**H.H. Sheikh Khalifa bin
Salman Al Khalifa**

Prime Minister

**H.M. The King Sheikh Hamad bin
Isa Al Khalifa**

King of Bahrain

**H.H. Sheikh Salman bin
Hamad Al Khalifa**

Crown Prince and
Commander-in-Chief of the
Bahrain Defence Force

Foreword

Deputy Prime Minister
Chairman of the Supreme Committee for
Information and Communication Technology

The world is today witnessing an unprecedented level of development in this information age, enabling us to take full advantage of the available technologies in the field of Information and Communication Technology, which have become a fundamental benchmark to evaluate the progress of nations in the twenty-first century.

These developments are changing concepts and methods that have been taken for granted by countries, organizations and individuals for generations, as well as bypassing the time and physical elements previously required for processing transactions.

The Kingdom of Bahrain has been developing its policies to meet the requirements of this new era. It has also improved its existing technical systems to reinforce and support the implementation of these policies, and to oversee the workflow of ministries and other government departments. By doing this, the Kingdom can ensure that it carries out its responsibilities and achieves the highest possible efficiency in government performance, creating a strong and stable climate in this fast-changing global environment. As a result, the Kingdom and its citizens can enjoy a much greater level of progress and prosperity.

To this end, the government of the Kingdom of Bahrain has launched an exercise to develop a range of ICT initiatives. These new initiatives, such as eGoverment, employ latest tools and technologies that are currently used in hallmark of the modern era, and the most effective solution to save time and accelerate public service delivery.

To enhance the new initiative, the services provided by all ministries and government agencies have been integrated, to create a joined-up government through a streamlined communication network. This will enable Bahrain citizens, residents and foreign investors alike to live and work in a flexible environment that saves time and effort.

This eGovernment strategy, for which the required infrastructure is currently being developed, will have a significant impact on economic growth. In addition, it will encourage business activity by promoting investment opportunities in the Kingdom. This is one of the government's key priorities in its plans to improve the performance of both the government and the private sector.

During its latest meetings, the Supreme Committee for Information and Communication Technology (SCICT), with the advice of international experts, has endeavored to develop the eGovernment strategy. This project will propel the Kingdom of Bahrain alongside other developed countries, by providing the best and the most effective services for individuals (citizens and residents), businesses, Government employees and visitors to Bahrain.

May Allah guide us to achieve success in this endeavor.

H.E. Sheikh Mohammed Bin Mubarak Al Khalifa
Deputy Prime Minister
Chairman of the Supreme Committee for
Information and Communication Technology

Kingdom of Bahrain

eGovernment Towards a Better Life

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H.E. Sh. Mohammed Bin Mubarak Al Khalifa
Dy. Prime Minister
Chairman of SCICT

H.H. Sh. Ali Bin Khalifa Al Khalifa
Dy. Prime Minister

H.E. Sh. Khalid Bin Abdulla Al Khalifa
Minister for Prime Minister's Court

H.E. Sh. Rashid Bin Abdulla Al Khalifa
Minister for Interior

H.E. Sh. Ahmed Bin Mohammed Al Khalifa
Minister of Finance
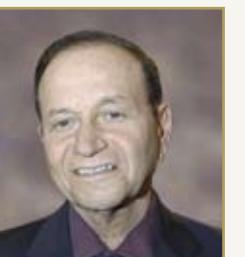
H.E. Dr. Hassan Fakhro
Minister for Industry & Commerce

H.E. Dr. Majid Al Noaimi
Minister of Education
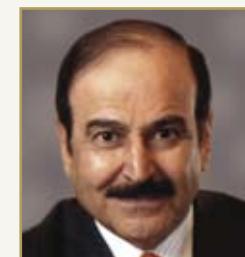
H.E. Dr. Abdul Hussain Mirza
Minister of State & Chairman of National Oil & Gas Authority

H.E. Sh. Ahmed Bin Atiyatallah Al Khalifa
Minister of Cabinet Affairs

H.E. Dr. Fatima Al Baluchi
Minister for Social Development

H.E. Mr. Mansour Hassan Bin Rajab
Minister of Municipalities & Agriculture

What is eGovernment?

eGovernment stands for 'electronic Government'. It is a single term to describe the many different technology initiatives being introduced by Bahrain's Government to improve the way it operates. eGovernment includes new technologies to improve working systems and processes. It includes new websites and online tools. It include smart cards and better information management systems.

