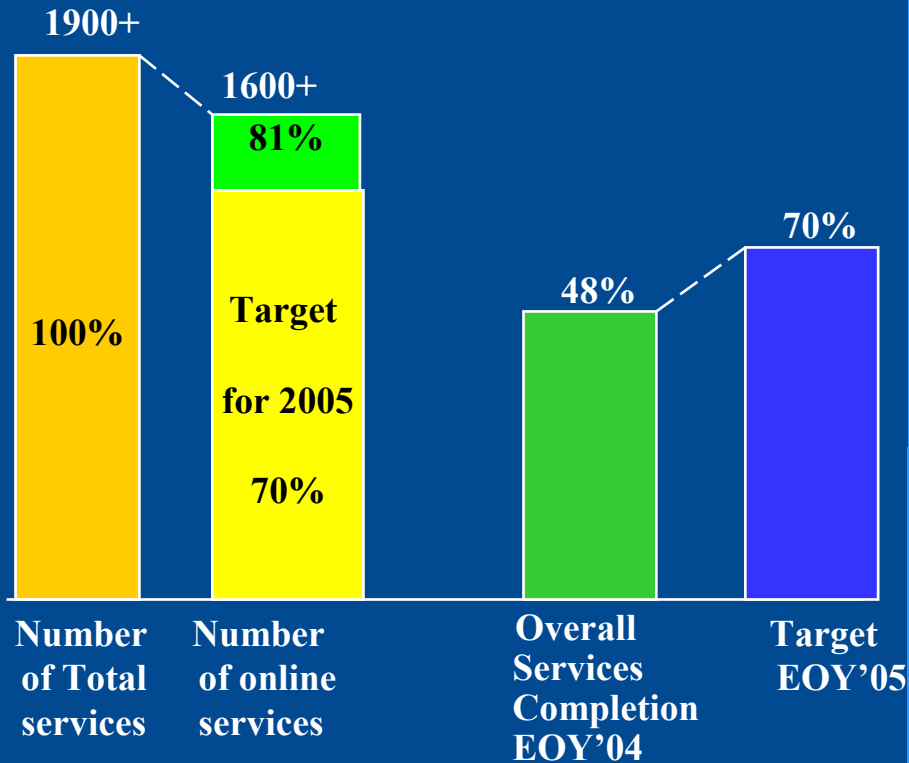
1. Cost Saving
2. Reduced Time to Market for the Gov. Depts.
3. High Quality Standards Across the Gov. Depts.
4. Best Practices Sharing

## Agenda

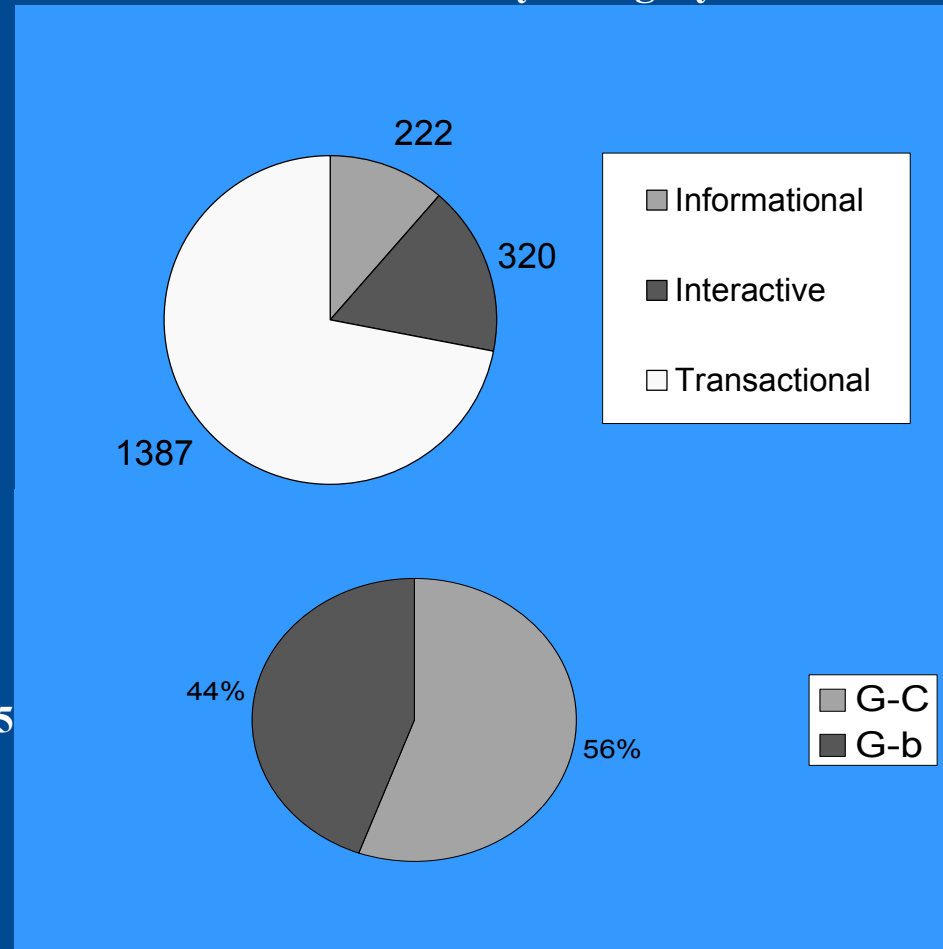
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## Dubai eGovernment has e-enabled 81% of its services which are at varying stages of implementation

