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 Overview

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.

**Virtual Government**

**eServices**

**Channels**

**Customers**

**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.
4. Best Practices Sharing
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Dubai eGovernment has e-enabled 81% of its services which are at varying stages of implementation

Where are we today?

Services e-Enablement and Rating by Stage

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

<table>
<thead>
<tr>
<th>Synergistic eService</th>
<th>Number of Entities Using it - EOY 2005</th>
<th>Usage Statistics for 2005</th>
</tr>
</thead>
</table>
| pay                  | 8                                      | Total Transacted Amount: 14,198,198 AED  
                                    |                          | Total Number of Transactions: 34720 |
| ask dubai            | 8                                      | Total Number of Inbound Calls: 135,941  
                                    |                          | Total Number of Outbound Calls: 20,755 |
| mdubai               | 68                                     | Total Number of Push SMS: 2,532,613  
                                    |                          | Total Number of Pull SMS: 35,138      |
| ejob                 | 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.

Cost Savings by
Synergistic eService

<table>
<thead>
<tr>
<th>Service</th>
<th>Cost Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>eHost – 0.2</td>
<td></td>
</tr>
<tr>
<td>ePay – 1.0</td>
<td></td>
</tr>
<tr>
<td>eHost + – 4.7</td>
<td></td>
</tr>
<tr>
<td>askDubai – 5.9</td>
<td></td>
</tr>
<tr>
<td>eJob – 6.1</td>
<td></td>
</tr>
<tr>
<td>mDubai – 19.2</td>
<td></td>
</tr>
</tbody>
</table>

Cost Savings by
Organization Type

<table>
<thead>
<tr>
<th>Organization Type</th>
<th>Cost Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Organizations</td>
<td>14.0</td>
</tr>
<tr>
<td>Government Departments</td>
<td>23.1</td>
</tr>
</tbody>
</table>

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.

Nature of Service
- Informative
- Interactive
- Transactional

Service Customers
- G2C
- G2B
- G2C & G2B

Transaction E-Enablement
- Information Only
- Form Downloading
- Incomplete
- Complete without online payment
- Fully Online

GESS (Government eServices Statistics)
Web Based Application

Service Dependency
- Dependent (Requires involvement of other Government Department(s))
- Independent (Standalone)
Dubai eGovernment embarked on the fifth stage of eGovernment which will enable transition into a virtual Government.

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

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

Source: UN Report – Benchmarking e-Government: A Global Perspective
DEG will enhance the quality and customer adoption of its services while continuing the enablement.

The Way Forward

- Enable 90% of Services online by 2007
- 50% of transactions should be conducted online by 2007 (no physical visits)
DEG has formulated an eServices quality framework and a set of well-defined quality criteria to assess and to improve Government eServices.

<table>
<thead>
<tr>
<th></th>
<th>General</th>
<th>Customer Care</th>
<th>Payment</th>
<th>Access</th>
<th>Execution</th>
<th>Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dept 1</td>
<td><img src="#" alt="Yellow" /></td>
<td><img src="#" alt="Red" /></td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Yellow" /></td>
<td><img src="#" alt="Red" /></td>
</tr>
<tr>
<td>Dept 2</td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Yellow" /></td>
<td><img src="#" alt="Yellow" /></td>
<td><img src="#" alt="Red" /></td>
<td><img src="#" alt="Green" /></td>
</tr>
<tr>
<td>Dept x</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
</tr>
</tbody>
</table>

ILLUSTRATIVE
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

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

### Our Future Approach

**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 on page 1 of 4, or page 3 of 4.

<table>
<thead>
<tr>
<th>iii. Delivering the eService</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Methods of receiving documents/certificate (online-2, personal-0 or courier-1) if applicable</td>
<td></td>
</tr>
<tr>
<td>b. Notification of service completion</td>
<td>Yes</td>
</tr>
<tr>
<td>Score</td>
<td>5</td>
</tr>
<tr>
<td>No. of calculated criteria</td>
<td>11</td>
</tr>
</tbody>
</table>

### Customer Care Criteria

| iv. | Yes |
| v. | Yes |
| vi. | Yes |
| vii. | No |

| c. | No |
| d. |  |
| e. |  |
| f. |  |

### Payment Criteria

| i. | No |
| ii. | No |
| iii. | No |
| iv. | No |
| v. | Yes |
| vi. | Yes |

| Score | 2 |
| No. of calculated criteria | 6 |
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
  - Specifies integration standards
  - Specifies integration technologies
  - Specifies common integration backbone

- Pilot Integration projects
  - Trade License
  - eDelivery

- Common Databases in the Government
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## Dubai eGovernment Challenges

