

Bahrain's eGovernment Strategy 2007 - 2010



Kingdom of Bahrain
eGovernment Towards a Better Life

Objectives & Achievements



Kingdom of Bahrain

eGovernment Towards a Better Life

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His Royal Highness
**Prince Khalifa Bin
Salman Al Khalifa**
The Prime Minister of
the Kingdom of Bahrain



His Majesty
King Hamad Bin Isa Al Khalifa
The King of
the Kingdom of Bahrain



His Royal Highness
**Prince Salman Bin
Hamad Al Khalifa**
The Crown Prince and
Deputy Supreme Commander

His Highness Shaikh Mohammed Bin Mubarak Al Khalifa – Message

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



We are witnessing fast paced developments in the field of Information and Communication Technology. Governments everywhere are recognising the benefits of technology to enhance access and delivery of information and services to its citizens and other audiences. This led to the launch of eGovernment entities offering government services in innovative ways using various electronic channels. Attaining Leadership in this field has become a main priority in setting the policies of developed economies, where communication technologies unite the world in one global village, thanks to the proliferation and advancements of the various mediums Information Communication Technology.

The idea of the eGovernment Authority programme in the kingdom of Bahrain has emerged from the desire to cater to the needs of citizens and make their everyday life easier, and have different methods to assist managing their day-to-day business activities. As an essential part of the Bahrain Economic Vision 2030, the eGovernment Authority programme and sector provides benefits that effect and influence all lifestyles in the kingdom and for its key role in spreading knowledge and creating a a rich business environment with high returns to the economy and community.

And based on this framework the Kingdom of Bahrain has set for itself a clear plan to become a leader in eGovernance and achieve the desired

objectives in providing all basic government services electronically to be accessible to everyone through various communication channels and will ensure high-quality value of these services to cater for every citizen, businessman, resident and visitor.

Therefore in order to execute a full eGovernment programme in Bahrain all efforts should be exerted towards a common goal through mutual cooperation and coordination, not just on a local level but regionally and internationally. It is important to share and exchange knowledge with the pioneers of this field globally in order to develop and attain channels to continuously better serve this arena. Due to the collective efforts of Supreme Committee for Information and Communication Technology SCICT members, a clear well-defined strategy for the Bahrain eGovernment Authority 2007-2010 has been put in place outlining its objectives and goals. Since its inception the authority has managed to achieve a pioneering position offering world-class eServices to the public and has been instrumental in creating a favourable investment environment across the Kingdom.

As result of a well thought-out strategy and clear vision, supported by highly-qualified team of professionals the eGovernment Authority managed to attain significant achievements according to the United Nations eGovernment report 2010, which portrayed Bahrain's

outperforming numerous technologically advanced nations internationally – securing 13th position globally, 3rd among Asian countries, and 1st among GCC, Arab and Middle Eastern countries.

In view of these achievements, we extend our deepest gratitude and appreciation to His Majesty King Hamad Bin Isa Al Khalifa, His Royal Highness The Prime Minister, Prince Khalifa Bin Salman Al Khalifa and His Royal Highness Crown Prince, Salman Bin Hamad Al Khalifa for their wise leadership and extraordinary support and guidance and in assisting to continue the national programme and reaching these milestones. We continue to aspire and confirm our continuation towards making the kingdom of Bahrain a leader in excellence and creativity in executing a eGovernment programme to benefit every citizen, resident and visitor and make our country a leading example in this sector.

**Kind regards,
Mohammed Bin Mubarak Al Khalifa**

The Kingdom of Bahrain has set for itself a clear plan to become a leader in eGovernance and achieve the desired objectives

His Excellency Shaikh Ahmed Bin Atteyatallah Al Khalifa - Message

Minister of Cabinet Affairs

Minister Responsible for the Telecommunications Sector in the Kingdom of Bahrain



From an ambitious idea created three years ago, to regional and international achievements where the kingdom of Bahrain received recognition by securing its top position among the ranks of leading countries in the eGovernment sector. The outstanding achievements of the Bahrain eGovernment Authority that have been included in this report have surpassed all expectations with every milestone incorporated as a buildingstone towards the creation of a full fledged active eGovernment programme in line with the Kingdoms Economic Vision 2030 working towards a common goal of creating a better life for every citizen and resident living on this precious land..

The most important element of this unprecedented success is the clear set strategy we have followed and the methodology used that is based on best practices and global standards. We are determined to highlight Bahrain positioning on regional and global arenas, focusing on modern technology and applications. Additionally, we aim to raise eGovernment awareness among all citizens and establish an international standardized infrastructure to provide an economic environment to attract more foreign investments, and create a communications channels between private and public sectors and society .

The success of our strategy is most evident through extraordinary results the Kingdom of Bahrain has achieved in the United Nations eGovernment Readiness Report 2010, as well

as being nominated and selected as a board member in the Global Alliance for ICT by the United Nations Development of Economic and Social Affairs (UNDESA-GAID). Our alliance with international associations will help us to develop concrete plans and implement practical steps to promote information technology and telecommunications. This will allow us to achieve the Millennium Development Goals by the year 2015.

Since the inception of the eGovernment strategy's in mid 2007 and up to date a wealth of knowledge and experience have been gained and a long list of milestones and achievements have been compiled. In collaboration with all ministries and governmental entities the eGovernment Authority introduced several electronic services such as eVisa system, ePayments by credit or debit cards through the eGovernment National Portal, introduction of the eGate system at Bahrain Airport, launch of the Enterprise Architecture Project, organising the Bahrain International eGovernment Forum, conducting the eGovernment Excellence Awards and Arab eContent awards, and the various delivery channels such as the mobile gateway, eKiosks and eService Centres.

Furthermore, a number of MoU's and agreements have been signed with local and international organizations from the

public and private sector to help implement pioneering technical programmes and initiatives of the highest quality to the Kingdom. Bahrain increased its presence with several regional and international organizations such as the United Nations – which has given the country credibility and a reputation for excellence. Several countries have been in touch with Bahrain to exchange and transfer its successful experiences and initiatives abroad, especially since we have achieved these milestones in record-time.

Such an ambitious national project would not be achievable without the cooperation of all entities involved. Various ministries and government departments have been supportive to create specialized working groups for every entity in the kingdom. This has given us the support needed for successful implementation of our range of initiatives, aimed to redesign government activities into simple, integrated projects. Overall, this has substantially increased efficiency across ministries on one hand and improved the standards of living in Bahrain on another hand.

The legacy of achievements and developments for our eGovernment programme will continue to witness more growth during the coming years. Although we have vast success and accomplishments, we are still living in a

world characterized by an ever-increasing rate of development and competitiveness. This means we need to constantly be innovative and aware of our surrounding in order to secure our position.

Therefore, I urge everyone to enhance their efforts and continue to apply the same tenacity that the people of Bahrain are known for. We have to work towards completion of our journey with similar momentum to proudly raise the flag of Bahrain in the dawn of future generations.

In the end, I express my sincere appreciation to His Majesty King Hamad Bin Isa Al Khalifa, the Prime Minister His Royal Highness Prince Khalifa Bin Salman Al Khalifa, and the Crown Prince, His Royal Highness Prince Salman Bin Hamad Al Khalifa, for their trust in assigning us this important assignment. I would also like to commend H.H Shaikh Mohammed Bin Mubarak Al Khalifa, the Deputy Prime Minister and Chairman of the Supreme Committee for ICT, for his guidance and support to help us achieve the best for our nation. I would also like to thank all members of the Supreme Committee for Information Technology, all ministries and governmental entities and the eGovernment Authority employees for their dedication and great continued efforts.

Kind regards,
Ahmed Bin Attayatallah Al Khalifa

Mr. Mohammed Ali Al Qaed - Message

Chief Executive Officer of the eGovernment Authority (eGA)



On behalf of my fellow Executive Directors and employees, I would like to present you with the eGovernment Authority programme Operating Report for 2007 - 2010. The report offers an exciting summary of the work done and achievements established up to date. We hope our current accomplishments will pave the way for our Kingdom to move forward, in line with the strategic goals of the Kingdom of Bahrain's Economic Vision 2030.

Since its establishment three years ago, the eGovernment Authority (eGA) has worked hard towards implementing slogan of the eGovernment Authority Programme 'Towards a Better Life' for all citizens. This has been underpinned by the principles of transparency, openness and high quality service in all that we offer, and strive for a more efficient and effective government.

Initially, the task entrusted to us seemed impossible at first. However, we live under the auspices of astute leaders who offered us all the necessary support and full guidance from the members of Supreme Committee for Information and Communication Technology (SCICT), who provided us with their invaluable help to overcome all obstacles. It's important to highlight that the vision of H.H. Shaikh Mohammed Bin Mubarak Al Khalifa, Deputy Prime Minister, Chairman of the Supreme Committee for Information and Communication Technology, and all the members of SCICT, was an essential catalyst to mark consecutive achievements of the programme. In addition to the continuous supportive involvement of H.E. Shaikh Ahmed Bin Atteyatallah Al Khalifa, Minister of Cabinet Affairs, Minister Responsible for Telecommunications Sector on all activities of the eGovernment Authority programme, had a deep impact on its success.

It is with great pleasure to state that we have progressed quickly and achieved a lot in a short period of time. This was made possible by setting a systematic and organized strategic plan with the co-operation and coordination of various ministries and governmental entities, to come up with a simple and practical understanding of the eServices. This is in line with our main objective – to offer world-class quality service through various channels to cater to different segments.

Bahrain has garnered worldwide attention in the field of eGovernment from 2007-2010. The Kingdom ranks 13th Worldwide in the United Nations eGovernment readiness report 2010 compared to 42nd attained in 2008 and is placed at 3rd position in Asia and 1st amongst GCC, Arab and Middle Eastern countries. To further add to our achievements, we have completed our target of 200 eServices through the four main service delivery channels: eGovernment National Portal, Mobile Gateway, National Call Centre and the eService Centres.

On a separate note, numerous strategic projects and initiatives are undergone for the Bahrain eGovernment programme. The projects include the National eGovernment Interconnectivity projects, such as National Project for Enterprise Architecture, The Zajel Project for Electronic Correspondence, National Gateway Infrastructure, National Authentication Framework Project (NAF), National Data set project and the eInvestor project.

In addition to this, a number of reengineering projects have been introduced for electronic procedures, quality and security, such as Government Procedures & Operations Reengineering Project, eGovernment Portal Infrastructure Project, eKiosk enhancement Project, National Payment Platform Project, Project for Implementing ISO 27001 for Information Security, Project for Implementing ISO 27001 for Quality Assurance Standards. Also, a project for Security Level Assessment of eGovernment Services & Websites to minimize vulnerability to security has been launched.

Great attention was given to the marketing and awareness programmes during the implementation of the strategy. As a result awareness of the eGovernment Authority activities and services increased from 25% to over 77% amongst individuals, 96% amongst businesses and 100% across government sectors. Meanwhile, usage of eServices grew from 7% to 47% amongst individuals, 85% across businesses and 92% government sectors. This growth is attributed to the aggressive awareness campaigns employing a mix of traditional and non-conventional media, aligned to involve the end user feedback.

Due to the safe and quality of the infrastructure the Kingdom enjoys, Bahrain has managed to attract and host a few high-profile regional and global ICT events due to its awareness efforts to show case its self as an ICT hub, Bahrain has demonstrated high-economic returns for huge events and is now considered one of the international destinations to host various exhibitions and conferences.

On the otherhand relations were strengthened with leaders from the public and private sector across local, regional and international levels. Such partnerships to attract foreign investment to the country, creating job opportunities for all citizens and, resulting in reduction of operating costs.

Several challenges were faced in the implementation process of the eGovernment programme, involving all governmental entities and general public within a short timeframe. However, these challenges were overcome with the support of our leadership, their insightful and clear vision for the programme and the mutual cooperation among our human capital.

In the end, I extend my sincere gratitude to our wise leadership for their continued support in the eGovernment programme, and to Supreme Committee for Information and Communication Technology (SCICT). I also extend my appreciation to every employee in the eGovernment Authority, ministries and governmental entities, civil society institutions, and everyone else who contributed to this success, especially users of eServices for their trust and support in the programme and its initiatives.

**Kind regards,
Mohammed Ali Al Qaed**

Supreme Committee for Information and Communication Technology (SCICT)

The Kingdom of Bahrain appreciates the importance of the eGovernment programme, therefore the Supreme Committee for Information and Communication Technology (SCICT) was created headed by H.H. Shaikh Mohammed Bin Mubarak Al Khalifa, Deputy Prime Minister, as constituted from the Cabinet Affairs decision made in 2005.