Services e-Enablement and Rating by Stage



Services by Category







Source: Dubai Government Departments

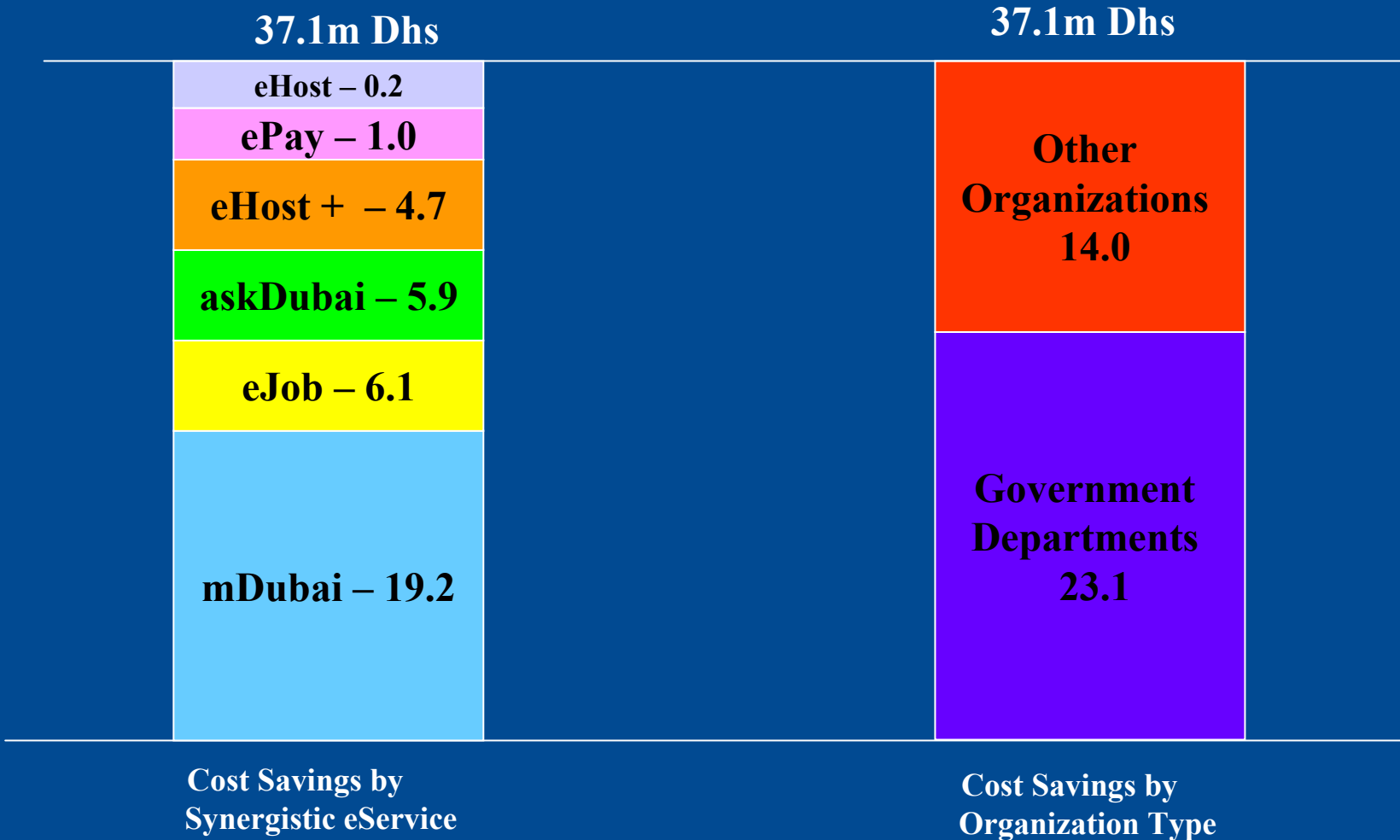
Note: DEG is currently completing the final official approved list of services as of Q1'05

## Various entities have utilized the synergistic services of Dubai eGovernment in 2005

### Synergistic eServices Usage in 2005

Synergistic eService	Number of Entities Using it -EOY 2005	Usage Statistics for 2005
	8	Total Transacted Amount : 14,198,198 AED Total Number of Transactions: 34720
	8	Total Number of Inbound Calls: 135,941 Total Number of Outbound Calls: 20,755
	68	Total Number of Push SMS: 2,532,613 Total Number of Pull SMS : 35,138
	33	Number of CVs submitted : 2761 Number of Applications to Vacancies : 13,914