But eGovernment is not simply a technology, or a new website. eGovernment is a tool. A tool which will allow the Government of Bahrain to improve the services it offers to our citizens. A tool which allows Ministries and Departments to communicate and work together more efficiently. A tool which will allow our people to access all Government services easily and quickly.

The eGovernment strategy is summed up by:

"Delivering Customer Value through Collaborative Government"

This means working together, across Ministries and Departments, and including the private sector, to improve the service delivered to our people.

Our Vision is,

"To be the eGovernment leader committed to provide all Government services that are integrated, best-in-class and available to all through their channels of choice helping Bahrain transform as the finest country in GCC to visit, live, work and do business"

We aim to achieve this vision for eGovernment through five key areas of focus:

1. **eGovernment leader** – The Kingdom of Bahrain aims to maintain and improve upon its position as a regional eGovernment leader, committed to using cutting edge technologies to serve and provide value to its customers.

2. **All Government services** – We will aim to improve all Government services through electronic enablement.

3. **Integrated, best-in-class** – We aim to enable all arms of Government to provide best-in-class services to our citizens and to our visitors. Integration of systems and processes will allow citizens to interact with one Government – rather than many separate Ministries and Departments.

4. **Available to all** – eGovernment will allow the Kingdom of Bahrain to ensure effective delivery of applicable government services to all, irrespective of their education, nationality, age or income.

5. **Channels of choice** – The Kingdom will provide customers with multiple channels to access Government services.

eGovernment is for everyone

It is for individual citizens and residents, who have relationships with Government at many different levels, and who wish to experience the easiest and smoothest path in their dealings with Government.

eGovernment offers a range of benefits to individuals. You can access services quickly and easily, through many different channels, from the comfort of your own home. You can be confident of security, privacy and convenience, and you can choose when you want to interact with Government – rather than having to restrict yourself to office opening times.

Towards easier life:
Some of our achievements so far

Smart Card
The 'Smart Card', also known as the ID card, combines three current cards into one. They are the:

• Immigration ID card, issued by the General Directorate for Passports, Nationality and Residence (GDNPR).

• Driving license, issued by the General Directorate for Traffic (GDT).

• Central Population Registry (CPR) card, issued by the CIO.

In future, the Smart Card will be able to offer a wide range of additional services and information, including health records, labour information and electronic payments (known as the 'ePurse'). It will also act as a travel document, allowing the card-holder to pass through electronic border control gates at crossing points such as the airport.

The Smart Card will become your key to a plethora of eGovernment services.

Traffic services
Many minor traffic violations, such as parking incorrectly, result in small fines for the driver. Thanks to new systems put in place by the Ministry of Interior, many fines can now be paid on-line, through the eGovernment portal, saving time and effort for the individual, and for the Ministry's staff.

Individuals

King Hamad's Schools of the Future project
Bahrain is undertaking wide-ranging educational improvements and developments. King Hamad's Schools of the Future project, initially covering 11 schools and benefiting more than 11,000 students, has been launched as a centrepiece of this process.

The project aims to establish an educational portal and provide eLearning facilities in all schools. The entire course material is being digitized, to facilitate the availability of courses online. By 2009, all schools will be covered under the project, propelling Bahrain's education system to the forefront. With increased use of ICT, the next generation is expected to be more competitive in the new eSociety.

Who is it for?

eGovernment is for everyone

It is for businesses, providing improved systems for the way they interact with all Government departments.

Using eGovernment, we can help your business function more competitively. Benefits for businesses include:

• **Lower costs** - business employees have to make fewer trips to government offices saving transport costs and ensuring better use of productive working time.

• **More information access** - management can get accurate and timely information to make good business decisions.

• **More transparency** - you can access government services directly in a more transparent manner

Towards better business:
Some of our achievements so far

Bahrain Investors' Centre

Bahrain is rightly regarded as one of the most welcoming economies for new businesses. But over the last 12 months, we have made that process even easier, with improvements to the way in which businesses are registered. The Bahrain Investors' Centre, a one-stop-shop for starting a business and other investment related services, has all Ministries required to start a business and represented in one space and connected through their IT systems. Further, it provides access to multiple private sector services required by start-ups.

Labour Market Reforms

Labour market reforms (LMR) are being undertaken by the Kingdom of Bahrain, with the twin objectives of transforming the private sector as the engine of economic growth and making Bahrainis the employees of choice by imparting them with capabilities to compete successfully with expatriates. The labour market reforms are geared to meet these objectives through the following means:

Business

• Elimination of rigid labour rules governing the labour market to ensure that the private sector has the opportunity to grow and prosper

• Elimination of the wage differential between Bahraini and non-Bahrain workforce through control over market access

Post the reforms LMR-IT aims to re-engineer and electronically enable all processes, increasing efficiency and simplifying end user services, aiming to make Bahrain the best place to do business.

eGovernment is for everyone

It is for the Government itself, helping our many thousands of employees perform more efficiently.

eGovernment does not just offer benefits for the customers, but it offers real productivity and work quality benefits to our many thousands of Government employees.