The SCICT aims to implement the directives of the Cabinet Affairs in line eGovernment initiatives and devise comprehensive strategies and plans to develop the field of Information Technology across the kingdom.

The committee also seeks to place legislations and programmes to implement the eGovernment Programme and transform Bahrain into an electronic society and support public and private entities through the implementation process. It also encourages representing the kingdom of Bahrain in regional and international events, and prepare reports and studies for international presentations to recommend best methods to improve country's knowledge activities to achieve the objectives set.

To prevent duplication of efforts the committee seeks coordination between the private and public sectors in the ICT arena in the Kingdom to keep up with global developments in the IT field on governmental level.

The SCICT works towards tackling challenges to enhance knowledge of information technology in the public sector, and resolving them quickly specifically in the execution of plans and strategies to deploy eGovernment in ministries and governmental entities.

To review latest developments of strategic eGovernment projects and initiatives, the Committee convenes periodically to make necessary relevant decisions and plan for way forward. Various government bodies have begun to follow the Committee's work for application of latest information technologies in its operations, such as the eConference used by SCICT to manage conferences more efficiently.

The government of the Kingdom of Bahrain created the Supreme Committee for Information and Communication Technology (SCICT) by a Cabinet Affairs decision released in 2005.

Supreme Committee for Information and Communication Technology (SCICT) Members:



H.H. Shaikh Mohammed
Bin Mubarak Al Khalifa

Deputy Prime Minister -
SCICT Chairman



H.H. Shaikh Ali Bin
Khalifa Al Khalifa

Deputy Prime Minister



H.E. Shaikh Khalid Bin
Abdulla Al Khalifa

Deputy Prime Minister



H.E. Shaikh Rashid Bin
Abdullah Al Khalifa

Minister of Interior



H.E. Dr. Hassan Bin
Abdulla Fakhro

Minister of Industry &
Commerce



H.E. Shaikh Ahmed Bin
Mohammed Al Khalifa

Minister of Finance



H.E. Dr. Majid Bin Ali
Al Nuaimi

Minister of Education



H.E. Dr. Abdul Hussain
Bin Ali Mirza

Minister of Oil and Gas
Affairs



H.E. Dr. Fatima Bint
Mohammed Al Balushi

Minister of Social
Development



H.E. Shaikh Ahmed Bin
Atteyatallah Al Khalifa

Minister of Cabinet
Affairs

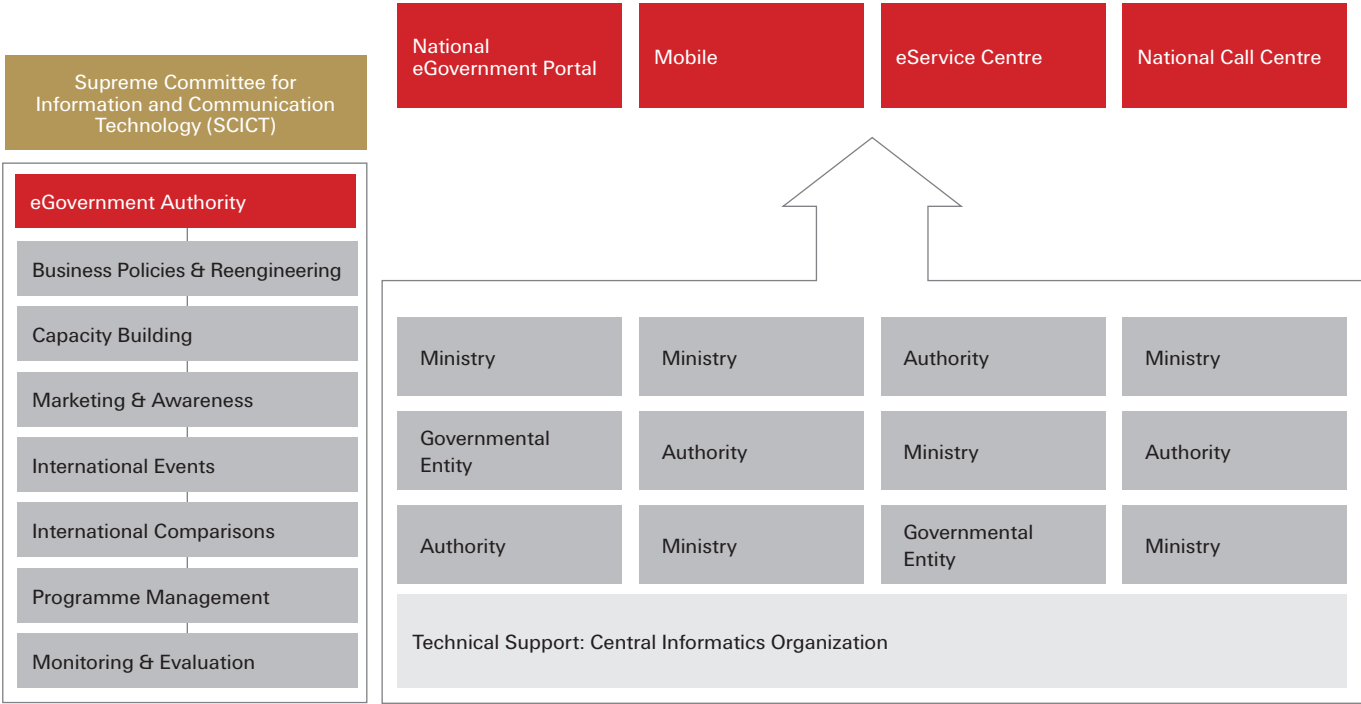


H.E. Dr. Juma Bin
Ahmed Al Ka'abi

Minister of
Municipalities and
Urban Planning

Kingdom of Bahrain eGovernment Authority

Kingdom of Bahrain eGovernment Organizational Structure



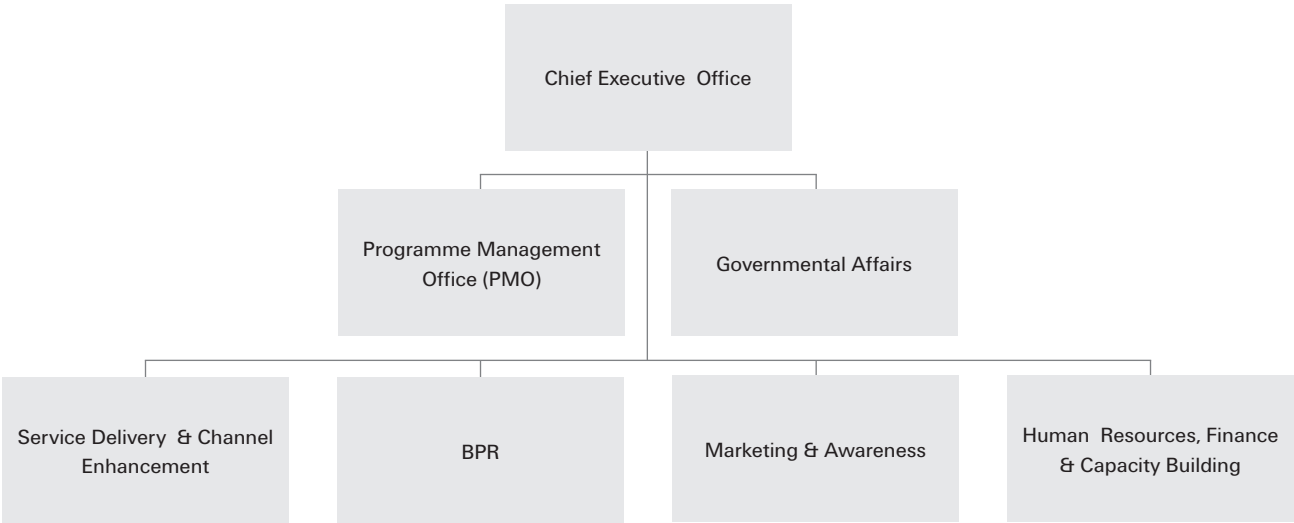
Organizational Structure for eGovernment Authority

The eGovernment Authority (eGovernment) was established by Royal Decree 69 in the year 2007. Reporting to the Cabinet Affairs, the eGovernment aims to coordinate and execute eGovernment initiatives in line with the strategies, plans, and programmes set by SCICT.

The eGovernment Authority role entails of many duties everything from proposing overall policies and appropriate legislations to the SCICT for approval to overseeing the implementation and execution of the programmes. This includes suggesting required IT programmes, facilitating

communications and services between all government entities, introducing new eChannels for eGovernment services, and offering technical and knowledge-based support to the ministries and other government entities.

The eGA works on the execution of the eGovernment strategy to achieve Bahrain eGovernment initiatives, offering 200 basic governmental services electronically via various communication channels within 3 years to all citizens, residents, visitors and businesses of Bahrain.



Organizational Structure for eGovernment Authority (Cont.)

Service Delivery & Channel Enhancement Directorate

This directorate designs , develops and delivers eServices through various channels the eGovernment Authority is offering to the public. It also interacts and coordinates with all ministries and governmental entities to assist them in delivering their services electronically through coordinated efforts to ensure integration of electronic systems.

It is also responsible for upgrading and improving all four eGovernment communication channels (eGovernment National Portal, the Mobile Gateway, the Common Service Centres and the National Call Centre).

Business Policies and Re-engineering BPR Directorate

This directorate plays a crucial role in developing policies, standards and directives that can be followed by various ministries and governmental entities, with the objective of achieving integration and quality standards. It is responsible for the implementation of the National Enterprise Architecture Project, to raise electronic awareness among different sectors, in addition to adopting a number of strategic projects that support electronic inter-connectivity.

The BPR also conducts analytical studies for governmental operations and identify areas for enhancement through restructuring procedures. Provide improved and simplified forms for more secure and efficient operations designed to deliver eServices through various channels.

Marketing & Awareness Directorate

The Marketing & Awareness Directorate creates and implements communication campaigns that aims to raise awareness for all the eGovernment channels and initiatives through continuous collaboration with ministries and governmental entities .

It also conducts targeted campaigns for various segments and niche audiences from the public to encourage and stimulate change in behavioral usage of eServices. Evaluating customer satisfaction and leverage on service uptake is a vital role of this directorate.

Human Resources & Finance and Capacity Building Directorate

This directorate is responsible for the organizational structure and providing qualified human capital through professional selective recruitment and preparing specialized training programmes to improve efficiency and administrative procedures .

It is also responsible of preparing the eGovernment Authority budget in accordance with operational and project-specific requirements, as well as ensuring compliance of financial transactions within the policies and requirements.

The directorate executes the Capacity Building project, whereby it designs training sessions for the public and government employees.

Legal Affairs

The Legal Affairs office is responsible for the legal representations and jurisprudence of the eGA. It drafts , prepares and reviews legislations contracts, agreements and MOU's that eGovernment Authority is involved in.

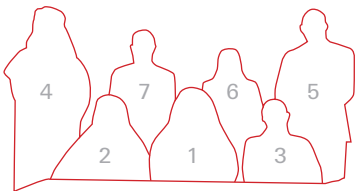
It is also responsible for conducting research and surveys in relation to the eGovernment Authority operations, and providing legal support for eGA committees. The office coordinates, collaborates and exchanges legal expertise with all other legal units at Ministries and governmental entities.

Program Management Office (PMO)

The PMO is responsible for taking requisite measures to conduct tenders related to eGovernment projects, in accordance with laws and regulations of the tender board. It assists eGA in selecting the best proposals and prices made available, while ensuring strict quality control standards.

The PMO is responsible for follow-ups on execution of the eGovernment Authority numerous programmes and projects which also are coordinated with ministries, government entities and various organizations, companies and sponsors representing public and private sectors.

eGovernment Authority Executive Management



1- Mr. Mohammed Ali Al Qaed
Chief Executive Officer

2- Dr. Zakariya Ahmed Al Khaja
Director –Policies and Business
Process Reingeineeing

3- Mr. Firas Jaafar Habib
Director – Service Delivery & Channel
Enhancement

4- Mr. Khalid Abdullah Al Bastaki
Assistant Director – Human Resource ,
Finance & Capacity Building

5- Mr. Mohammed Ziad Ismail Asfour
Assistant Director – Marketing &
Awareness

6- Ms. Heyam Ebrahim Hazeem
Assistant Director – Service Delivery

7- Mr. Maher Abdul-Rahman Al Khan
Assistant Director – Channel
Enhancement

8- Mr. Ahmed Mohammed Bu-Hazza
Assistant Director - Standards &
Quality Management and Procedure
Structuring
(Not present in the photo)

Kingdom of Bahrain eGovernment Strategy 2007-2010



21 Awards won

Vision, Objectives and Strategic Goals

In order to launch the eGovernment Authority programme in Bahrain, leading consultancies across the Kingdom were invited to participate in the public tender offer to prepare the eGovernment strategy 2007-2010. After reviewing the proposals, PricewaterhouseCoopers (PWC) was selected on the basis of their extensive global experience in eGovernment and ICT field and was considered a strategic partner of the eGovernment Authority to implement the strategy.