**Dubai eGovernment has achieved cost savings of 37.1mDhs as of Q4'05 by implementing its synergistic eServices**

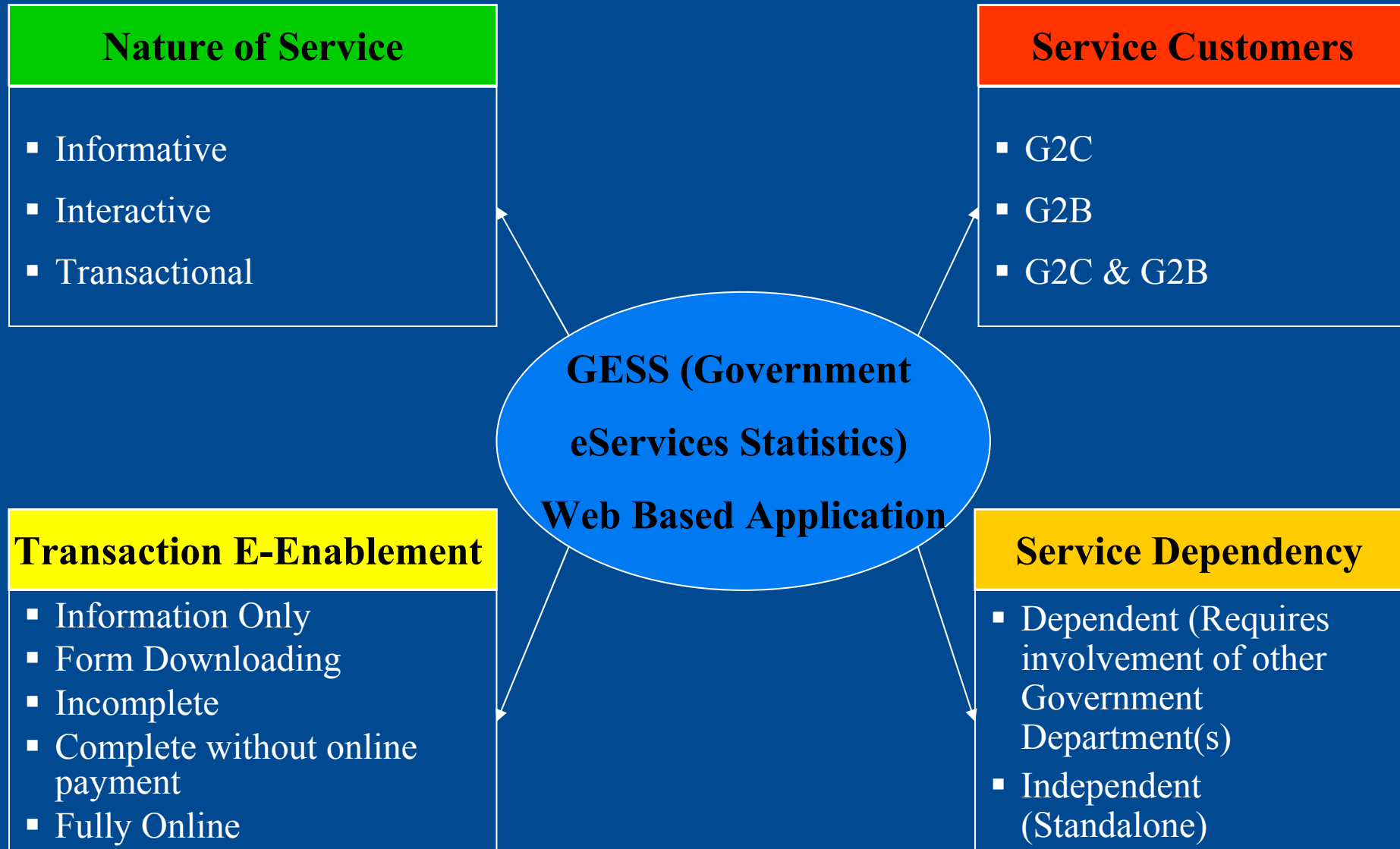


Note: Cost savings include capital and operating expenditure savings accrued up until Q4'05 from the implementation date

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We have defined and categorized all the services provided by the Government

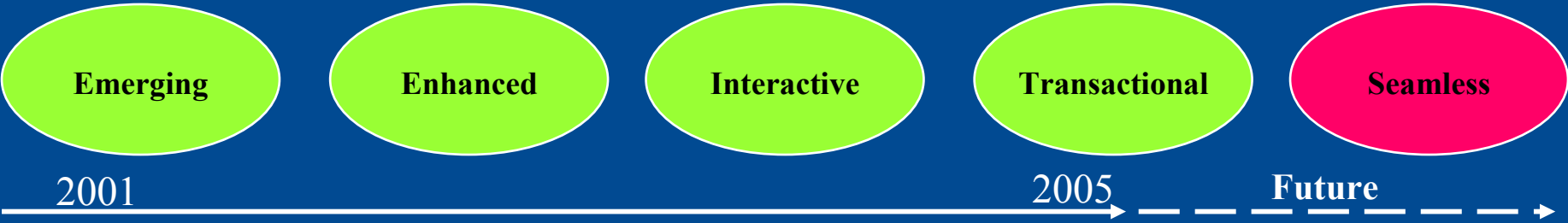


## Dubai eGovernment embarked on the fifth stage of eGovernment which will enable transition into a virtual Government

**Box 2: The Stages of E-Government**

<b>Emerging:</b>	An official government online presence is established.
<b>Enhanced:</b>	Government sites increase; information becomes more dynamic.
<b>Interactive:</b>	Users can download forms, e-mail officials and interact through the web.
<b>Transactional:</b>	Users can actually pay for services and other transactions online.
<b>Seamless:</b>	Full integration of e-services across administrative boundaries.

Source: UN Report – Benchmarking e-Government: A Global Perspective







## DEG has formulated an eServices quality framework and a set of well-defined quality criteria to assess and to improve Government eServices

### Majlis Lounge Booking

b. Processing the Service		
<b>i. Accessing the eService</b>		
a.	Multi channels for provisioning the full service (Internet, WAP, IVR, Kiosk)	No
b.	Ease of reaching eService application ( Maximum no. of 3 clicks) from the homepage	Yes
c.	Uploading time for the service homepage must be less than 5 seconds	Yes
d.	The available methods for submitting online forms (online-2, Print/download-1, not available -0)	2
e.	The available methods for attaching documents (online, personal or courier)	N/A
<b>ii. Executing the eService</b>		
a. Submission		
	i. On-line Confirmation upon submission	Yes
	ii. Error free service execution after submission	No
b. Processing Time		
	i. Processing the submitted data should not exceed 30 seconds	Yes
	ii. Notifying customer with processing duration for the services where deliveries are not immediate	No
c. Progress and feedback		

	i. The steps that have been completed during the transaction Example: completing a form. If four separate pages need to be completed to perform task 'x' then the user needs to be informed whether they are in page 1 of 4, or page 3 of 4.	No
<b>iii. Delivering the eService</b>		
a.	Methods of receiving documents/ certificate (online-2, personal-0 or courier-1) if applicable	0
b.	Notification of service completion	Yes
<b>Score</b>		<b>5</b>
<b>No. of calculated criteria</b>		<b>11</b>
<b>c. Customer Care Criteria</b>		
i.	Utilize AskDubai	No
ii.	Multi-channel access of customer support	Yes
iii.	One stop customer care service provisioning	No
iv.	Free customer care service	Yes
v.	Fast response per channel (phone less than 30 seconds)	Yes
vi.	Fast response per channel (E-mail/Fax within 24 hours)	No
vii.	Support 24/7	No
viii.	The on-line availability Frequently Asked Questions (FAQ) in (Arabic) at any stage	No
ix.	The on-line availability Frequently Asked Questions (FAQ) in (English) at any stage	No
x.	Help for filling out forms/data (Demos and/or screen shots)	No
<b>Score</b>		<b>3</b>
<b>No. of calculated criteria</b>		<b>10</b>
<b>d. Payment Criteria</b>		
i.	Utilize ePay	No
ii.	Variety of online payment methods (Credit Card, E-Dirham, Direct Debit, others)	No
iii.	No extra fees for using online services	No
iv.	Options for confirmation of payment submission/receipts via E-mail, pop-up message, printing or SMS	No
v.	Security of Payment (SSL-enabled)	Yes
vi.	Availability of Payment History	Yes
<b>Score</b>		<b>2</b>
<b>No. of calculated criteria</b>		<b>6</b>