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

eService Design

eGovernment Portal Design and Blueprint

eGovernment Balanced Scorecard

eServices Marketing

eService Technical Design, Development and Standards

eService Quality Assurance Testing

Public Private Partnerships in eGovernment

eService Quality Management

eService Provisioning and SLA Management

Multi-channel Approach in eGovernment

eService Lifecycle Management

eGovernment Portal Design and Blueprint

eGovernment Balanced Scorecard

eServices Marketing

eService Technical Design, Development and Standards

eService Quality Assurance Testing
Bayt Al Khebrah – Strategy Formulation

Dubai eGovernment Strategy Map

**Financial Perspective**
- Achieve further cost savings by Synergistic Services
- Electronically enable Finance & Admin Processes
- Track and monitor budget expenditures

**Customer Perspective**
- Quality
- Availability
- Multi Channel
- Intimate Customer Relationship
- Brand

**Internal Process Perspective**
- Innovation: Create new eServices, initiatives, standards & processes
- Continue the Roll-out of synergistic eServices to Government
- Conduct eServices quality evaluation
- Enhance Dubai.ae content
- Build a case For customer management

**Competency Perspective**
- Enhance Project Management as a key competency
- Leverage on existing DEG systems
- Enhance Culture, Alignment, Teamwork and Leadership

**Source:** Strategy Maps, Robert Kaplan and David Norton
We have converted our strategies to individual projects

We have created 103 projects for 2005 and 123 projects for 2006 together with resource assignments and timelines
<table>
<thead>
<tr>
<th>Initiative</th>
<th>Objective</th>
<th>Measure</th>
<th>Target</th>
<th>Follow-Up Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Customer Awareness</strong></td>
<td>Increase the awareness of Dubai population</td>
<td>% of Dubai population aware of Dubai eGovernment</td>
<td>70%</td>
<td>Marketing</td>
</tr>
<tr>
<td>E-Government awareness</td>
<td>Increase the awareness of Dubai population</td>
<td>% of Dubai population aware of Dubai eGovernment</td>
<td>70%</td>
<td>Marketing</td>
</tr>
<tr>
<td>E-Government confidence</td>
<td>Increase the confidence of Dubai population</td>
<td>% of Dubai population confident of Dubai eGovernment</td>
<td>50%</td>
<td>Marketing</td>
</tr>
<tr>
<td>Customer Satisfaction survey</td>
<td>Increase the customer satisfaction</td>
<td>% of customers satisfied with dubai.ae</td>
<td>70%</td>
<td>Marketing</td>
</tr>
<tr>
<td>Customer Complaints Resolution</td>
<td>Resolve complaints on time</td>
<td>% of complaints resolved on time</td>
<td>90%</td>
<td>eServices Provisioning</td>
</tr>
<tr>
<td>Complaints Ratio</td>
<td>Decrease the ratio of complaints</td>
<td># of complaints to # of completed transactions</td>
<td>5%</td>
<td>eServices Provisioning</td>
</tr>
</tbody>
</table>
Dubai eGovernment has established a Program Management Office to track our projects and our KPIs.
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 !!!

Source: Adapted by Dubai eGovernment from Smartgov project results
Dubai eGovernment has utilized strategic partnerships and outsourcing to achieve focus, faster time to market and lower total cost of ownership.

Potential Partner Map:

- **Credibility**
  - High
  - Low

- **Suitability**
  - Low
  - High

- **Core Partnerships**
- **Strategic Partnerships**
- **Watch List**

Potential Partner Map:

- Bayt Al Khebrah – Public Private Partnerships in eGovernment

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

Potential Partner Map:

- **Credibility**
  - High
  - Low

- **Suitability**
  - Low
  - High

- **Core Partnerships**
- **Strategic Partnerships**
- **Watch List**
Dubai eGovernment uses a well-structured approach for managing strategic partnerships

1. Portfolio Management
   - Build-up of Alliance Portfolio Fact Base
   - Assessment of Portfolio
   - Scan/Assessment of Other Alliance Opportunities
   - Structuring/ Categorization of Portfolio

2. Partnering Strategy
   - Alliance Models
   - Capability Gap Assessment
   - Alliance Options

3. Partner Selection
   - Selection Criteria
   - Short-Listed Candidates
   - Relationship Proposal
   - Final Candidates

4. Deal Structuring and Closing
   - Partnering Application Approval
   - MOU Signing
   - Final Approval/ Closing

5. Implementation
   - Detailed Planning and Resource Alignment
   - Pilot (If Required)
   - Launch
   - Implementation Review

6. Relationship Management
   - Relationship Plan (Internal)
   - Collaborative Direction-Setting and Bus. Development
   - On-Going Relationship Management

Dubai eGovernment – Public Private Partnerships in eGovernment

Bayt Al Khebrah – Public Private Partnerships in eGovernment
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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