The Bahrain eGovernment Authority strategy 2007-2010 focuses on ensuring delivery of eServices to all customers - citizens, residents and businesses effectively and efficiently under the motto:
"Delivering Customer value through a collaborative government"

The eServices recipient is considered as a customer/client, be it a citizen, resident, business or visitor, each of these segments have their own unique demands and requirements. Therefore to put this concept in practice, we have applied two principles:

1. Customers have the right to choose and request the services

All Customers have different needs and requirements when it comes to the delivery of services. This is based on the reality of receiving the best quality service. Customers continuously

want to know the time frame a problem will take to get resolved. This applies specially to government services, as it is the government's responsibility to serve all its customers.

2. Customers demand "Quality vs value for money"

Citizens do not see the practicality of paying for certain basic services that are seen as governmental obligations. Even when the government is capable of raising the efficiency of service delivery through innovation, the customer's willingness to pay is relative to the Quality value for money. This means that the government has an obligation to deliver its activities efficiently. Therefore the Kingdom is continuously working towards finding means to drive down the cost of using government services.

To deliver value to customers, the Kingdom is obliged to provide customers with multiple channels for availing government services. A "no wrong door" policy allows customers to avail a comprehensive service where several government entities are involved.

The understanding of a "cooperative government" exceeds the public sector to include the private sector non-governmental entities, focusing on securing talents for these sectors to offer services to the clients.

The Kingdom of Bahrain eGovernment Authority strategy 2007-2010 focused on ensuring efficient delivery of eServices to all customers.

Vision, Objectives and Strategic Goals (Cont.)

Vision

The vision of the eGovernment

Authority strategy can be summarized as follows: “For the Kingdom of Bahrain to be a leader in the eGovernment field and committed to providing all Government services that are integrated and best-in-class, available to all through their channel of choice and helping Bahrain transform as the finest country in GCC to visit, live, work and do business”

The eGovernment Authority vision includes five basic elements and objectives:

The vision of the eGovernment strategy has five key elements:



1. eGovernment Leader

“The Kingdom of Bahrain aspires to maintain and improve its position as a regional eGovernment leader that is committed in using leading edge technologies to serve and provide value to its customers. It also aspires to be recognized as a leader globally and be a reference to share and exchange knowledge..”

Strategic Goals:

- For Bahrain to be among the top 5 Asian Countries and 1st among the GCC.
- To have Bahrain win a minimum of 2 international awards in the eGovernment arena emphasizing the use of the latest ICT technologies to provide the best in class service to customers.

Strategy Elements	Objectives to be achieved in 2010	Progress Percentage
eGovernment Leader	To be among the top five countries in Asia To achieve a minimum of two international award winning projects	100%

The Kingdom of Bahrain has achieved these goals with astonishing results. In the 2010 UN eGovernment Readiness report, the Kingdom of Bahrain has made a remarkable achievement by reaching a pioneering position internationally. In the report, Bahrain came 13th globally, progressing from the 42nd position it had achieved in 2008. This shows that the Kingdom has leaped 29 places and passed numerous European and Asian countries.

The bi-annual UN Report also revealed that Bahrain secured 1st place among GCC and Middle Eastern countries, whereas in the previous report, it came 2nd surpassing all GCC and Arab countries. The Kingdom of Bahrain also came 3rd in Asia, jumping from the 8th place it achieved two years ago. Considering that one of the Ega strategy objectives was originally to have the kingdom Of Bahrain attain a position among the top 5 countries in Asia, but it managed to exceed this goal and attained 3rd position in Asia.

Following the Kingdom’s achievements in the aforementioned 2008 report, the eGovernment Authority met with the United Nations New York headquarters, where qualified Bahrain panel was formed to include all parties to coordinates

efforts towards uplifting Bahrain’s ranking, and review the UN evaluation criteria. The evaluation process 2010 consisted of tough guidelines, affecting performance of many countries when compared with the 2008 report. Nevertheless, Bahrain has made unprecedented achievements in the 2010 report.

The report depends on three main indexes to measure a country’s progress:

1. Web index (eGovernment Authority website, Ministry of Finance website, Ministry of Health website, Ministry of Education website, Ministry of Social Development website and Ministry of Labour website)
 2. Telecommunications Infrastructure Index, according to the data and statistics of Global Telecommunications Association (Telecommunications Regulatory Authority).
 3. Human Capital Index, according to the UNESCO Report (Central Informatics Organization) , as well as the electronic participation index.
- Kingdom of Bahrain Ranking in all Indexes 2008-2010

	E-readiness index		Web index		Telecommunications Infrastructure Index		Human Capital Index		Electronic Participation Index	
	2008	2010	2008	2010	2008	2010	2008	2010	2008	2010
Ranking	42	13	44	8	46	19	87	65	36	11
Result	57.2%	73.6%	52%	73%	33.5%	60%	86.4%	88.4%	34.1%	67.1%

1. eGovernment Leader (Cont.)

The Kingdom of Bahrain leaped 29 positions as per the new international world ranking 2010. Bahrain came 42nd in 2008, to rise to 13th in globally. The percentage of the general index

jumped from 57% to 73%. Meanwhile, Bahrain jumped from 44th to 8th rank in the web index. The Kingdom has notably progressed in the electronic participation index from 36th to 11th rank.

Ranking	Goal	2008	2010
Bahrain's Ranking in the GCC countries	1	2	1
Bahrain's Ranking in the Middle East	-	4	1
Bahrain's Ranking in Asia	5	8	3
Bahrain's Ranking Globally	-	42	13

(Schedule for the top 17 countries in the UN eGovernment Readiness Report):

Country	Electronic Development	2008	2010	Change in Ranking
S. Korea	0.8785	6	1	5↑
US	0.851	4	2	2↑
Canada	0.8448	7	3	4↑
UK	0.8147	10	4	6↑
Netherlands	0.8097	5	5	←→
Norway	0.802	3	6	3↓
Denmark	0.7872	2	7	5↓
Australia	0.7863	8	8	-
Spain	0.7516	20	9	11↑
France	0.751	9	10	1↓
Singapore	0.7476	23	11	12↑
Sweden	0.7474	1	12	11↓
Bahrain	0.7363	42	13	29↑
New Zealand	0.7311	18	14	4↑
Germany	0.7309	22	15	7↑
Belgium	0.7225	24	16	8↑
Japan	0.7152	11	17	6↓

The above criteria applies to the objective of winning two global awards. The Kingdom of Bahrain exceeded this by winning six global awards:

1. UN Public Service Award (Outstanding Progress among top 20 countries).
2. UN Public Service Award (Improving Transparency, Accountability and Responsiveness in the public service) for the eGovernment Portal
3. UN Public Service Award (Advancing Knowledge Management in government)

for the National Project for Enterprise Architecture.

4. World Summit Award (WSA) in Mobile innovation for the Mobile Portal.
5. I4D Award.
6. CISCO Innovation Award.

The Kingdom of Bahrain also won 9 Arab awards and 6 GCC awards during the same period.

(More details on all awards in the "Global, Arab and GCC Awards" section, pages 97-102)

2. All eGovernment Services

“The eGovernment Authority provides over 167 basic governmental eservices to cater to the needs of citizens, residents, businessmen and visitors.”

This objective was amended in mid-2009 to increase the number of eServices to 200, that are offered by all different ministries and governmental entities.

Strategy Elements	Objective to be achieved in 2010	Progress Percentage
All eGovernment Services	Launching 167 (200) eServices	100%

The eGovernment Authority currently offers 203 eServices (i.e. more than the objective planned) through its eGovernment Portal. These eServices cover all ministries and governmental entities, which fall under four main categories: individuals,

government employees, businesses and visitors of the Kingdom.

The eServices:

(A listing of all 203 eServices, by ministry and governmental entity involved).

The table below lists the eServices available to **businesses in brown**, and those to **individuals in black**.

1	Reservation and borrowing of books from Bahrain Centre for Research and Studies	Bahrain Centre for Research and Studies
2	Registration for library access to Bahrain Centre for Research and Studies	Bahrain Centre for Research and Studies
3	Crown Prince awards	Bahrain Centre for Research and Studies
4	Institute of Public Administration Questionnaire	Institute of Public Administration
5	Personal information preview	Central Informatics Organization
6	Smart card appointment booking	Central Informatics Organization
7	Inquiry on Smart Card appointment	Central Informatics Organization
8	CPR appointment booking	Central Informatics Organization
9	Discover Bahrain	Central Informatics Organization
10	CPR appointment booking for document clearance offices	Central Informatics Organization
11	Issue of CPR Number for newly born infant	Central Informatics Organization
12	Aviation information	Civil Aviation Authority
13	Weather information	Civil Aviation Authority
14	Pilot license application/renewal	Civil Aviation Authority
15	Airplane maintenance application/renewal	Civil Aviation Authority
16	Aviation engineer license application/renewal	Civil Aviation Authority

Ranked 13th World Wide





2. All eGovernment Services (Cont.)

17	Aviation organizer license	Civil Aviation Authority
18	Salary certificate preview for government employees	Civil Service Bureau
19	Government employee information preview	Civil Service Bureau
20	Event evaluation	Economic Development Board
21	Search for events	Economic Development Board
22	New event registration	Economic Development Board
23	New account registration	Economic Development Board
24	Government directory	eGovernment Authority
25	National e-mail competition	eGovernment Authority
26	Ramadan services	eGovernment Authority
27	Google search of government websites content	eGovernment Authority
28	Electricity and water service disconnection	Electricity & Water Directorate
29	Customer service	Electricity & Water Directorate
30	Payment of Electricity and Water bills	Electricity & Water Directorate
31	Meter readings submission	Electricity & Water Directorate
32	Reporting high usage of Electricity and wwater	Electricity & Water Directorate
33	Reporting high electricity and water service outage	Electricity & Water Directorate
34	Annual salary updates	GOSI
35	Employer account preview	GOSI
36	Website registration	Media Affairs Directorate
37	Runaway resident worker reporting	LMRA
38	Worker residence permit checking	LMRA
39	Work permit issuance/renewal	LMRA
40	Kingdom of Bahrain laws and regulations	LeGovernmentl Affairs Directorate
41	Hospitality service fees calculation (5%)	Ministry of Culture
42	Hospitality service fees payment (5%)	Ministry of Culture
43	Extra payments for hospitality service fees	Ministry of Culture
44	Hospitality service fees reporting	Ministry of Culture
45	Hotel, restaurant and residential apartment information updating	Ministry of Culture
46	Registration for Enkiro Children Club	Ministry of Culture

47	Enkiru Club list of activities	Ministry of Culture
48	Enkiru Club activities survey	Ministry of Culture
49	Enkiru Club attendance record	Ministry of Culture
50	Hotel Directorate	Ministry of Culture
51	Cultural events	Ministry of Culture
52	Public libraries (booking & borrowing)	Ministry of Education
53	Public libraries services	Ministry of Education
54	Registration for continuing education	Ministry of Education
55	Scholarship & Education sponsorship application and status preview	Ministry of Education
56	Registration for summer clubs	Ministry of Education
57	Educational qualifications evaluation service for certificates issued abroad	Ministry of Education
58	Educational qualifications evaluation status preview	Ministry of Education
59	Graduate students transcripts	Ministry of Education
60	Issuance of copies of graduation certificates and transcripts for school students	Ministry of Education
61	Registration for Knowledge Day	Ministry of Education
62	Kingdom of Bahrain general budget	Ministry of Finance
63	Registration and follow –up of Bahraini students abroad through embassies	Ministry of Foreign Affairs
64	Accredited diplomatic missions abroad	Ministry of Foreign Affairs
65	Bahrain Embassies abroad	Ministry of Foreign Affairs
66	Approved embassies abroad websites	Ministry of Foreign Affairs
67	Doctor information enquiry	Ministry of Health
68	Hospitals and pharmacies phone numbers	Ministry of Health
69	Issuance of birth certificates	Ministry of Health
70	Pre-employment health check-up appointment for foreign workers	Ministry of Health
71	Radiology results enquiry	Ministry of Health
72	Drug prices	Ministry of Health
73	Delivery date calculator	Ministry of Health
74	Blood check-up record	Ministry of Health
75	Body Mass Index (BMI) check	Ministry of Health
76	Appointment enquiry	Ministry of Health