### **Dubai eGovernment has conducted several community outreach activities to increase the awareness and to increase the adoption of eServices**

- eBiz challenge
- Events
- Public Relations
- Roadshows
- E4all Magazine
- Online Marketing
- Competitions/ Promotions
- Marketing with Government Departments
- Taheel
- Market Awareness Survey
- Online Survey

### Dubai eGovernment has finalized the integration framework and is currently conducting pilot projects

- Business Integration Framework
  - o Specifies integration standards
  - o Specifies integration technologies
  - o Specifies common integration backbone
- Pilot Integration projects
  - o Trade License
  - o eDelivery
- Common Databases in the Government

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## Dubai eGovernment Challenges

Customer Expectations	Process	People	Technology
Not in-line but on-line	1900+ services provided by 20+ Government Depts	Leadership at various levels	Rapid change in technology
24x7 eServices	Complex services with red tape	New skills to redesign services	Disruptive effect of technology on business
Integrated multi-channel eServices	Traditional and innovative channels simultaneously	Management of new channels	Immature technologies that are not standardized
Secure and Trusted eServices	Reengineering of Govt. services.	New skills for new technologies	Islands of information systems in the Govt Depts.
One-stop shop eServices	Phased approach to implementation	New skills identification, planning and training	Inter-operable systems integration
High quality and performance eServices	Identification of individual services	Lack of requisite skills globally	Provisioning of 24x7 eServices (process + technology)

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## Lessons Learnt

- eGovernment is all about leadership and commitment
- Provide clear vision and direction for alignment and delivery
- Quick wins build the momentum
- Plan prudently, act fast and decisive
- Capture the synergies
- Do not centralize but coordinate and cooperate
- Conduct Community Outreach Programs
- Establish a robust, flexible and scalable infrastructure
- Leverage on Strategic Alliances and Strategic Outsourcing
- Manage your program and your projects

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**Bayt Al Khebrah (House of Experts) includes our knowledge and intellectual property acquired throughout our eGovernment initiative**

## Bayt Al Khebrah

Vision, Strategy Formulation and Implementation Planning

Program and  
Project  
Management in  
eGovernment

eGovernment  
Balanced  
Scorecard

Public Private  
Partnerships in  
eGovernment

eService Lifecycle  
Management

eService Design

eServices  
Marketing

eService Quality  
Management

Multi-channel  
Approach in  
eGovernment

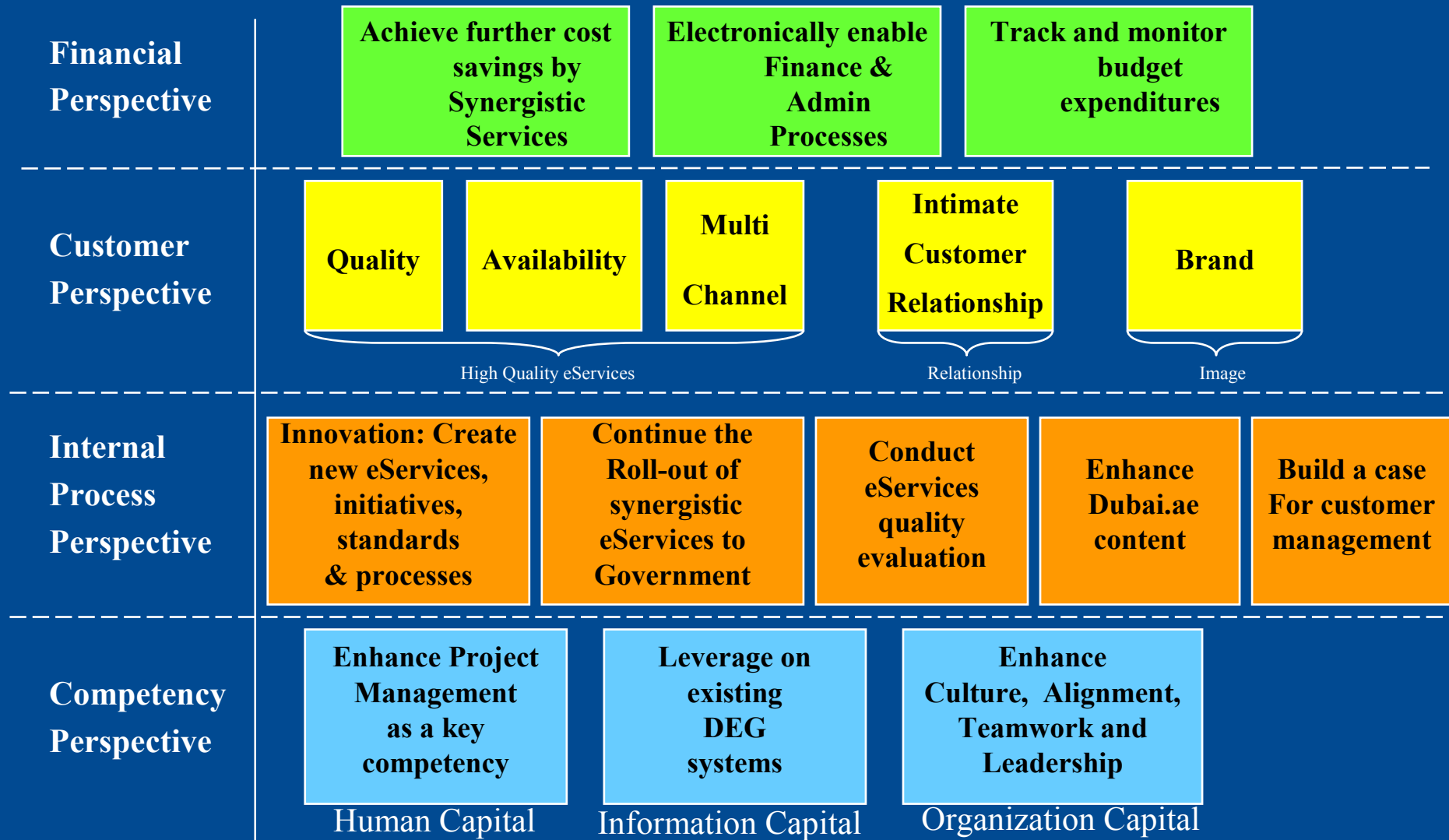
eGovernment  
Portal Design and  
Blueprint

