



كلية دبي للإدارة الحكومية  
DUBAI SCHOOL OF GOVERNMENT

# Good Governance for Development (GfD) in Arab Countries

Working Group 2 on E-government and Administrative Simplification

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**High Level Seminar on Measuring and Evaluating E-government and  
3<sup>rd</sup> Working Group Meeting**

DOC N1

**FINAL AGENDAS**

**12/13 March 2007**

**Dubai, United Arab Emirates**

## WELCOME COCKTAIL: 11 March 2007

19.00	Dubai School of Government, Convention Tower, 13 <sup>th</sup> Floor
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## HIGH LEVEL SEMINAR: 12 March 2007

### DRAFT AGENDA

9.00-9.30	<b>OPENING AND INTRODUCTION</b>
	<p>Opening remarks by the Arab chairperson <b>Mr Moosa Al Hashemi</b>, Head, Delivery Unit, The Executive Office, Dubai, the OECD country co-chair, the DSG and the OECD (max 1 min each).</p> <ul style="list-style-type: none"> <li>▪ Dr. Chang-Kil Lee, <i>E-Government Policy Advisor to the Ministry of Government Administration and Home Affairs (MOGAHA), Korea</i></li> <li>▪ Mr Christian Vergez, <i>Head of Division, Innovation and Integrity, Public Governance and Territorial Development Directorate, OECD</i></li> <li>▪ Prof. Tarik Yousef, Dean, Dubai School of Government, Dubai</li> </ul> <p>Brief overview of the purpose, objectives and structure of the meeting by DSG (max 2-3 minutes)</p>
9.30-10.20	<b>SESSION 1: Why do we measure and evaluate e-government: opportunities and challenges</b>
	<p>This session will introduce the topic of the seminar by discussing 1) why governments need to measure and evaluate e-government (e.g. prioritise actions, justify investments, assess impacts) and 2) what are the challenges that governments have to face in measuring and evaluating e-government progress (e.g. lack of evaluation culture, poor evaluation skills, measurement problems). Discussions will be opened by presentations from invited experts from OECD and Arab countries.</p> <ul style="list-style-type: none"> <li>▪ Measuring and evaluating ICT enabled public sector transformation: opportunities and challenges, Edwin Lau, <i>Project Leader, OECD E-government Project, OECD</i> (max 10 minutes)</li> <li>▪ Opportunities and challenges of measuring and evaluating e-government performance in the Arab world, Dr. Ehab Moustafa, <i>Ministry Advisor, Advisory Council, Ministry of Labour, UAE</i> (max 10 minutes)</li> </ul> <p>Followed by discussion</p> <p>Questions for discussion:</p> <ol style="list-style-type: none"> <li>1. Why do Arab countries need to evaluate e-government progress? What are the key objectives of e-government evaluation? (e.g. understand demand, assess the benefits to users, justifying expenditures on e-government)</li> </ol>