- **Lower costs** - consolidating the infrastructure and resources needed to provide government services online.
- **Increased efficiency** - online transactions are faster and more accurate than manual transactions.
- **Enhanced image** - improving customer service will help Bahrain become a better place to live and do business.

Towards a better future:
Some of our achievements so far

Government Data Network
The Government Data Network (GDN) is the backbone of eGovernment. It is a Government - wide secured intranet infrastructure connecting almost all the Ministries at more than 200 sites. GDN provides the necessary connectivity for all eGovernment initiatives. The network is secure and is future-proofed and in the future will be able to carry data, voice and video messages.

eGovernment Portal
The eGovernment portal - www.e.gov.bh - is a single location which provides access to many different Government services.

As Ministries and Departments introduce new eGovernment initiatives, they will be added to the portal. eGovernment is much, much more than this portal; however, the portal is an important central focus for the many services and information that the Government has on offer.

Already, many services are available through the portal:

- Individuals can pay their water and electricity bill, in addition to their traffic contravention.
- Businesses can renew their CR license.
- Visitors can apply for a Visa online.
- and much more...

Government

eGovernment is for everyone

It is for visitors, allowing them to get the most out of their trips to Bahrain.

When you visit Bahrain, you are welcomed to a world-class experience. With eGovernment, we aim to provide you with:

- **Simple procedures** - you get to complete all travel formalities faster and more smoothly.

- **Complete information access** - you can get all relevant information on Bahrain in the most structured way right at your fingertips.

- **Better services** – you can avail any government services anywhere, anytime, quickly and spend more time on experiencing Bahrain.

Towards a warmer welcome:
Some of our achievements so far

eVisa
The eVisa service is available for residents from over 30 countries wishing to visit the Kingdom, whether for business or pleasure. All information on the requirements and procedures for visa applications is available online. The application can be made and completed online, with an option to track it's status, saving time-consuming visits to Embassies. This service will attract people wishing to visit the country, as the process is quick and simple.

Tourism information
Visitors to Bahrain can take advantage of better information about the island's attractions, on the portal www.e.gov.bh. Ministries have combined to provide information about cultural and historical attractions, hotels and travel details, and forthcoming events.

Visit Bahrain

Channel Enhancement

| eGovernment Portal | Mobile Gateway | Call Centre | Service Centres |

Service Enablement

Agency Priority Projects
Customs and Ports, Social Benefits Management, Tourism Services, eHealth Services, Real-Estate Services, Education Project, eOffice, National Data Set, G2E Portal, Case Management System, National Employment, G2B Gateway, eProcurement

Implementation of Key Enablers

Capacity Building and Change Management

Common Standards and Policies

Programme Management Framework

Monitoring and Evaluation

Customer Charter Framework

Common Approach to Government Process Reforms

Marketing and Awareness

International eGovernment Benchmarking

International eGovernment Awards

How will we achieve it?

To meet our vision successfully will require the coordinated support of all different arms of the Government. Working together, we can achieve the ambitious goals set out in our eGovernment vision.

A number of strategic priority projects have been identified, which will be implemented in three clear phases:

1. Channel enhancement – Implementing four service delivery channels – the portal website (www.e.gov.bh), a mobile phone communications gateway, a telephone call centre and face-to-face common service centres - which will provide customers with channels of choice to help in easily accessing Government services.

2. Service enablement – Identifying and implementing priority projects at many different Ministries and Departments, which will start to bring the benefits of eGovernment to our customers more quickly.

3. Implementation of key enablers – Identifying and implementing the key enablers, which form the core components, will ensure timely and successful delivery of all the elements of eGovernment.

Strategic Priority 1 – Channel Enhancement

The last few years have witnessed significant investments made by the Kingdom of Bahrain in creating a basic information and communication technology infrastructure for enabling eGovernment.

This includes creation of the Government Data Network (GDN), the development of a national data centre and more. The last few years have also witnessed significant back-end computerization of most of the key government agencies. With these elements in place, the next focus is the enhancement of service delivery channels..

The delivery of electronic services through multiple channels is an immediate priority – a necessary step in providing choice and improving convenience to customers wishing to access government services.   We want customers of Government services to be able to choose from the widest possible range of access channels – whether that be text message, personal visit, telephone call or online access.