eService Technical  
Design,  
Development and  
Standards

eService Quality  
Assurance Testing

eService  
Provisioning and  
SLA Management

## Dubai eGovernment Strategy Map



Source: Strategy Maps, Robert Kaplan and David Norton

## We have converted our strategies to individual projects

Financial Perspective	Achieve financial savings via Synergistic Services	Sustain the reduced IT costs	.....	.....
Customer Perspective	Quality	Availability	Multi Channel	.....
Internal Process Perspective	Implement new eServices	Roll-out synergistic eServices in the Government	Implement eServices quality management	.....
Competence Perspective	Instill Project Management as a key competency	Acquire new core and support systems	Establish Culture, Alignment, Teamwork and Leadership	
	Human Capital	Information Capital	Organization Capital	

Conversion to Projects

### Projects to Achieve Our Strategy Map

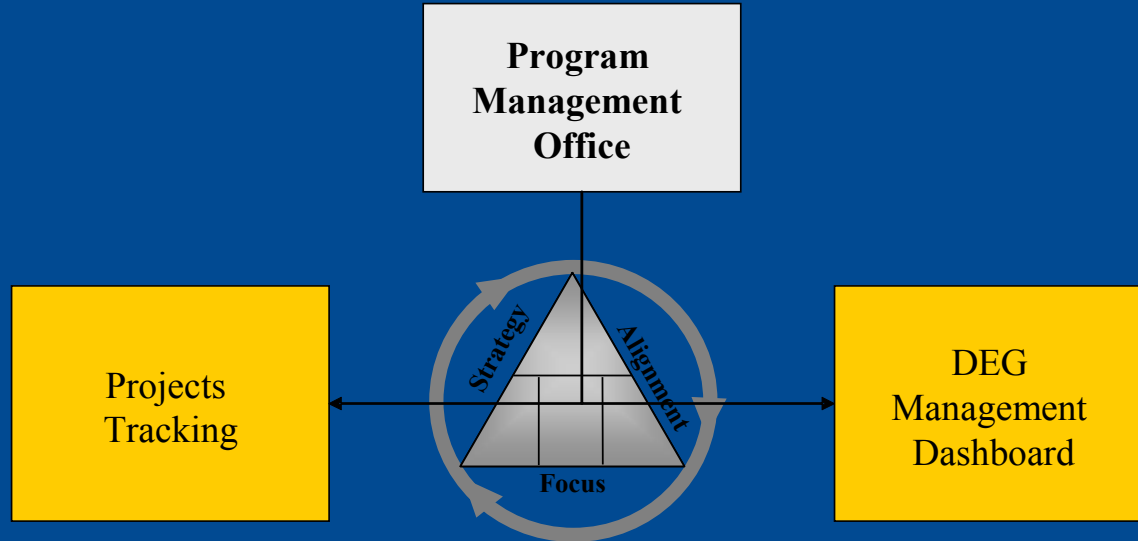
- Project 1
- Project 2
- .....
- We have created 103 projects for 2005 and 123 projects for 2006 together with resource assignments and timelines

## Balanced Scorecard – Customer Perspective

ILLUSTRATIVE

	Initiative	Objective	Measure	Target	Follow-Up Responsibility
<b>Customer Perspective</b>	<b>E-Government awareness</b>	Increase the awareness of Dubai population	% of Dubai population aware of Dubai eGovernment	70%	Marketing
	<b>E-Government confidence</b>	Increase the confidence of Dubai population	% of Dubai population confident of Dubai eGovernment	50%	Marketing
	<b>Customer Satisfaction survey</b>	Increase the customer satisfaction	% of customers satisfied with dubai.ae	70%	Marketing
	<b>Customer Complaints Resolution</b>	Resolve complaints on time	% of complaints resolved on time	90%	eServices Provisioning
	<b>Complaints Ratio</b>	Decrease the ratio of complaints	# of complaints to # of completed transactions	5%	eServices Provisioning