2. All eGovernment Services (Cont.)

77	Private appointment booking	Ministry of Health
78	Phone numbers for Hospitals, Health centres, Pharmacies and Doctors in public and private sectors	Ministry of Health
79	School students immunization	Ministry of Health
80	Child vaccination	Ministry of Health
81	Health worker immunization	Ministry of Health
82	Hajj medical staff registration	Ministry of Justice & Islamic Affairs- Islamic Affairs
83	Sharia 'Hiba' application for housing services	Ministry of Housing
84	Letters for housing services	Ministry of Housing
85	Housing services eligibility criteria	Ministry of Housing
86	Housing unit maintenance request	Ministry of Housing
87	Renewal of CR	Ministry of Industry & Commerce
88	CR application status	Ministry of Industry & Commerce
89	Complaints related to standardization	Ministry of Industry & Commerce
90	Consumer protection complaints	Ministry of Industry & Commerce
91	Daily Price Index	Ministry of Industry & Commerce
92	Trading agency CR enquiry	Ministry of Industry & Commerce
93	Examination of commercial activities	Ministry of Industry & Commerce
94	CR enquiry	Ministry of Industry & Commerce
95	Customs clearance workers registration	Ministry of Interior-Customs Affairs
96	Customs clearance license renewal	Ministry of Interior-Customs Affairs
97	Customs clearance license transfer	Ministry of Interior-Customs Affairs
98	Replacement of lost/damaged clearance license	Ministry of Interior-Customs Affairs
99	Training license transfer	Ministry of Interior-Customs Affairs
100	Customs clearance offices directory	Ministry of Interior-Customs Affairs
101	Clearance examination appointment booking	Ministry of Interior-Customs Affairs
102	Training license renewal	Ministry of Interior-Customs Affairs
103	Replacement of lost/damaged training license	Ministry of Interior-Customs Affairs
104	eVisa application	Ministry of Interior-General Directorate for Nationality, Passports and Residence

105	Check status of an eVisa	Ministry of Interior-General Directorate for Nationality, Passports and Residence
106	eVisa sponsor log-in	Ministry of Interior-General Directorate for Nationalisation, Passports and Residence
107	eVisa new sponsor registration	Ministry of Interior-General Directorate for Nationality, Passports and Residence
108	Apply for eNOC	Ministry of Interior-General Directorate for Nationality, Passports and Residence
109	Enquiry of eNOC application status	Ministry of Interior-General Directorate for Nationality, Passports and Residence
110	Renewal of vehicle registration	Ministry of Interior-General Directorate of Traffic
111	Renewal of driving license	Ministry of Interior-General Directorate of Traffic
112	Payment of traffic contravention fines	Ministry of Interior-General Directorate of Traffic
113	Driving training lecture appointments	Ministry of Interior-General Directorate of Traffic
114	New Hajj contractor registration	Ministry of Justice & Islamic Affairs- Islamic Affairs
115	Hajj contractor license renewal	Ministry of Justice & Islamic Affairs- Islamic Affairs
116	Bahrain Top Competition contestant registration	Ministry of Justice & Islamic Affairs- Islamic Affairs
117	Registration for Quran students	Ministry of Justice & Islamic Affairs- Islamic Affairs
118	Registration for Quran memorization competitions	Ministry of Justice & Islamic Affairs- Islamic Affairs
119	Hajj trip organization permit application	Ministry of Justice & Islamic Affairs- Islamic Affairs
120	Hajj trip travellers number increase application	Ministry of Justice & Islamic Affairs- Islamic Affairs
121	Area expansion application	Ministry of Justice & Islamic Affairs- Islamic Affairs
122	Hajj trip management agent registration	Ministry of Justice & Islamic Affairs- Islamic Affairs
123	Work team registration	Ministry of Justice & Islamic Affairs- Islamic Affairs
124	Hajj travellers registration	Ministry of Justice & Islamic Affairs- Islamic Affairs
125	Mecca & Medina residence registration	Ministry of Justice & Islamic Affairs- Islamic Affairs

2. All eGovernment Services (Cont.)

126	Registration of rented buses & service cars	Ministry of Justice & Islamic Affairs- Islamic Affairs
127	Departure appointment registration	Ministry of Justice & Islamic Affairs- Islamic Affairs
128	Registration fee payment	Ministry of Justice & Islamic Affairs- Islamic Affairs
129	Update Hajj trip information	Ministry of Justice & Islamic Affairs- Islamic Affairs
130	Hajj & Omra trips directory	Ministry of Justice & Islamic Affairs- Islamic Affairs
131	Hajj travellers and work team insurance	Ministry of Justice & Islamic Affairs- Islamic Affairs
132	Sharia 'Hiba' issuance service	Ministry of Justice & Islamic Affairs
133	Sharia endowments service	Ministry of Justice & Islamic Affairs
134	Concession of inheritance	Ministry of Justice & Islamic Affairs
135	Temporary "Waqf"	Ministry of Justice & Islamic Affairs
136	Applications for photocopies of original Sharia documents	Ministry of Justice & Islamic Affairs
137	Execution files fees payment	Ministry of Justice & Islamic Affairs
138	Execution files enquiry	Ministry of Justice & Islamic Affairs
139	Financial summary review	Ministry of Justice & Islamic Affairs
140	Filing lawsuits	Ministry of Justice & Islamic Affairs
141	New Bahrain & GCC lawyer registration	Ministry of Justice & Islamic Affairs
142	Lawyer registration transfer application	Ministry of Justice & Islamic Affairs
143	New expert registration application	Ministry of Justice & Islamic Affairs
144	Lawyer & expert license renewal	Ministry of Justice & Islamic Affairs
145	Lawyer & expert contact information update	Ministry of Justice & Islamic Affairs
146	Realtor license renewal	Ministry of Justice & Islamic Affairs
147	Official property sale contract	Ministry of Justice & Islamic Affairs
148	Official property mortgage contract	Ministry of Justice & Islamic Affairs
149	Official property Division contract	Ministry of Justice & Islamic Affairs
150	Official marriage contracts for non-Muslims	Ministry of Justice & Islamic Affairs
151	Official divorce contracts for non-Muslims	Ministry of Justice & Islamic Affairs
152	Commercial shop sale contract	Ministry of Justice & Islamic Affairs

153	Official ship sale contract	Ministry of Justice & Islamic Affairs
154	Special power of attorney	Ministry of Justice & Islamic Affairs
155	General power of attorney	Ministry of Justice & Islamic Affairs
156	Official power of attorney	Ministry of Justice & Islamic Affairs
157	Official declaration	Ministry of Justice & Islamic Affairs
158	Sale contract of house/apartment	Ministry of Justice & Islamic Affairs
159	Owner union agreement	Ministry of Justice & Islamic Affairs
160	Court-case inquiries	Ministry of Justice & Islamic Affairs
161	Criminal order pushing	Ministry of Justice & Islamic Affairs
162	Job-seekers service	Ministry of Labour
163	Vacancy announcements for employers	Ministry of Labour
164	Labour complaints	Ministry of Labour
165	Registration for the job-seeker training programme	Ministry of Labour
166	Unemployment insurance for job-seekers	Ministry of Labour
167	Job-seeker registration service	Ministry of Labour
168	Building permits	Ministry of Municipalities Affairs and Urban Planning
169	Payment of rent for municipality-owned properties	Ministry of Municipalities Affairs and Urban Planning
170	Advertisement content approval application	Ministry of Municipalities Affairs and Urban Planning
171	Commercial & non-commercial advertisement cost calculator	Ministry of Municipalities Affairs and Urban Planning
172	Commercial & non-commercial advertisement application	Ministry of Municipalities Affairs and Urban Planning
173	Commercial & non-commercial advertisement renewal	Ministry of Municipalities Affairs and Urban Planning
174	Advertisement licensee information update	Ministry of Municipalities Affairs and Urban Planning
175	Refuse bags enquiry	Ministry of Municipalities Affairs and Urban Planning
176	Payment of municipality fees	Ministry of Municipalities Affairs and Urban Planning
177	Available municipal lands for investors	Ministry of Municipalities Affairs and Urban Planning
178	Bahrain locator	Ministry of Municipalities Affairs and Urban Planning
179	Social service application	Ministry of Social Development
180	Financial support allowance	Ministry of Social Development
181	Rehabilitation application	Ministry of Social Development
182	Enquiries about letter and postal packages	Ministry of Telecommunications

2. All eGovernment Services (Cont.)

183	Renewal of yearly mailbox subscription	Ministry of Telecommunications
184	Building maintenance application	Ministry of Works
185	Request for new sewerage connection	Ministry of Works
186	Sewerage complaints	Ministry of Works
187	Materials testing results (QC)	Ministry of Works
188	Abnormal load permission	Ministry of Works
189	Contractor qualifications	Ministry of Works
190	Traffic signal light maintenance application	Ministry of Works
191	Topographic maps	Land Survey & Commercial Registration Directorate
192	Ortho-photo maps	Land Survey & Commercial Registration Directorate
193	Marine navigation maps	Land Survey & Commercial Registration Directorate
194	Registration for purchasing products of Land Survey & Commercial Registration Directorate	Land Survey & Commercial Registration Directorate
195	eTenders – Importers	Tender Board
196	Tenders in the press	Tender Board
197	Tenders to be opened	Tender Board
198	Tender opening – Live opening	Tender Board
199	Tender awards – tenders that have been awarded	Tender Board
200	Opened Tenders	Tender Board
201	Future Tenders	Tender Board
202	eTendering – Purchasing department	Tender Board
203	Pay UoB student fees	University of Bahrain

3. Integrated, Best-in-Class

“To increase customer satisfaction of the eGovernment services through restructuring of operations in a customer-centric approach. Services will be delivered such that customers

interact with one stop shop government rather than multiple ministries and entities.”

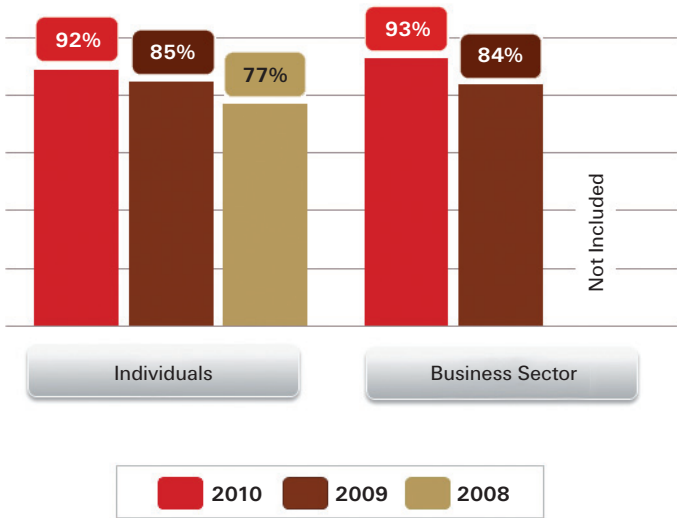
Strategy Element	Objective to be achieved in 2010	Progress Percentage
Integrated, Best-in-Class	Achieving 80% on the customer satisfaction index Introducing the “customer charter”	100%

The Kingdom of Bahrain managed to achieve these objectives well within the deadline of strategy implementation. The customer satisfaction index reached 92% among individuals, 93% businesses, and 70% government employees.

The Customer satisfaction index (CSI) increased gradually among individuals during the last three years from 77% in 2008, 85% in 2009, and 92% in 2010. Among businesses, it rose from 84% in 2009 to 93% in 2010.

Customer satisfaction is measured by number of indicators such as : (awareness of the availability of eServices) ,(easy accessibility to eServices, usage of eServices) ,(saving customer time and money when using eServices), (eService quality), (usage satisfaction and progression towards

The eGovernment Authority considered tohe Customer Charter a useful factor in implementing the strategy , as it makes sure that the customer is the focal point of service delivery. This is achieved through improvisation of service levels supported with processes to tackle any customer complaints and issue.