	<p>2. What are the main challenges (institutional, capacity-related, technical) Arab countries have to face when undertaking evaluation activities and what has been done to overcome them?</p> <p>Background documents: Collection of country papers; Doc n3: Monitoring and Evaluating E-government in OECD countries; Doc n4: The business case for e-government</p>
10.20-10.50	<b>COFFEE BREAK</b>
10.50-13.10	<b>SESSION 2: Evaluating e-government: toolkits and methods for project evaluation</b>
	<p>This section focuses on illustrating and discussing tools and practices in e-government measurement and evaluation at programme/project level starting from the concrete experience of OECD and Arab countries. Examples of toolkits developed by international organisations will also be presented. Each set of presentations will be followed by discussion.</p> <ul style="list-style-type: none"> <li>▪ The experience of France with building up a methodology to measure and evaluate the value of e-government projects (the case of MAREVA), <i>Mr Fayçal Mecheri, Project Leader, E-government Unit, Ministry of Economy, Finance and Industry, France</i> (max 8 min)</li> <li>▪ Experiences on e-government measurement and evaluation in UAE, from Ms Rehab Lootah, E-Services Provisioning Manager, Dubai eGovernment (max 8 min)</li> <li>▪ Monitoring and evaluating toolkits for e-government developed by the World Bank, Carlo Maria Rossotto, <i>Senior Regulatory Economist, Regional Coordinator for Middle East and North Africa, Policy Division, Global Information and Communications Technologies, World Bank</i> (max 8 min)</li> <li>▪ Measuring and evaluating performance at program level: the experience of Norway with the Hoykom initiative on supporting broadband communication in the public sector, Mr. Kjell Ove Kalhagen, <i>Senior Advisor, Department of IT Policy, Ministry of Government Administration and Reform</i> (max 8 min)</li> <li>▪ Korea's e-government evaluation methodology and practice: the use of indicators to assess progress, Ms. Su-Mi Lee, <i>Deputy Director, E-Government Headquarters, Ministry of Government Administration and Home Affairs (MOGAHA)</i>. (max 8 min)</li> <li>▪ Evaluating service quality at operational level: the experience of Canada with implementing common tools to measure and evaluate service quality for better service delivery (Common Measurement Tool and benchmarking practices), Ms Vicki Morrison, <i>Program Manager, Institute for Citizen-Centred Service, Canada</i> (max 8 min)</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Measuring and evaluating e-government: practice and tools – the case of Egypt, Eng. Ahmed Kamal, <i>Projects Manager, e-Government Program, Ministry of State for Administrative Development, Egypt</i> (max 8 min)</li> </ul> <p>Presentations will be followed by two session of discussions (max 30 min each)</p> <p>Questions for discussion:</p> <ol style="list-style-type: none"> <li>3. How can measurement and evaluation activities be integrated in the e-government policy-making cycle and become key components of any e-government implementation strategy?</li> <li>4. What are the available tools and methodologies to measure and evaluate e-government cost and benefits? How to ensure that these tools are used across government?</li> <li>5. What methods and tools are available for agencies to measure the level of satisfaction of users with online service? How to ensure that results of evaluation are comparable across government?</li> </ol> <p>Background documents: Collection of country papers; OECD country presentations; Doc n3: Monitoring and Evaluating E-government in OECD countries; Doc n4: The business case for e-government; Doc n5: Draft Summary of the OECD report on Benefit Realisation Management</p>
13.10-14.30	<b>LUNCH</b>
14.30-16.00	<b>SESSION 3: National and international indicators for e-government : progress to date</b>
	<p>The purpose of this section is to provide an overview and discuss current selected experiences (and related challenges) in building up indicators to measure and evaluate e-government progress in Arab and OECD countries.</p> <ul style="list-style-type: none"> <li>▪ E-government readiness indicators in the Arab world: overview of the work of the UN Expert Group on Information and Communications Technology Indicators Adoption and Data Collection in Arab countries (Cairo, 13-15 February 2007), Mr. Abdulilah Dewachi, <i>Regional Advisor on ICT, United Nations Economic and Social Commission for Western Asia, ESCWA</i>. (max 8 min)</li> <li>▪ Monitoring the overall performance of e-government at European level: the e-Europe benchmarking initiative, Mr. Juan Arregui Mc Guillon, <i>Policy Developer, Directorate General Information Society and Media, European Commission</i> and Helene de Chanterac, <i>Government expert, Embassy of France in Bahrein</i>. (max 8 min)</li> <li>▪ E-government measurement, evaluation and use of indicators – objectives and challenges: Dr. Richard Heeks, <i>Senior Lecturer, Institute for Development Policy and Management, Manchester University, UK</i> (max 8 min)</li> </ul>