## Dubai eGovernment has established a Program Management Office to track our projects and our KPIs

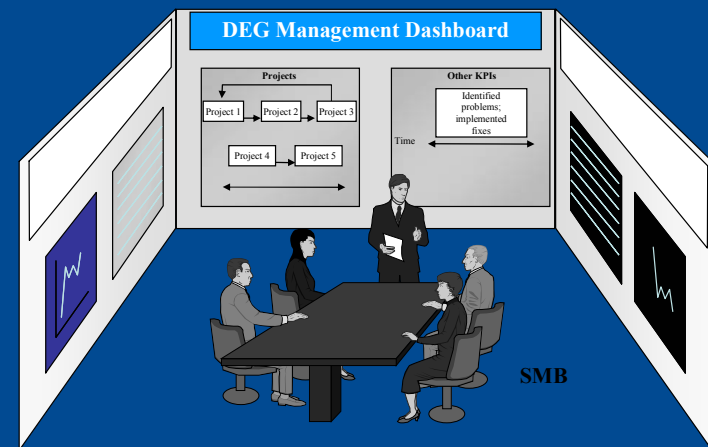


### Weekly Update - June 8 2005

Project Status Chart at the end of sheet

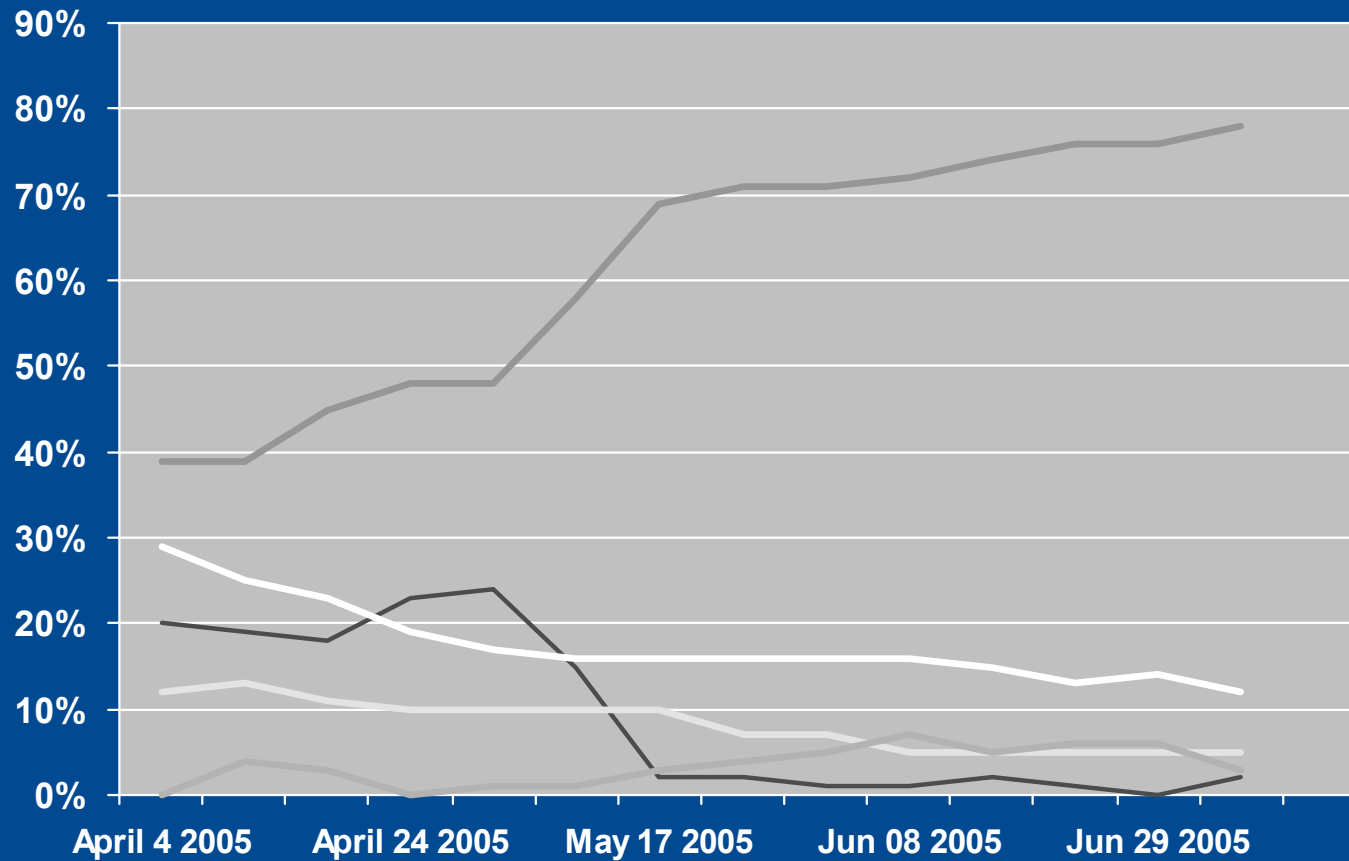
ID	Task Name	Project Status	Start	Finish
<b>Projects Managed By IT Members</b>				
1	Productization Web Hosting Solns (eHost & eHost+)	Completed but Late	1/3/2005 8:00 AM	1/28/2005 5:00 PM
2	Basic Web Hosting Solution (eHost)	Completed	1/3/2005 8:00 AM	5/4/2005 5:00 PM
P1	3 Business Integration (BI) Framework - (Genesis)	Completed	1/3/2005 8:00 AM	2/18/2005 5:00 PM
P1	4 eForms	Completed	1/3/2005 8:00 AM	4/8/2005 5:00 PM
5	Architecture & Development Standards (Named: Infrastructure and Standards On EPM)	Completed	1/3/2005 8:00 AM	4/8/2005 5:00 PM
P1	6 eDelivery (BI 1)	In Progress	4/11/2005 8:00 AM	6/24/2005 5:00 PM
7	Business Integration Program Office (BI-PMO)	In Progress	2/15/2005 1:00 PM	12/31/2005 5:00 PM
8	Business Integration 2	In Progress	6/27/2005 8:00 AM	10/20/2005 5:00 PM
P1	9 eJawaz	In Progress	4/1/2005 8:00 AM	9/29/2005 5:00 PM
P1	10 3-D Secure Migration Project (Named ePay3D Secure)	In Progress	3/12/2005 8:00	6/8/2005 17:00
P1	11 ePay Direct Debit Implementation	In Progress	7/4/2005 8:00 AM	12/31/2005 5:00 PM
12	Customer Relationship Management	In Progress	10/12/2005 10:30 AM	12/31/2005 5:00 PM
13	ePay roll outs	In Progress	1/3/2005 8:00 AM	12/31/2005
14	eHost roll outs	In Progress	4/2/2005	12/31/2005
15	eDelivery roll outs	In Progress	6/27/2005 8:00 AM	11/16/2005 1:48 PM
16	eJawaz roll outs	In Progress	11/1/2005 8:00 AM	12/31/2005 5:00 PM
17	QA for DEG services (business & IT) (Named: QA Enhancement and QA Schedule)	In Progress	1/3/2005 8:00 AM	1/6/2005 5:00 PM
18	Web Hosting Solutions Roles & Responsibilities	Completed but Late	1/3/2005 8:00 AM	4/2/2005 5:00 PM
19	Portals Enhancements	In Progress	1/3/2005 8:00 AM	11/17/2005 12:00 PM
20	Software Configuration Tool - Phase I	In Progress	4/11/2005 8:00 AM	6/3/2005 5:00 PM