The eGA has improved the Customer Charter framework for the ministries and governmental entities in the Kingdom, whereby charters can ensure high quality performance in the eServices they offer. The eGovernment also played an important role in providing consultancy to ministries to improve and implement these charters.

There are 9 government entities that launched their Customer Charters for eServices adding to it the eGovernment Portal. These include ministry websites that fall under the evaluation process of the UN eGovernment readiness report as a first step. It will later be implemented in all other governmental entities in further stages.

(more details on other indicators in section “The Customer Survey Index and the Government Transformation Index”, page 61)

4. Available to all

“The Kingdom of Bahrain will ensure the effective delivery of eServices to all segments, irrespective of their education, nationality, age and income.”

Strategy Element	Objective to be achieved in 2010	Progress Percentage
Available to all	Deliver eServices, irrespective of education, nationality, age and income, to everyone Deliver 75% of eServices through multiple channels rather than the conventional service platforms.	Largely achieved

The eGovernment Authority strategy aimed to deliver general eservices to everyone regardless of education, nationality, age and income.

The eGA began to provide eServices that suit all segments such as payment of Electricity & Water bills, smart card applications, and eVisa , check-up service for resident workers. eServices targeting all age groups, such as the birth certificate issuance . It provides examination results, enquiry for students, online enrolment for students abroad, senior citizens and continuing education enrolment are also offered. There are also eServices aimed at the unemployed, under the National Employment Project, and eServices for housewives and Bahrainis abroad.

However, the evaluation issue of customer usage of the eServices in comparison to traditional services is being reviewed . Due to the separation of each government entity and the differences between their systems.

New measurement methods are now available to view the volume of usage of services through conventional and electronic channels with figures and different indicators, which was not achievable before. This is being embedded into the new strategy, which rely on these indicators to design new eServices to cater to the needs of customers.

The eGovernment Authority strategy considered the Customer Charter a useful factor to assist in strategy implementation

5. Channel of Choice

“The Kingdom will provide customers multiple channels for availing government services and will implement a ‘No Wrong Door’ policy that allows customers to approach eServices through multiple channels .”

The strategic Objective of this element:

To launch 4 different eService channels for the public

Strategy Element	Objective to be achieved in 2010	Progress Percentage
channels of choice	launching four service delivery channels	100%

The overall objective of the eGovernment Strategy is to allow people to choose from a range of service delivery channels that meet their requirements. Accordingly, four main communication channels have been identified to replace the traditional methods of public service provision (physical presence). The e-Transformation can only be of value when customers access eServices at anytime and from anywhere. The identification of the best channels of choice for customers is the most important factor of an effective and successful eGovernment.

The eGA has continuously collaborated with

government ministries and entities to develop multiple channels that are easily accessible to all. The eGovernment Authority launched four new communication channels, utilising cutting-edge technology that suits all segments irrespective of their geographic position, age group, education level, and socio-economic status, and in a way that makes these eServices easy to access at anytime and from anywhere.

- The four channels are:
1. eGovernment Portal
 2. Mobile Gateway
 3. eService Centres & eKiosks
 4. National Contact Centre

Channel	Number of eServices
eGovernment Portal	203 eServices
Mobile Gateway	55 eServices
15 eService Centres	203 eServices
35 eKiosks	30 eServices
National Contact Centre	Technical support for all eServices and channels

All the eServices introduced have been launched as per the plan that was devised by the strategy

5. Channel of choice (Cont.)

eGovernment Portal

The eGovernment Portal (www.bahrain.bh) is a comprehensive hub for all eServices, and is the main channel through which all eServices (203 in total) are delivered to individuals, businesses, the government and visitors, ranging from providing information to doing transactions.

The eGovernment Portal, available in both English and Arabic, is in line with the Economic's Vision 2030 through availing interactive eServices and transactions, including electronic payment. The portal is also an ideal platform for customers to submit their feedback and suggestions, and

participate in shaping government policies and improving the way of eService delivery.

The eGovernment Portal was launched on 23rd of May 2007, and is managed by the eGovernment Authority as part of the Kingdom's national strategy for comprehensive eGovernment programmes. The portal URL was changed on the 3rd November, 2008 based on systematic survey findings when users' feedback indicated they had difficulty to remember the previous portal address. Thus, it was changed from (www.e.gov.bh) to (www.bahrain.bh).

eGovernment Portal Statistics

Item	2008	2009	2010
Number of pages viewed	7,460,397	8,793,570	7,396,642
Number of financial transactions performed	43,142	81,330	143,281
Total value of financial transactions (BD)	2,856,810	5,579,386	10,833,928
No. of pages viewed per visit	6.21	7.09	6.35
Average time spent (per visit)	00:05:57	00:05:31	00:05:32

- Total number of visits to the eGovernment Portal since its Launched reached 26,488,276.
- Number of financial transactions conducted via the portal since its launched reached 287,337.
- Total value of financial transactions since its launch reached BD 20,417,740.

In order to increase the number of users of various e-payment services on the eGovernment portal, the provision for payments by regular ATM cards is maintained on the portal, besides other debit/credit cards. The method of using the ATM card on the portal is as same as that used at any other points of payment, and necessary security

standards are applied to protect user privacy and identity. This initiative was launched due to the fact that many customers do not have credit cards, so this feature can make it easier for them to use eServices.

Most frequently used eServices through the portal since its launch:

1. Pay Electricity and Water Bill
2. Payment of traffic Contraventions
3. Smart card appointment
4. Pre-employment Health Check-up Appointment
5. Students Exam Results



Mobile Gateway:

The Mobile Gateway (www.bahrain.bh/mobile) allows anyone with a mobile phone to communicate easily with all government ministries and entities and use a total of 55 different eServices currently available on the Mobile Gateway.

This channel, specifically customized for mobile phones that support WAP, provides a mobile version of the eGovernment Portal, in addition to other eServices through SMS.

Users can benefit from the e-payment services launched for the first time in Bahrain through the mobile portal. This service provides an innovative eService offered by the eGovernment for citizens to pay fees of some service directly through the mobile,

Most frequently used eServices through the Mobile portal since its launch:

- Pay electricity and Water Bill
- Tracking of Postal Package - Flight Information
- Students Exam Results
- Raising Complaints to Different Government Directorates

In 2010, the eGovernment Authority won the World Summit Award for Mobile Content and innovative applications in (m-Government & Participation) category. The Mobile portal was selected as the 1st of its kind in the Middle East to offer numerous eServices via WAP and SMS in both English and Arabic. The World Summit Award for mobile content is the first and only event of its kind in the world to encourage the best eContent and innovative m-applications in over 160 countries worldwide.

5. Channel of Choice (Cont.)

eService Centres & eKiosks:

The eService Centres are integrated and accessible to all customers; this saves them time, money and effort that would be spent on visiting service centres at ministries and government directorates. All government services will be approachable from a one-stop shop.

These Centres compliment other service delivery channels, and they are more focused on serving customer segments without internet access. Onsite specialised staff members help customers to perform the services so that they can utilise them without help in the future.

So far, 15 eService Centres have been launched across the Kingdom's five governorates, taking into consideration the most convenient locations for our customers, such as post offices and social/commercial centres, so that everyone has an easy access to eServices.

All eService centres also contain eKiosks which are ATM-like, self-service machines that allow customers to use numerous eServices at any time. Currently, there are 35 eKiosks throughout Bahrain, located in public places where customers frequently visit, like shopping malls, hospitals, banks and some frequently visited governmental entities.

The eKiosks have been introduced to make the utmost use of ICT resources. The objective of the project was to lay a solid ICT foundation to meet users' needs and expectations and deliver quick and trusted eServices from government ministries and entities. The eKiosks also introduced a new level of security through the new standard system which considerably reduces possible security risks, in addition to adopting this new system which will effectively scrutinize the functionality and security of the service platforms.

Among the other features introduced are the update processes, plus new features added to local development and the quality assurance team in the eGA. This has been achieved through providing them with three operating system environments that ensure they are accurately tested in case of any changes or new eServices introduced through the eGovernment Portal. It also ensures successful examination of quality assurance criteria before final launch. The eKiosks were successfully updated in June 2009.



55 eServices through Mobile



5. Channel of Choice (Cont.)

eService Centres locations

No.	Location/Address	Working Hours	Contact No
1	Budaiya Post Office Building 1381, road 5339, block 553 - Budaiya	Open 7:00 am – 2:00 pm, Sat – Thurs (also 4:00 pm – 6:00 pm, Sat, Mon & Wed, closed on Fri)	17693276
2	Muharraq Social Centre Building 351, road 707, block 217 - Muharraq	Open 7:00 am – 2:15 pm, Sun – Thurs (closed on Fri & Sat)	17331354
3	Capital Mall Building, 294, road 3410, block 434 – Seef District	Open 9:00 am – 9:00 pm, Sat – Thurs (closed on Fri)	17582169
4	Sanad Post Office Building 2172, road 4566, block 745 – Sanad	Open 7:00 am – 2:00 pm, Sat – Thurs (closed on Fri)	17626935
5	Isa Town Social Centre Building 4203, road 1209, block 812 – Isa Town	Open 7:00 am – 2:15 pm, Sun – Thurs (closed on Fri & Sat)	17683676
6	Manama Post Office Building 138, Government Avenue, block 315 – Manama	Open 7:00 am – 2:00 pm, Sat – Thurs (also 5:00 pm – 7:00 pm, Sat, Mon & Wed, closed on Fri)	17225782
7	Manama Social Centre Building 351, road 707, block 217 – Juffair	Open 7:00 am – 2:15 pm (closed on Fri & Sat)	17727478
8	Adleya Post Office Building 13, road 3601, block 336 – Adleya	Open 7:00 am – 2:00 pm, Sat – Thurs (also 4:00 pm – 6:00 pm, Sat, Mon & Wed, closed on Fri)	17713825
9	Sitra Social Centre Building 94, road 702, block 607 – Sitra	Open 7:00 am – 2:15 pm, Sun – Thurs, closed on Fri & Sat	17735056
10	Jidhafs Social Centre Building 1097, road 1943, block 416 – Jidhafs	Open 7:00 am – 2:15 pm, Sun – Thurs, closed on Fri & Sat	17552803
11	Hamad Town Social Centre Building 2136, road 4033, block 1204 – Hamad Town	Open 7:00 am – 2:15 pm, Sun – Thurs, closed on Fri & Sat	17413656
12	Riffa Social Centre Building 255, road 2508, block 925 – Riffa	Open 7:00 am – 2:15 pm, Sun – Thurs, closed on Fri & Sat	17774638

No.	Location/Address	Working Hours	Contact No
13	Buri Social Centre Building 1762, road 5445, block 754 – Buri	Open 7:00 am – 2:15 pm, Sun – Thurs, closed on Fri & Sat	NA
14	Ibn Khuldoon Social Centre Building 573, road 4415, block 244 – Arad	Open 7:00 am – 2:15 pm, Sat – Thurs, closed on Fri & Sat	17673750
15	eGovernment Authority Office (Al Barshaa Building) Building 145, road 2403, block 224 – Muharraq	Open 7:00 am – 5:00 pm, Sun – Thurs (closed on Fri & Sat)	17388388

Kiosks locations

Bank of Bahrain & Kuwait – Adleya Branch	Ministry of Labour – Isa Town
Bank of Bahrain & Kuwait – Muharraq Branch (Sh. Salman Road)	Ministry of Justice & Islamic Affairs – Manama
Bank of Bahrain & Kuwait – Muharraq Branch (near Al Hala Club)	Labour Market Regularity Authority (LMRA) - Manama
Bank of Bahrain & Kuwait – Manama Main Branch	General Traffic Directorate - Isa Town
Bank of Bahrain & Kuwait – Budaiya Branch	General Directorate of Nationality, Passports and Residence - Manama
Bank of Bahrain & Kuwait – Riffa Branch	Bahrain Institute of Public Administration - Manama
Bank of Bahrain & Kuwait – Bahrain City Centre Mall	University of Bahrain – Sakhir
Customer Services Centre– Electricity & Water Authority, Isa Town	Bapco’s Refinery Laboratory – Ma’ameer
Customer Services Centre– Electricity & Water Authority, Manama	Salmaniya Medical Complex - Manama
Customer Services Centre– Electricity & Water Authority, Muharraq	Bahrain Defence Force Hospital – Riffa
Budaiya Post Office	CrediMax – Manama Main Office
Sanad Post Office	MODA Mall (Sheraton Complex) – Manama
Manama Post Office	Seef Mall
Muharraq Post Office	Lulu Hypermarket – Riffa
Isa Town Post Office	Al Osra Supermarket – Saar
Awali Post Office	Hamad Town Social Centre
Survey & Land Registration Bureau (GOSI Complex) - Manama	eGovernment Authority Office - Muharraq

5. Channel of Choice (Cont.)

The National Contact Centre:

As first of its kind in Bahrain, the National Contact Centre is a strategic step to support communication between customers and government ministries and entities in Bahrain. The Centre provides integrated eGovernment services locally and regionally through a unified, easy to remember phone number. These eServices cover all ministries and public sector bodies, and will include the private sector as well in future. The National Contact Centre is a tool that allows the Government to improve eServices offered to citizens, residents, visitors and businesses by improving usability and easy accessibility to all government services.