	<p>Each presentation will be followed by discussion (max 20 min)</p> <p>Questions for discussion:</p> <ol style="list-style-type: none"> <li>6. What kind of approach to developing e-government indicators is the most appropriate for Arab countries? How to move from developing readiness and access indicators towards more hard indicators measuring e-government outcomes?</li> <li>7. What are the challenges in building common indicators in e-government for the region? How can existing regional initiatives provide a platform for Arab countries to make progress in this area?</li> <li>8. What does it mean to measure public sector transformation through ICT? How can Arab countries benefit from OECD efforts to develop indicators in this area?</li> </ol> <p>Background documents: OECD, WB, EU presentations; Paper from Dr Heeks “Benchmarking eGovernment: Improving the National and International Measurement, Evaluation and Comparison of eGovernment”</p>
16.00 – 16.30	<b>COFFEE BREAK</b>
16.30-18.00	<b>Closing session: lessons learned and next step in measuring and evaluating e-government in the Arab world</b>
	<p>In this section Arab participants will have the opportunity to 1) identify the lessons learned from presentations and meeting discussions and 2) discuss the next steps and lines of action towards a definition of a programme of work in the area of e-government measurement and evaluation.</p> <ul style="list-style-type: none"> <li>▪ Wrap up of discussions and main conclusions: Edwin Lau, OECD, followed by discussion (max 30 min)</li> <li>▪ Defining the next steps: round table on “<b>Data collection on e-government in the Arab world: what is available today and how to move forward?</b>”</li> </ul> <p>The result of this discussion will feed into a checklist of e-government data which 1) will outline the kind of dataset already available in Arab countries and 2) will identify areas where further data need to be collected.</p> <ul style="list-style-type: none"> <li>▪ Closing remarks by the Arab chairperson, the OECD country co-chairs, the DSG and the OECD</li> </ul> <p>Background documents: Collection of country papers</p>

**WORKING GROUP MEETING: 13 March 2007**

**DRAFT AGENDA**

9.00-9.30	<b>OPENING AND INTRODUCTION</b>
	<p>Opening remarks by the Arab chairperson <b>Mr Moosa Al Hashemi</b>, Head, Delivery Unit, The Executive Office, Dubai, the OECD country co-chair, the DSG and the OECD (max 1 min each).</p> <p>Brief overview of the purpose, objectives and structure of the meeting by OECD Secretariat (max 2-3 min)</p>
9.30-11.00	<b>SESSION 1: Overview and update on recent e-government developments</b>
	<p>The aim of this session is to 1) bring participants up to date on the results of the activities carried in the framework of WG 2, 2) give participants the opportunity to report on the progress made in implementing their Action Plan on e-government.</p> <ul style="list-style-type: none"> <li>▪ Summary and approval of the conclusions of the High Level Seminar on Evaluating and Benchmarking E-government by DSG (Dubai, 12 March 2007) (5 min)</li> <li>▪ Report on the High Level Seminar on Personalised Service Portals (Ministry of Economy, Finance and Industry, Paris - 11 December 2006), Mr Fayçal Mecheri, <i>Project Leader, E-government Unit, Ministry of Economy, Finance and Industry, France</i> (5 min)</li> <li>▪ Report on the special session on exchange of experiences on the basis of OECD work on e-government (12 December, Annex Monaco, OECD Headquarter, Paris), including finalisation of the OECD transformation report, by Christian Vergez and Edwin Lau, OECD (5 min)</li> <li>▪ Report on the results of the panel on “The E-government revolution: what went wrong” organised by DSG in the context of the Arab Strategy Forum (Dubai, 4-6 December 2006), by Fadi Salem, <i>Research Associate, DSG</i>, followed by comments from Christian Vergez, <i>OECD</i> (5 min)</li> <li>▪ Report on the status of implementation of Country Action Plans in the field of e-government and administrative simplification and challenges encountered – interventions from Morocco, Tunisia, Lebanon, UAE (Dubai), Bahrain, Jordan, Egypt.</li> <li>▪ Short overview of the progress made in e-government development in other Arab countries – presentation from Saudi Arabia, Oman and Sudan.</li> </ul> <p>Expected output: follow up on the implementation of Action Plans and the monitoring of e-government initiatives in the region</p> <p>Background document: doc n5) Draft proceedings of the High Level Seminar on Personalised Service Portals (10-11 December 2007, Paris)</p>