Identifying the correct channels to use is a key success factor for any effective eGovernment strategy as the choice of delivery channels has a major impact on the following:

• Technology infrastructure required to support the channel (such as hardware, software and networking)

• Business processes and procedures required to operate the channel

• Organization structure required to manage and deliver the electronic services (such as skills, roles and alliances)

• Convenience and satisfaction for customers in availing public services

The four main channels addressed are the Internet, contact centres, mobile gateways and personal interaction (but improved via common service centres, in which a 'single window' process means services from many Ministries or Departments can be provided at one single location). Besides allowing better service to customers, these channels will also encourage integrated service delivery, which is a stated vision of the eGovernment strategy.

### Strategic Priority 2 – Service Enablement

Our cross-ministerial teams are working together to identify priority areas that will bring the best mix of services into the eGovernment fold.

These vary from single agency transactions, such as obtaining a Company Registration, through to full 'life cycle' events, such as starting a business, which involve the coordination of many different Ministries and Departments.

Category	Definition	Example
Life cycle Event	Comprises major categories through which any customer carries out activities and interaction with the Government.	• Starting a business
Services Enablement	Refers to provisioning of a complete service offering; comprises of many transactions.	• Registering Business • Regulatory approvals • Establishing an office
Agency Services "transactions"	Refers to individual transactions provided by multiple agencies for service enablement	• Obtaining CR • GOSI registration • Permits & Licenses

The table above shows the processes identified for starting up a business; our eGovernment teams have then worked to identify better systems at each stage, combining the existing work of Ministries.
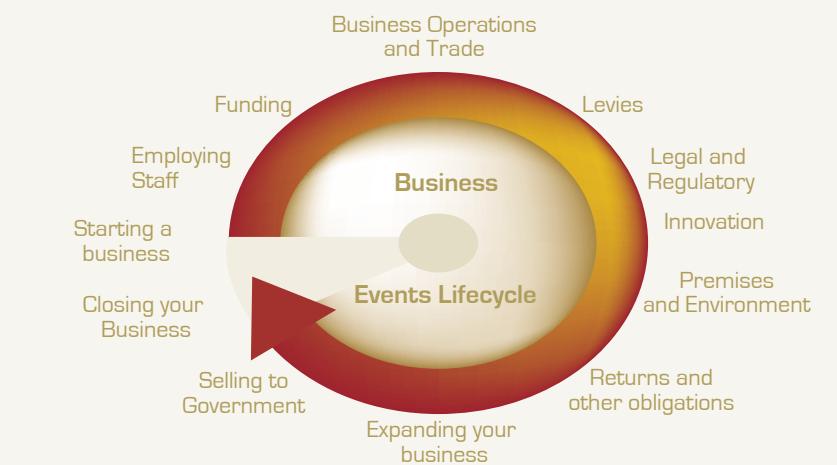
Strategic Priority 3 - Implementation of Key Enablers

There are many challenges to overcome if eGovernment is to be successful. We have identified initiatives which are 'key enablers', which will overcome these challenges. These include:

1. Capacity Building and Change Management

To ensure the availability of personnel resources and skill sets by developing capacity and skills through training, career planning and change management.

2. Common Standards and Policies

To strive towards an integrated and connected government through the development of common standards and policies across all key elements of the eGovernment Architecture.

3. Programme Management Framework

To provide an institutional mechanism responsible for coordinating and monitoring the implementation of the programme and ensuring benefit realisation from the programme.

4. Monitoring and Evaluation

To allow the SCICT/TCICT, through the eGovernment Authority, to monitor progress and more importantly results in customer satisfaction and government transformation.

5. Customer Charter Framework

To ensure customer centricity of service delivery through the development of well-defined service levels and customer grievance redressal systems.

6. Common Approach to Government Process reforms

To align public processes with the needs of customers by defining a common and comprehensive approach to reengineering of public service processes.

7. Marketing and Awareness

To ensure that there is enough awareness of the programme, the benefits are to be communicated to the external and internal stakeholders so as to generate enough demand for the electronic services and reduce possible resistance to eGovernment.

8. International Benchmarking

To allow the Kingdom of Bahrain to continuously improve its eGovernment programme by learning through benchmarking with the top 5 eGovernment leaders from Asia, Europe and the Americas.

9. International eGovernment Awards

To build its international leadership image and also provide exposure to best practices, the Kingdom of Bahrain will support an international programme/award for path- breaking initiatives in eGovernment from across the world.