The National Contact Centre aims at facilitating accessibility to integrated government services through telephone and fax.

In addition to accessibility to eServices, the National Contact Centre also provides other information on government institutions, such as locations, required documents, government procedures, laws, visas, ..etc.

This project is one of the pillars of the eGovernment vision, and will contribute to economic diversification. It will also provide employment opportunities for Bahraini youth who will be trained according to the world standards in both English and Arabic.

The eGovernment Authority has begun a partnership with Silah Gulf, a leading consultancy firm in the field of designing and operating call Centres. Silah Gulf operates the Centre and provides services also to the local and regional private sector. It currently has a staff of 150, to be increased to 400 in the coming years.

The National Contact Centre, a first in Bahrain, is a strategic step to support communication activities between customers and government ministries and entities in Bahrain



eGovernment strategic objectives – report on achievements

Elements of strategy	Objective for 2010	Progress Percentage
1. eGovernment Leader	To be among the top five countries in Asia To achieve a minimum of two international award winning projects	100%
2. All Government Services	Launching 200 eServices	100%
3. Integrated, Best-in-Class	Achieving 80% on the customer satisfaction index Introducing the “Customer Charter”	100%
4. Available to all	Deliver eServices, irrespective of education, nationality, age and income, to everyone Deliver 75% of eServices through multiple channels rather than the conventional service platforms.	Largely achieved
5. Channels of Choice	Launching four communication channels	100%

The eGovernment Authority has managed to achieve the majority of the objectives of the eGovernment in three years, which is the timeframe set to implement the eGovernment strategy 2007-2010. During the past years, the elements of the strategy have been made into reality, and most of the objectives were achieved before the end of 2010.

The elements of the strategy are: to achieve a leading position in eGovernment, offer eServices through several channels in an integrated and accessible approach, with the best-class technology.

The eGovernment Authority also managed to accomplish the objectives of all elements of the strategy. As for the first element Bahrain secured a leading ranking in eGovernment and received

five global awards, whereas the objective was originally to win two awards. Secondly, the eGovernment Authority has offered over 200 eServices covering all government ministries and entities. On the Customer Satisfaction Index (CSI), a higher satisfaction levels have been attained to exceed 80% as expected, and the “Customer Charter” has been provided. Additionally, all eServices are offered to the customers regardless of their education level, age group and income. This is achieved through providing alternative channels that allow customers to receive services at any time and from anywhere without the need for personal appearance as is the case with the conventional method. A total of four channels have been launched; eGovernment Portal, Mobile Gateway, eService Centres & eKiosks and the National Contact Centre.

The eGovernment Authority managed to achieve the majority of the eGovernment Programme objectives in three years



4 Channels
More choices
for your convenience

eGovernment Strategic Projects and Initiatives

eGovernment Transformation Program Working Teams

The Government Electronic Integration Projects:

The National Enterprise Architecture Project EA	44-45
e-Office Project Zajel	45-46
National Gateway Infrastructure	46
National Authentication Framework (NAF)	46-47
e-Investor Project	47-48
eGate System, at Bahrain International Airport	48-49
Financial Support Project	49
Consolidated Procurement Agreement of Cisco Products	50

Business Processes and Re-engineering,

Quality and Security Projects:

Re-engineering of Government Procedures & Operations	50
Implementing ISO 27001 for Information Security Project	52
Implementing ISO 9001 for Quality Assurance Standards Project	52
Security Level Assessment of eGovernment Services & Websites	53
eGovernment Portal Infrastructure Project	53
National Payment Gateway	54

eGovernment Transformation Program Working Teams

The delivery of eServices primarily entails integration and coordination between all government ministries and entities to provide best service to the citizens, and improve and streamline the delivery of these services. The success of any project also depends on the cooperation of all stakeholders.

Undoubtedly, one of the challenges for the implementation of the eGovernment programme was coordination between different ministries, organising their efforts and exchanging expertise between them. Therefore, the Supreme Committee for Information and Communication Technology (SCICT) decided to create several working teams in all ministries and entities to accelerate the e-transformation process. Each work team comprises three to ten members, depending on the size of the ministry and the number of eServices to be provided. Each team is championed by a Ministry Under-secretary or competent director, among them technical and business development staff from government ministries and entities.

Objectives for forming working teams:

The e-transformation working teams are formed to:

- Support government entities to meet the requirements necessary for automating the procedures in each ministry
- Empower the initiatives and projects of the eGovernment Program within each ministry
- Plan and support the provision of basic resources needed for the execution of projects
- Participate in the design, development, adoption and activation of eServices
- Coordinate with the eGovernment Authority in training human resources for the eGovernment programme
- Coordinate with the eGovernment Authority in training human resources for the eGovernment

Key tasks for working teams:

The key tasks of the e- transformation working teams are:

- Devising a mechanism to positively tackle the common challenges facing government ministries and entities in the execution of the eGovernment programme
- Ensuring the compliance of eServices with the approved policies and procedures of the eGovernment
- Identifying the key requirements for the e-transformation and activation of eServices in each ministry
- Devising a plan for executing the task assigned to the work team
- Re-engineering procedures and training human resources for the e-transformation
- Documenting the procedures and documents related to the eServices in a way that complies with the standards of eServices
- Taking part in developing and activating eServices in cooperation with the eGovernment Authority

Currently, there are (40) specialised e-transformation working teams in Bahrain in all ministries and concerned entities. These teams coordinate with the eGovernment Authority in all electronic projects and programmes in the Kingdom and they are largely behind the success of Bahrain's eGovernment. As a result, huge contribution has been made in realising the eGovernment strategic objectives due to efficient delivery of eServices through the four communication channels, regular coordination through meetings and conferences and participation of all parties involved in planning and implementation, and exchanging expertise among them.

The Supreme Committee for Information and Communication Technology decided to create work teams in all government ministries and entities to accelerate the transformation towards eServices.



The Government Electronic Integration Projects

In order to meet the objectives of the eGovernment, and achieve integration and coordination among all government ministries and entities in Bahrain, a number of strategic projects and initiatives had to be implemented according to the eGovernment strategy. Other projects and initiatives were later added when the need for them emerged in the course of implementing the eGovernment strategy.

In cooperation with all government entities, the eGovernment Authority implemented over nine major projects on the national level. The projects contribute to standardising the eGovernment procedures, and increasing the coordination among various entities, as well as linking them to one network. They also help provide the best services and programmes at the highest levels of quality, efficiency and security.

Below is a list of these projects and a summary of each:

Enterprise Architecture Project

Summary:

The Enterprise Architecture Project is one of the key projects outlined in the eGovernment strategy. It prevents duplication of efforts in the implementation of eGovernment projects, increases the efficiency of technology architectures and their contribution to maintain efficient exchange of information among government entities and reduces prolonged time wasted in various government transactions and procedures .

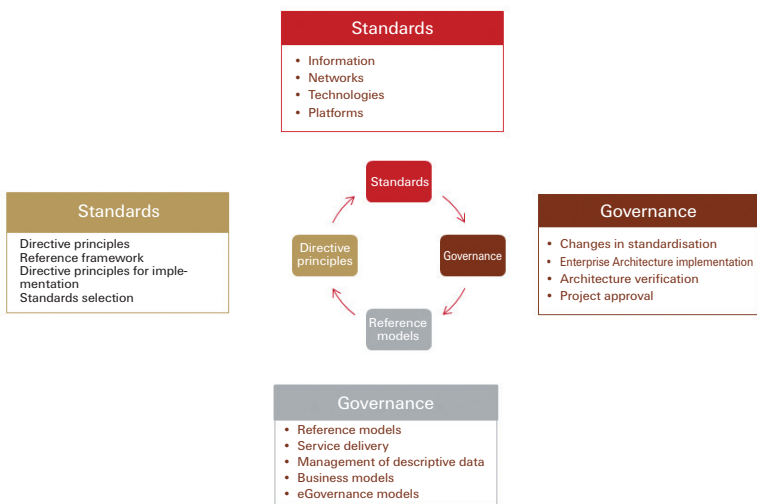
The Kingdom of Bahrain is one of the first countries in the region to implement this project which provided the necessary infrastructure for developing an integrated eGovernment platform. It aimed at creating a strategic master framework that includes all governmental entities.

Project objectives:

1. To standardize processes among government entities in the implementation of ICT projects
2. To create integrated ICT infrastructures and databases that connects all government ministries and entities under one umbrella that delivers eServices
3. To improve the quality and efficiency of eServices and avail them through the four different service delivery channels: eGovernment Portal, Mobile Gateway, National Call Centre, etc
4. To reduce the total cost of implementing ICT projects

Enterprise Architecture

Main pillars of Bahraini Enterprise Architecture



The Kingdom of Bahrain is one of the first countries in the region to implement this pioneering project which provided the necessary infrastructure for developing an integrated eGovernment platform.

4. To establish a common vision for the improvement of eGovernment performance through enhancing administrative procedures in all ministries, and finding new, easy ways of delivering eServices in a more simplified approach that saves time, shortens procedures, and ultimately reduces bureaucracy.

Due to the large scale and complexity of the project, it has been implemented in two main stages. The first stage covered the "AS IS" status of electronic projects in all government entities in Bahrain, while the second stage will be focussed on "TO BE" processes to restructure these projects in order to come up with suitable solutions. It covered application architecture, security and privacy architecture, data architecture, process architecture and technology architecture.

This vital project comprises the road map for all the measures to be taken to prepare all government ministries and entities in the Kingdom of Bahrain to keep pace with the rapid advancements in ICT.

In the course of the project, the Supreme Committee for Information and Communication Technology (SCICT) decided to establish the "eGovernance Structure" in Bahrain through a council of ministries and other involved parties as well as an executive hierarchy. Both will ensure the success of electronic projects in governmental entities.

Moreover, the Enterprise Architecture Project received a prestigious international acknowledgment, the UN Public Service Award (Improving Transparency, Accountability and Responsiveness in the public service) for its many distinguished features.

e-Office Project Zajel

Summary:

Zajel is a leading initiative that benefits all government ministries and entities by creating a digital correspondence platform to link them to improve the workflow processes and activate communication channels while enhancing security, privacy, speed and efficiency of correspondence.

Project objectives:

- To improve automation of information exchange among national entities by networking them electronically through Zajel
- To provide a simplified and integrated interface
- To provide a secure email environment, as Zajel contains several layers of protection that ensure the confidentiality of correspondence according to user groups and nature of documents sent
- To make it possible to send/receive correspondence in real time, save information, and search it through advanced archiving systems
- To make it possible to receive notifications of process progress and/or delays
- Increase efficiency of work processes
- Reduce administrative costs and paperwork



The Government Electronic Integration Projects (Cont.)

The first stage of the project comprises automating correspondence between the legislative authorities (Shura & Representatives Council), and the executive authority in the Kingdom, which will increase efficiency of communication among these authorities. Automation of documentation between the legislative and executive authorities will increase the speed of implementing projects and follow-ups between them. This highlights the strategic priority given by the government to this aspect, despite the fact that documentation cycle between the legislative and executive authorities is seen as one of the most difficult processes to streamline considering the number of entities involved. Automation will make it easier to add more processes in the future, to be introduced in the second stage.

In its first stage, the system will cover nine entities – The Royal Court, the Court of His Royal Highness the Prime Minister, the Office of Deputy Prime Minister, Ministry of Cabinet Affairs, Ministry of Shura & Representative Councils Affairs, Legislation & Legal Jurisprudence Authority, Shura Council and Representative Council.