11.00-11.30	<b>COFFEE BREAK</b>
11.30-13.00	<b>SESSION 2: Preparation of the Programme of Work for the Working Group 2</b>
	<p>This section will focus on planning the next round of capacity building activities to be conducted in support of the implementation of National Action plans. Discussion will focus in particular on how the design, format, and timing of the high level seminars could be improved and better aligned in support of the implementation of national action plans. WG 2 delegates will also have the opportunity to discuss the proposals made by Arab countries to expand the set of activities to include peer-to-peer visits and support to Arab country training activities.</p> <p>Interventions from</p> <ul style="list-style-type: none"> <li>▪ <b>Morocco:</b> Ms Fatna EL-Farsi, <i>Department Head, Information System Directory, Ministry of Public Sector Modernisation, Morocco</i> (max 5 min)</li> <li>▪ <b>Egypt:</b> Eng. Ahmed Kamal, <i>Projects Manager, e-Government Program, Ministry of State for Administrative Development, Egypt</i> (max 5 min)</li> <li>▪ <b>Tunisia:</b> Ms Khedija Zammouri, <i>Director General, E-government Unit, Prime Minister's Office, Tunisia</i> (max 5 min)</li> </ul> <p>Discussion</p> <p>Expected output: draft work plan highlighting the next round of activities for 2007-2008</p>
13.00-14.30	<b>LUNCH</b>
14.30-16.00	<b>SESSION 3: Preparation of the Programme of Work for the Working Group 2 (continue)</b>
	<p>This session will focus on discussing and approving a proposed framework for Country Peer Reviews in Arab countries. The OECD secretariat will present a draft proposal for e-government peer reviews, including main purpose, methodologies and analytical framework. Arab delegates will have the opportunity to comment on the proposal and provide input for its improvement.</p> <p>“Draft project proposal of Peer reviews of e-government in Arab countries”; Presentation by Marco Daglio, <i>Administrator, GfD Initiative, OECD</i> (5-10 min) followed by comments:</p> <p>Interventions from</p> <ul style="list-style-type: none"> <li>▪ <b>Egypt:</b> Eng. Ahmed Kamal, <i>Projects Manager, e-Government Program, Ministry of State for Administrative Development, Egypt</i> (max 5 min)</li> <li>▪ <b>Norway:</b> Mr. Kjell Ove Kalhagen, <i>Senior Advisor, Department of IT Policy, Ministry of Government Administration and Reform</i> (max 5 min)</li> <li>▪ <b>DSG:</b> Dr. Yasar Jarrar, <i>Executive Dean, DSG</i> (max 5 min)</li> </ul> <p><i>Tour de table:</i> how can the framework be improved to 1) take into account the</p>

	<p>specific social, economic and development context of Arab countries and 2) allow for regional comparison.</p> <p>Expected outputs: discussion and approval of a framework for country peer reviews</p> <p>Background documents: Draft Project charter for E-government Peer Review in Arab countries</p>
16.00 – 16.30	<b>COFFEE BREAK</b>
16.30-17.30	<b>CLOSING SESSION</b>
	<p>In this session WG 2 delegates will discuss WG 2 contribution to the next meeting of the GfD Steering Group at ministerial level which will take place in fall 2007. Countries are invited to discuss a proposal to produce a draft regional synthesis report on e-government implementation to be adopted by the group and presented in a preliminary version at the next Steering Group Meeting at Ministerial Level in Fall 2007.</p> <ul style="list-style-type: none"> <li>▪ Short briefing on the next GfD Steering Group meeting at ministerial level, Christian Vergez, <i>Head of Division, Innovation and Integrity OECD</i></li> <li>▪ Presentation of a proposal to produce a draft synthesis report – Marco Daglio, <i>Administrator, GfD Initiative, OECD</i></li> <li>▪ Comments from Arab countries</li> <li>▪ Closing remarks by the Arab chairperson, the OECD country co-chairs, the DSG and the OECD</li> </ul>

## **CONTACT INFORMATION**

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#### **Dubai School of Government**

Convention Tower  
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