### Command Center Approach



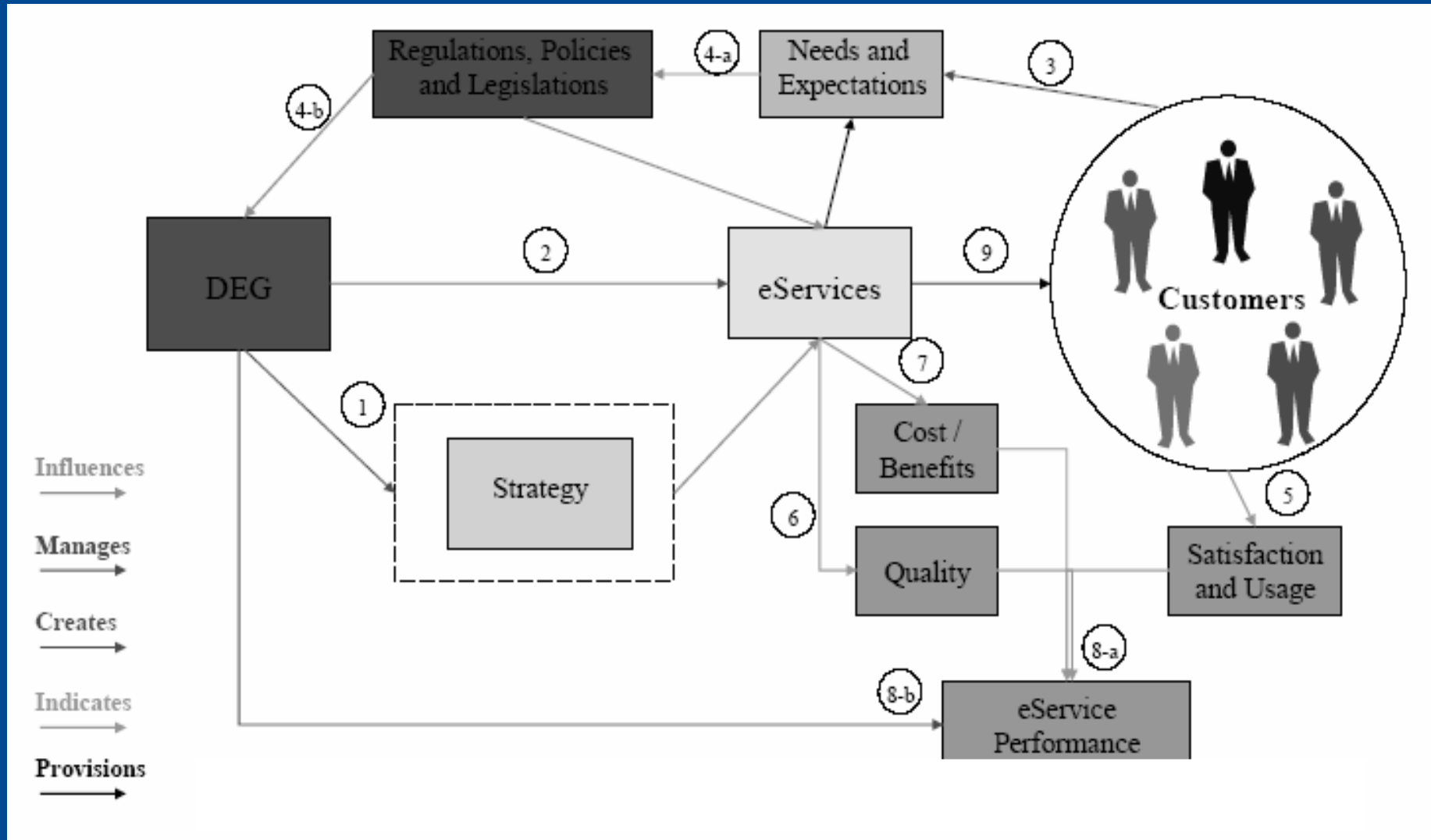
## What gets measured gets done .....

Percentage of Projects with different statuses  
between April 04 2005 and July 10 2005



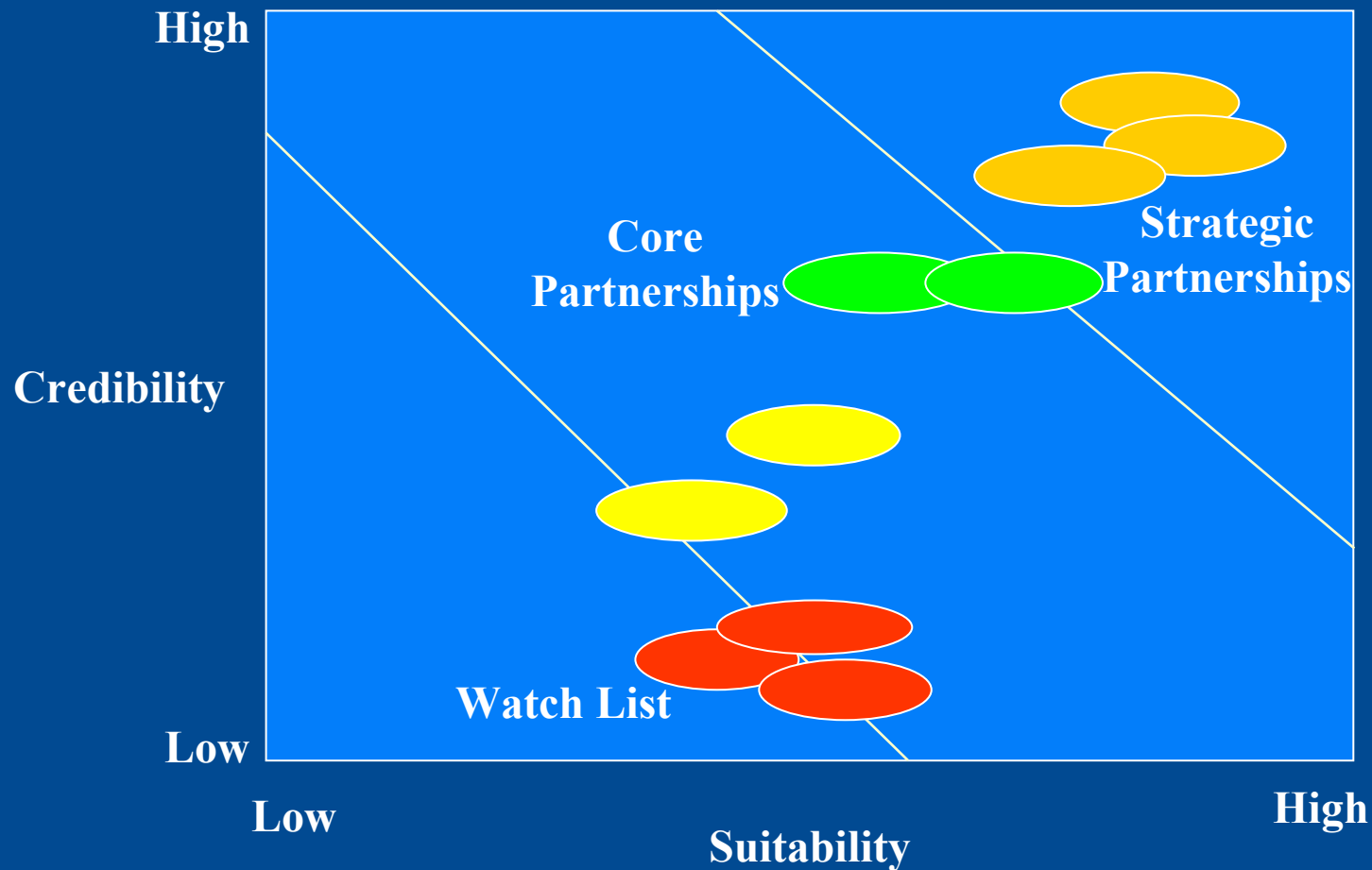
- **Green:** Projects Complaint with DEG Policies.
- **Yellow:** Project Charter is Missing.
- **Red:** No Information Available on EPM.
- **White:** Project still not started.
- **Purple:** Pending Projects that require SMB Approval.