National Gateway Infrastructure

Summary:

National Gateway Infrastructure is a unified electronic platform that facilitates electronic integration of government systems according to consistent standards and policies to improve eServices delivery so that each government entity can utilise any service offered by another entity.

Project objectives:

To launch and improve eServices in record times by linking the electronic systems and applications of all government entities.

To provide integrated eGovernment services offered by government ministries and entities

through a single platform to citizens, residents, public/private sectors and visitors. This is achieved through structuring of the systems of four communication channels (eGovernment Portal, Mobile Portal, eService Centres & eKiosks and the National Call Centre), keeping in mind that these channels differ in the number or nature of eServices offered through each channel.

The eGovernment Authority commenced a strategic plan to offer integrated eServices of all government ministries and agencies to customers, by adopting service-specific design guidelines that suit their operational requirements with the strategic objectives of the eGovernment. In the framework of this strategy, over 200 eServices provided by more than 26 government ministries and entities are now available through the eGovernment Portal, 55 eServices through the Mobile Gateway; additionally these eServices are available through 15 centres and 35 eKiosks.

In order to raise the level of maturity, the eGovernment Authority is keen to integrate the eServices provided by different ministries, achieve better service management, secure more efficient correspondence system, benchmark services with the provision of external agencies, and reduce the cost of development and maintenance.

National Authentication Framework (NAF)

Summary:

The National Authentication Framework (NAF) is a new and pioneering initiative from the Government of Bahrain. Users can now access a wide range of eServices through governmental and non-governmental systems via a single digital identity that allows them to browse and access all eServices with a single account for all service delivery channels such as eGovernment Portal, Mobile Gateway, eKiosks, or any other electronic channel.

The eGovernment integration project aims to launch and improve eServices in record times by linking the electronic systems and applications of all governmental entities

The user can browse all eServices with a single profile through all communication channels.

Project objectives:

- Reducing government expenditure. All governmental entities will be connected through a single electronic source - the National Authentication Framework (NAF).
- Simplifying government services for citizens and residents, and saving them time and money. The NAF will provide each user an account on the eGovernment Portal to receive all eServices directly and quickly without the need for searching or entering information every time, especially since the number of eServices has considerably risen.
- The project provides users with all the information needed, such as details of last transactions made and recent eServices viewed.
- The system also suggests to the user other eServices that might be useful. The project also maintains high levels of confidentiality and security for privacy of the user.

This project caters to all citizens and residents and other users of eGovernment services. It also helps Government ministries and entities deliver their services in innovative ways by improving their databases which contribute to facilitating eGovernment procedures.

The NAF project has a high level of internet security for user identity. It follows two of out three authentication measures – these are the password and the finger print for identifying users, which prevent unauthorized users from accessing others' information.

The first stage of the project will include eGovernment services only. In the next stage the system will be used to deliver services offered by private institutions such as Banks and Financial corporations. This will ensure that the user can locate all the eservices at a central hub.

To implement this project, the eGovernment Authority has been keen to obtaining the best international expertise, in addition to tapping on qualified Bahraini human resources to ensure quality of procedures and confidentiality of the project, and accordingly made an agreement with CrimsonLogic, a Singapore-based company and a leading provider of eGovernment solutions.

Investor Project

Summary:

The Investor project provides an integrated system for eGovernment services related to commercial registration and licensing in Bahrain. Additionally, it supports the efforts of the Ministry of Industry and Commerce in developing services of the Bahrain Investors Centre (BIC) as a single hub for providing best investor-related services in coordination with all competent government entities.

Project objectives

- Improving the investment systems and procedures of business start-ups
- Improving the coordination and partnership between public and private sector in this field to ensure delivery of high-quality service for all investors
- Creating an integrated database that contains all requirements, regulations and information related to commercial registration and licensing. This includes rules and regulations of foreign and local investment as well as commercial registration and the issuance of approvals and licenses from all government entities

The Government Electronic Integration projects (Cont.)

The eInvestor project was launched pursuant to the directives of H.R.H Prince Salman Bin Hamad Al-Khalifa, The Crown Prince and the Chairman of the Economic Development Board (EDB) which focuses on simplifying business procedures across the Kingdom by unifying the work processes among the institutions involved as outlined in vision 2030 and the National Economic Strategy 2009-2014. Accordingly, all private and public sector institutions need to unify their efforts and coordinate to improve national economy providing a favourable investment environment using latest technologies.

To implement this project, a government committee was established chaired by H.E. the Minister of Industry & Commerce, supported by membership of the Undersecretary of Commerce, CEO of the eGovernment Authority, COO of Bahrain Economic Development Board, and a number of key partners. The committee oversees the strategy implementation of the project. Moreover, a technical committee was created, headed by the Undersecretary of Commerce, and with membership of Heads of Departments of competent government institutions. This committee manages daily operations of the project. Additionally, a consultancy firm for the project was appointed, a field survey by experts was conducted for all types of commercial registers, and a technical evaluation process started to assess all eSystems, and the procedures for 15 types of licenses were re-engineered in different government entities (Ministry of Industry & Commerce, Municipalities, Health, Environment, Civil Defence, etc.). This was done to improve the process of issuing a CR, and to improve integrated business-related eServices based on a detailed study of the international best practices tailored to the needs of the Kingdom of Bahrain., besides the continuous efforts to improve Bahrain's business competitiveness ranking based on the Global Competitiveness Index and in line with Bahrain's vision 2030.

eGate system at Bahrain International Airport

The eGate system at the Bahrain International Airport is an innovative initiative from the Government of Bahrain that aims at delivering the best and fastest departure and arrival services for passengers. This service saves a lot of time and money, and guarantees smooth check-in and check-out procedures in record time.

The eGate system relies on Smartcard identification and fingerprint identification technology to carry out procedures for passengers. The system provides travellers the option to either go through the normal gates where Immigration and Passports staff handle their flight procedures, or the eGates which save time and effort. The eGates system maintains the highest level of privacy, security and safety for passengers.

Travellers who wish to use the eGate need to first apply for a Smartcard from the Central Informatics Organization (CIO) where applicants' fingerprints, personal photographs and required fees will be collected. The Smartcard contains all official bio-data that will afterwards enables the holder to pass through the eGate without queuing as procedures will take only a few seconds.

Passengers using the eGate will not require a special card or pay any additional fees. The procedure for eGate has been aligned with the smartcard, which carries personal fingerprint data, and provides necessary security measures.

The eGate is one of the most important applications because it is a central hub for government services. It is provided by the collaboration of the eGovernment Authority, Central Informatics Organization (CIO), Bahrain Airport Company, the General Directorate of Nationality, Passports and Residence and Civil Aviation Affairs.

The specialised team managed to utilise the system of the project to accurately deliver the financial support to the beneficiary citizens in record time.

Number of users of the eGate at Bahrain International Airport

Month	Number of Users	
	Year 2009	Year 2010
January		8995
February	260	12217
March	3471	10565
April	7767	12112
May	8679	12327
June	7500	11051
July	9755	17603
August	10680	12069
September	6389	13385
October	10505	14125
November	10948	16803
December	12903	17616
Total	88857	158868

Financial Support Project

The Financial Support Project is an initiative by the government to deliver inflation allowance (BD50) to Bahraini citizens on a monthly basis over two years (2009-2010). The allocated budget for this project (BD 100 million) aims to alleviate the burden of inflation on citizens, and also to provide accurate data and analysis on the citizens who meet the criteria of competent ministries.

This project benefited a total of 81,480 citizens in 2009, and 83,013 citizens in 2010.

The eGovernment Authority role was most evident in managing this project and analysing the data provided by several ministries and agencies like Central Informatics Organization (CIO), Ministry of Social Development, General Organization for Social Insurance, Directorate of Electricity & Water and Ministry of Finance.

The eGovernment Authority carried out a number of main tasks within this project, such as analysing the data of the beneficiaries for the two fiscal years 2009 and 2010, analysing complaints submitted through the website/social centres, submitting the list of beneficiaries of the financial support to the Ministry of Social Development, in addition to managing and updating the project website (www.fsupport.gov.bh), and sending SMS messages to beneficiary citizens.

The specialised team managed to utilise the system to deliver the financial support to the beneficiary citizens accurately and in a record time, and to generate detailed financial statements of the financial support. The management of the project has been vigilant in responding accurately to all enquiries raised by citizens, and running the project within the budget allocated by the Ministry of Finance. Additionally, the financial support was disbursed only for citizens who met the required criteria.



The Government Electronic Integration Projects (Cont.)

CISCO Products Unified Purchasing Agreement

In coordination with the Central Informatics Organization (CIO) and Tender Board, the eGovernment Authority supervised the CISCO Products Unified Purchasing Agreement between the Kingdom of Bahrain and CISCO. This is the first agreement of its kind that CISCO signs with a government.

The agreement aims to save millions of Bahraini Dinars for the Government of Bahrain by unifying the purchasing of frequent products that are part daily government operations. According to the agreement, the Government will enjoy a considerable discount, and make a huge saving. The Government will also save the time and effort needed for running tenders and setting technical specifications, a process that lasts for 6-12 months each time. Additionally, many technical and managerial staff members are now linked to the purchasing process, and many government institutions make hundreds of such purchases annually, and therefore this agreement will save millions of Bahraini dinars every year.

The agreement extends over a period of three years and is reviewed annually. It provides CISCO's products, consultancy and technical services to all government institutions in Bahrain through CISCO's local partners (Al-Moayyed International Group and Gulf Computers), due to the size of government operations.

This agreement comes in line with the Economic's Vision 2030, as it increases the efficiency of government institutions and prevents the duplication of efforts, which allows for more efficient operations and better services.

Over the past 13 years, the government provided technical training for employees on electronic products and spent alot money on that. With this agreement, CISCO will provide the technical training for government employees, and there will be no more need for external training providers for these products. This will save millions of dinars that were incurred on training.

Furthermore, since the employees will need to deal with limited number of providers and only through CISCO, troubleshooting will be easier and less expensive, as CISCO experts will be available on-site 24/7 to provide any technical assistance.



Policies and Business Processes Re-engineering, Quality and Electronic Security Projects

eGovernment Procedure & Operation Restructuring

The eGovernment Business Processes and Re-engineering is one of the most important factors that will contribute to the successful implementation of the eGovernment strategy. It will be achieved by streamlining general procedures and customer needs and establishing a unified restructuring procedure for general services.

To achieve this unified common guideline for operations, the eGovernment Authority follows the Business Process Engineering (BPR), a system that seeks to evaluate how well government services' processes and supporting infrastructures accommodate the maturing and ever-changing needs of our citizens and public/private institutions. The BPR study comprises two stages:

- The (AS IS) stage: a comprehensive study of the current situation including all the details of the operations, procedures, involved parties, inputs, outputs and business structure. The result is a comprehensive report that gives a full picture of the current situation.
- The (TO BE) stage: an analysis of the data to identify areas with room for improvement. The analysis includes the elimination of unnecessary steps and overregulation, and the reducing the time needed for operations through more efficient and flexible processes.

BPR combines a process view and the application of advanced information technology (IT) in planned, comprehensive organizational change, efforts and solutions. The process starts by analyzing current processes and defining new ways to help government organizations become more efficient and aligned with international standards.

The system is used to identify, analyze and redesign the core government services' processes with the aim of achieving dramatic improvements in critical performance measures such as cost, quality, service and speed. This process does not only transform operations, but also includes understanding of the platform of government services, information

technology, and enhancing the electronic culture in order to improve operations.

Since the inception of the system, eGovernment Authority has re-engineered over 100 processes that correspond to 160 government services. The eGA has also been successful in creating industry standards under 'eService Development Life methodology' to govern the development lifecycle of a government service from inception to production. The methodology includes templates, standards, procedures and guidelines to make service development methodical and structured. Some of the industry standards that are being adopted are: Capability Maturity Model Integration (CMMI), International Organization for Standardization (ISO) and Information Technology Infrastructure Library (ITIL).

As part of the Procedure Restructuring, Quality and Electronic Security Projects, formal change procedures between the eGovernment Authority and Central Informatics Organization (CIO) were created to ensure that changes and releases to the production environment are introduced in a controlled and coordinated manner.

The system has been developed based on ITIL standards that ensure changes are first recorded and then evaluated, prioritized, planned, communicated, tested, implemented, documented and reviewed in a controlled manner across all environments.

