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| Draft Proposal for Support to e-government ProjectPrepared by UNDP for Ministry of Communications and Informatics |

# Background

The Government of Libya is administratively weak and in need of modern institutional processes and systems. Management information, and common functional systems, such as finance, HR, procurement, document management, even as low level as a government-wide email system, are missing or outdated. Service delivery to citizens does not include a choice of channel, such as service centres, one-stop shops, Web based services, mobile apps, or telephone. Private sector must rely on relationships and multiple visits to many Ministries to receive the government permits and support needed to run their businesses.

The Ministry of Communications and Informatics has been tasked with the design and implementation of e-government across all Ministries, and bring the potential benefits of new Information and Communication Technologies (ICTs) to public institutions, businesses and citizens overall.

A project team has been established within the Ministry, supported by the consulting firm Price Waterhouse and Coopers in early assessment and strategy formation. This effort is expected to take nine months and result in an overall e-government strategy.

As well, the Ministry has approached UNDP and the World Bank to determine what coordinated support the international community can provide in regards to e-government policy, design, implementation, benchmarking and impact assessment.

Many e-government projects and programmes take a ICT-centric approach which, according to recent evidence, can lead to less than optimal results. Instead, e-government should focus on the institutional aspects of the overall process first to then introduce the transformational potential of ICTs into the equation. One of the key gaps here is ithe lack of capacity from line Ministries, both in terms of their ICTl systems but more importantly in terms of the lack of internal capacities, processes and procedures to effectively drive change and modernization within the management of their mandate. Critical management information and data is uncollected, unmonitored, mandates and accountabilities are overlapping, within Ministries as well as across Ministry lines, and citizen responsiveness is entirely lacking. Instead services are managed as administrative processes focused on control and compliance. Entire units with Ministries exist to confirm whether process has been followed, but few information streams exist to determine if services are having the desired outcome.

Where UNDP can provide assistance is in the policy, institutional and management side of e-government. Ministries need strengthening in a changed mindset, clarity in their purposes and impact, and decision-making information indicating if they’re achieving their objectives. The management systems need to be redesign to be more ex ante in their purpose (policy and strategy in the planning of what should be achieved) and less ex post (checking compliance after implementation). Without such a fundamental change the delivery of e-government services is at risk.

UNDP can offer capacity assessment services in key line Ministries examining two of the three perspectives outlined in your e-government presentation:

By assisting with capacity assessment from the perspective of people and process (n.b. process from a management and governance point of view, and not from a technical perspective) we can help you build a strong baseline for change management.

UNDP can also provide assistance in the design and implementation of a government interoperability framework (GIF) – which will allow Ministries, with their diverse and seemingly disconnected ICT systems can interact with one another. This will allow for the integrations of public services into “one-stop shops” which will in turn facilitate access to clients and citizens. A study by UNDP revealed high rates of failure of e-government projects because of the inability of the multiple public ICT platroms systems to exchange data and “talk” with one another.

UNDP can also bring to bear its ample expertise on the e-government arena. Byt the end of 2012, UND was supporting 220 e-governence projects in over 100 developing with expenditures of close to 300 million US. UNDP can use this epxtertise to provide knowledge brokering services and bring relevant e-governance expertise from other countries into Libya (for example, UNDP has been supporting activities in Iraq since 2009).

One last area where we can be of assistance is in the linking of objectives to national plans and goals, such as Millennium Development Goals or other development plans and the coordination of key line Ministries in working groups and committees.

# Objective

To provide support to the Ministry of Telecommunications and Informatics in the design of its e-government project.

Sub-objectives include:

* To provide advice in the design phase from a policy, institutional and governance perspective
* To scope the requirements of ongoing support in order to agree a full Project Document and Oversight Committee.

Approach

This document outlines the approach required to support a scoping phase, to ensure that any ongoing work is well-defined, based on a needs assessment and directed through a formal Project Document and Project Oversight Board.

Your office has asked for assistance in these specific areas:

* Strategy execution and monitoring;
* Capacity building;
* Change management;
* PMO;
* Knowledge transfer and awareness;
* Alignment of eLibya strategy with the UN recommendations and criteria

The chart below outlines the assistance that UNDP can provide during the scoping phase, and the purpose served by each intervention for development of an ongoing project.

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|  | Focus | Assistance | Purpose |
| 1 | Strategy Design | Provide guidance and support during early strategy formulation, with experts and relevant experiences furnished as required. Assis in the Idenfication of priority areas for e-government interventions. | Ensure the strategy factors in institutional development issues as well as the transformative potential of ICTs as a driver for change.  |
| 2 | Capacity Building | Assist with capacity assessments in key line Ministries, using UNDP tailored Capacity Assessment tools. | Assess line Ministries internal capacities in terms of leadership, responsiveness, planning and implementation, ICT-capabilities, and monitoring processes related to their mandates to citizens.  |
| 3 | Change Management | Work in conjunction with project team on change management plan, on the institutional and governance perspective | As your presentation outlines, change management and process re-engineering are critical success factors. We can assist in assessing and supporting change management in the areas of people and service related processes. Mapping of relevant business processes, identification of bottlenecks and introduction of innovative practices will also be suggested. |
| 4 | Project Management Office | Assist with determination of positions, skills, and job descriptions along with advice on recruitment. | Set up the project support and management unit  |
| 5 | Knowledge Transfer | Study tours to relevant locations; international workshops hosted in Libya; research and knowledge brokering from other countries facing similar challenges, creation of local e-governance communities of practice, etc. t | To provide the e-government strategy team insights on the complexities and possibilities of other countries’ experience. These insights will provide guidance on priority programmes, , best practice and lessons learned, and phasing required in Libyan project.  |
| 6 | Alignment of Strategy | Visit by senior policy advisor from UNDP’s Democratic Governance Group e-government unit, based in New York, to provide guidance to project team and to lead workshops for key players from selected line Ministries on early considerations and success factors. This will include guidance on interoperability and links to national plans. | Provides early shaping and input of best practice from experts in global e-governmehnt in developing countries. |

At the end of the scoping phase (three to five months) the UNDP and your Ministry will be in a strong position to agree a formal Project Document and oversight process for going forward.

Budget & Resources

It is proposed that UNDP fund the scoping phase from within Transitional Democracy funds, with the possible exception of the study tour, which will need to be assessed once more concrete plans are in place.

It is also suggested that Doreen Wilson, PAR Advisor, would serve as the primary resource during the scoping phase, to be supplemented by experts and teams as required. These include possible capacity assessment teams, workshop facilitators and experts from DDG, UNDP New York.