## eService Lifecycle Management – Quite a complex undertaking !!!

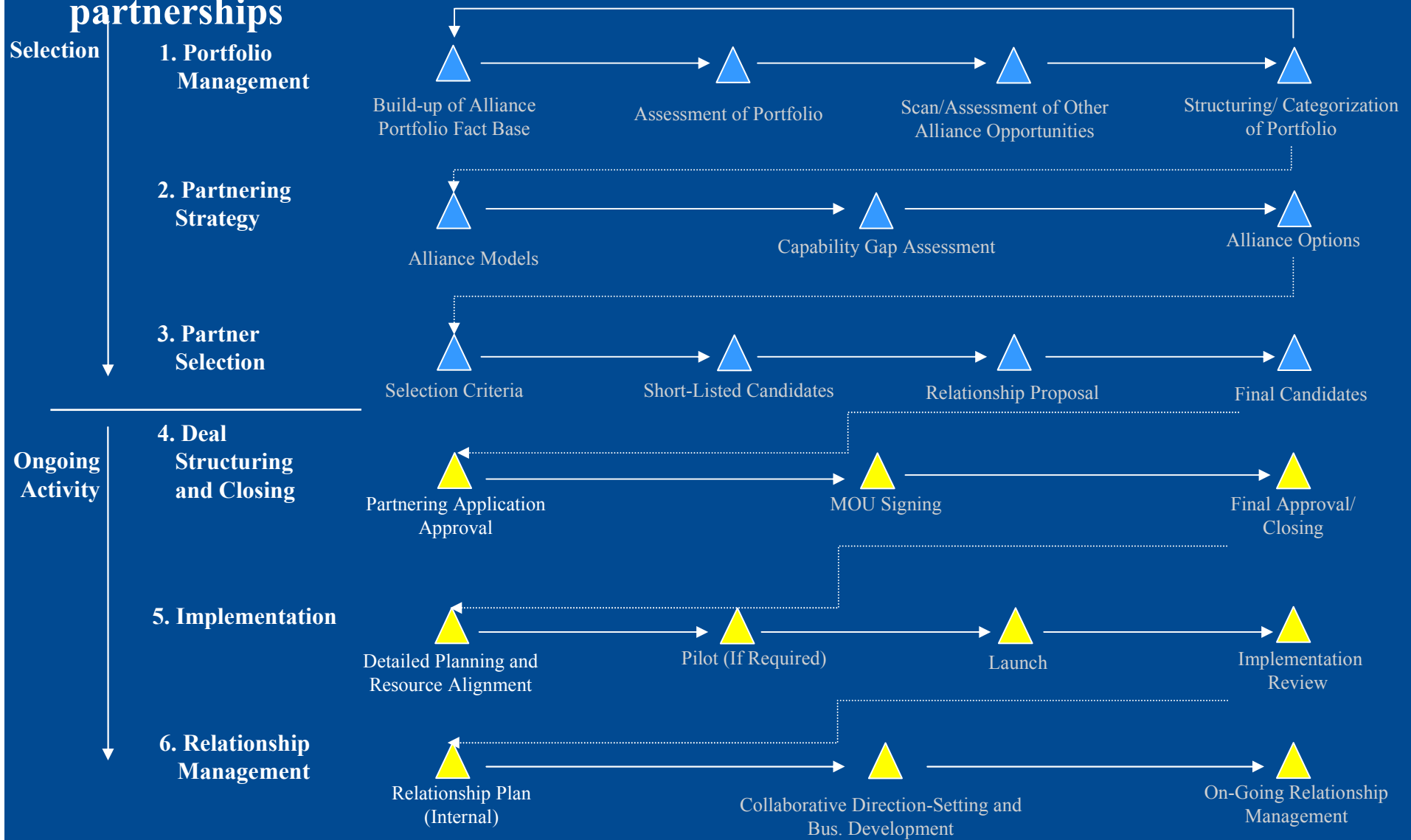


Dubai eGovernment has utilized strategic partnerships and outsourcing to achieve focus, faster time to market and lower total cost of ownership

Potential Partner Map:



## Dubai eGovernment uses a well-structured approach for managing strategic partnerships



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## Conclusion

- Dubai eGovernment initiative is entering its maturity phase upon the completion of start-up phase
- Dubai eGovernment will enhance the quality aspects of its eServices while striving to achieve 90% e-enablement by the end of 2007
- Dubai eGovernment will conduct targeted marketing campaigns to promote customer adoption
- Dubai eGovernment will capture and leverage on synergies that exist among eServices
- Dubai eGovernment initiative will continue to play a major role in Dubai's transitioning to an e-lifestyle

**Thank You  
Very Much**

**Q & A**