In order to provide efficient and high quality services, BPR focuses on empowering and applying the best standards and principles of international electronic quality, to continuously maintain the quality of electronic projects and services to keep in sync with the changes in government services. This is achieved by implementing the ISO principles and the W3C standards which improve web protocols that will ensure the long-term growth of websites. In addition to the quality assurance and comprehensive technical testing of all eServices, as well as the empowerment of eContent through all communication channels, especially the eGovernment Portal which interacts with all society segments with high efficiency and quality of service.

Policies and Business Processes Re-engineering, Quality and Electronic Security Projects (Cont.)

Implementing ISO 27001 for Information Security Project

The International Standardisation Organization (ISO) is one of the largest standardisation institutions in the world. It sets detailed requirements for products, operations, services, systems and materials. The ISO 27001 certification is the standard specifically designed for the management of information systems. It specifies a guideline for organizations in the management of sensitive data to maintain the information security.

ISO 27001 (Information Security Systems Standards) falls under the ISO 27000 series and is implemented along with the ISO/IEC 27002 (Information Security Code of Practice). ISO 27001 includes comprehensive monitoring categories, including information security policy, enterprise security, personal security, access control, material security, asset classification regulations, sustained planning, system deployment, contact management and compliance.

The eGovernment Authority successfully applied an information security plan in several stages over a period of 18 months, and achieved the internationally recognised ISO 27001 certification in 19 October 2010, awarded by Bureau Veritas.

This achievement makes the eGovernment of the Kingdom of Bahrain, the first GCC eGovernment to receive ISO 27001 certification.

ISO 27001 certification highlights the eGovernment Authority's determination to keep improving processes in order to provide the best services and support for eServices to the highest global standards.

Several objectives were achieved through this project, such as; developing a better framework for information risk management, winning the trust of citizens, residents, visitors and businesses by implementing efficient standards, using

reliable operating policies and procedures, which were used in the implementation of international security standards.

ISO 27001:2005 certification includes all the departments and systems of the eGovernment Authority, and the IT Security department at the eGovernment Authority. This will include improvement, preparation and delivery of support and services to citizens, resident, visitors and businesses through the different communication channels; eGovernment Portal, Mobile Gateway, Service Centres & eKiosks, and the National Contact Centre.



The new infrastructure has a large capacity of more than ten times the number of visitors of the previous portal

Implementing ISO 9001:2008 for quality and standards management

The ISO 9001:2008 certification means compliance with international indicative standards designed to ensure customer satisfaction and product quality, plus eliminating error in work processes. Achieving the ISO 9001 certification requires adhering to eight principles in quality management and five principles in standardisation of specifications. All these elements must be put into practice and proven to work flawlessly.

The eGovernment Authority worked continuously to implement the international quality standards identified in the eGovernment strategy. The drive behind that was to deliver customer-oriented eServices, offer eServices that seeks to cater to the needs of customers, in addition to increasing their trust and meeting their expectations, as well as the effective design of eServices.

By applying the eight principles of quality management systems and the five principles of standardisation specifications, the eGovernment Authority managed to achieve ISO 9001 certification and implemented a quality management application that complies with international standards, in addition to selecting a quality management system for implementing related processes, and deploying the quality management system in the four departments of the eGovernment Authority.

The system currently employed by the eGovernment Authority receives a large amount of data continuously entered by users i.e. citizens, residents, visitors and businesses. Therefore, the eGovernment Authority is keen on protecting user information to the highest level of professionalism, and handling it at the highest level of efficiency to ensure the best utilisation of data and deliver eServices successfully in a way that wins user trust.

The Security Level Assessment of eGovernment Services & Websites, and helping deal with security vulnerabilities Project

In this project, all the eGovernment websites are scanned with various security checking tools and programmes. This helps raise the level of information security for these websites, maintain their confidentiality, and protect them from hacking. It also provides them with the best software for fixing security vulnerabilities.

The eGovernment Authority periodically prepares and publishes detailed reports on security vulnerabilities and suggested fixes. These reports are then sent to the government institutions. The eGovernment Authority is keen on ensuring the efficient delivery of eServices to citizens, residents, visitors and businesses, and as a part of its initiative for protecting the IT infrastructure of in Bahrain. The technical team for the project also evaluate the current security status of the eGovernment Portal and other communication channels, as well as the websites of government ministries and agencies.

The projects aims to manage information security risks to mitigate the impact of security threats identify security vulnerabilities that may pose threats to user information, and fix security breaches to alleviate risks.

The eGovernment Authority worked continuously to implement the international quality standards identified in the eGovernment strategy

Process and Business Processes Re-engineering, Quality and Electronic Security Projects (Cont.)

National Portal Infrastructure Project

Summary:

In order to accommodate the huge increase in the number of users, and the volume of daily traffic and transactions on the eGovernment Portal (www.bahrain.bh), the eGovernment Authority implemented the improved infrastructure for the National Portal. The new infrastructure provides for higher capacity of visitors equals to tenfold of the previous website, offers a single integrated portal for the public and avails all government eServices to all segments of the society.

Project objectives:

- Improving the capabilities of the eGovernment portal.
- Making the portal available 24/7 with availability of 99.95%.
- Making the portal more responsive to operational requirements and future needs.
- Raising the level of security for the portal so that it can protect the sensitive information hold on it.
- Increasing the responsiveness of the portal to ensure fast access to eServices taking into consideration the rising number of customers.

The launch of the National Portal Infrastructure Project was a milestone in preparing the eGovernment portal for the strategic projects that the eGovernment Authority is implementing in order to provide better, higher quality eServices. This step has also improved the security level of the electronic exchange between the Government and citizens while increasing the browsing speed and responsiveness.

National Payment Gateway

With the increasing number of eServices offered by the eGovernment Authority and all the different Government Ministries and Agencies through the multiple electronic channels and also due to the increasing number of transactions and the resulting amount of money the electronic payments have faced several challenges including lack of financial accountability, the absence of a consolidated reporting mechanism, due to the higher number of services and channels, absence of direct means of settling customer complaints.

These are some of the pressing concerns that pushed the eGA to create a new payment mechanism.

On the Government side:

- Ensuring the efficiency of the payment mechanism and operations.
- Making it easier to improve eServices.
- Providing a unified system for settling complaints.
- Providing an ideal mechanism for ePayment that is accepted by most payment methods in the Kingdom.
- Implemented a standardised reporting mechanism for each payment method that ensures a reduced cost of transactions in addition to ensuring a error free business model.

On the Citizen/Resident side:

- Providing easier payment methods everywhere and anywhere.
- Providing accessibility to different payment methods from one place.
- Providing a unified system for settling complaints.
- Providing a reliable and trusted mechanism for viewing the status of each disputed transaction. Providing an easy way of making payments and making use most eServices. It also improves the sound recognition system to facilitate payment services for citizens and residents.

On the Business side:

- Encouraging businesses to improve their products and services.
- Encouraging businesses to utilise the infrastructure of the eServices.
- Providing a payment portal that is trustworthy.

Marketing and Awareness

eGovernment Marketing and Awareness Campaigns:

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203 eServices





eGovernment Marketing and Awareness Campaigns

Awareness Campaigns (Media and Promotional Campaigns):

The eGovernment Authority has invested huge resources in the latest technologies and solutions with the objective of improving eGovernment services and achieving the objectives set out in the strategy of the eGovernment of Bahrain. The eGA emphasised the role of marketing and awareness in the successful implementation of the eGovernment programme as the delivery of eServices and improvement of communication channels would not have been successful without gaining the trust and acceptance of the customers.

During the years 2007-2010, many eServices were launched through different communication channels. Marketing and awareness campaigns were needed to raise the awareness and acceptance of the eGA products and services to its stakeholders and partners. Part of this approach was the launch of 69 advertising campaigns through different media (newspapers, magazines, radio, television, internet, mail, outdoor and social networks). Since 2007, we have encouraged society to use eServices offered through various channels, moving away from traditional channels of communication.

The eGovernment also launched 9 national awareness campaigns in shopping malls throughout the Kingdom in addition to 46 promotional and awareness campaigns in several government ministries, entities, schools and institutes. Competitions and other activities were also launched by the eGovernment Authority to give our target audience the chance to participate and win prizes, therefore increasing acceptance of eServices and ensuring the wide usage, and the programme's sustainability.

For the first time, the eGovernment Authority presented awareness campaigns in ministry and governmental entities where customers go to use government services such as Electricity and Water Bill Payment Centres and the General

Directorate for Traffic. These campaigns aimed to raise the target audience's awareness and train them to use eServices as well as shedding light on the amount of time and effort that can be saved compared to going to a ministry buildings to pay bills and use other services.

The marketing and awareness campaigns were very successful in raising awareness and encouraging the general public to accept eServices and use a different communication channels to complete government transactions. Through the years of implementing the eGovernment programme of Bahrain, the level of awareness of eGovernment Services has risen from 27% in the first year to 79% now. Usage increased from 8% to 61% now, i.e. more than half of government customers now deal with the government services electronically, a fantastic achievement in less than three years.

eMagazine

The eGovernment Authority publishes a regular eMagazine that features specialized articles on the eGovernment services and applications.

The eMagazine also contains numerous reports, analytical, awareness and instructional articles related to eGovernance – these can be of great value to all governmental entities, plus businesses and individuals. The eMagazine's role is to promote eServices and Bahrain's eGovernment strategy.



Top of the page: During the years

2007-2010, many eServices were launched through different communication channels. Marketing and Awareness campaigns were needed to raise the awareness and acceptance of the eGA products and services to its stakeholders and partners

(Bawabatokom) eNewsletter of the eGovernment Program

Bawabatokom is a monthly electronic newsletter, issued by the eGovernment Authority, for distribution to all government employees. The newsletter aims to showcase ICT information and initiatives in the Kingdom and facilitate learning and sharing across the public sector. In addition to the news and updated eServices, the eNewsletter also raises the awareness on how to use the various eServices. It also focuses on how the eGovernment can support both Bahraini citizens and businesses. This issue is published regularly.



Several web blogs have been launched where ministers and government officials directly answer questions or enquiries sent in by the public. In addition, the pages of Facebook and Twitter have become an enormous attraction for the Bahrain's general public where they comment and give their options on government initiatives and programmes as well as request eServices they wish to see in the future.

Some of the most prominent social networking used by the eGA to raise awareness and understanding are showcased in the text following:

eGovernment Blog

In an initiative to communicate directly with the general public and decision-makers, the eGA launched the first official government blog in Bahrain on the eGovernment National Portal (www.bahrain.bh). The blog allows the general public to post their opinions and suggestions about any related topic, as well as speak openly with ministers, officials and decisions-makers at ministries and governmental entities in Bahrain.



Social Networks

With the proliferation of new technologies, new media has emerged that depend entirely on the internet such as social networks (Web 2.0). In Bahrain these social networks have recently become popular e.g. web blogs, Facebook, Twitter, YouTube as well as other social networks that attract all especially the youth.

The eGovernment Authority is promoting the culture of electronic connectivity and making the electronic option the preferred method of communication. The eGA launched a new era of communication in Bahrain between the Government and the general public by starting electronic interaction between Government officials and the various segments of society.

Several web blogs have been launched where ministers and government officials directly answer questions or enquiries sent in by the public

Among the most prominent participants from the government ministries are: H.E. Shaikh Ahmed bin Atteyatallah Al Khalifa, Minister of Cabinet Affairs, Minister Responsible for Communications Sector to discuss various different topics related to the eGovernment; H.E. Dr. Fatima bint Mohammed Al Balooshi, Minister of Social Development to discuss the social development programmes in the Kingdom. The eGovernment blog attracts a wide audience for the two ministers and many inputs from the general public are taken into consideration by the ministers.

eGovernment Marketing and Awareness Campaigns (Cont.)

The eGovernment Authority also launched a continuous CEO web blog that discusses the new eGovernment strategy (2011-2014). It aims to receive the opinions, desires and aspirations of the general public on the new strategy. Another web blog, was also launched by eGA, that focuses on the revamp of the eGovernment Portal and to receive opinions and details of the eServices the users wish to find on the portal. The CEO's blog is available 24/7. This blog meets one of the main objectives of the electronic interaction and receiving immediate feedback to increase the customer satisfaction.

Facebook

The eGovernment Authority launched the first Facebook page by an Arab Government (www.facebook.com/egovbahrain). The page aims to interact with the general public on this social network, announce new eServices and answer all enquiries immediately. Through this page the eGA also organises periodical competitions. The eGovernment Facebook page has received high viewership and the number of registered fans has reached over 10,000 in less than three months. This can be attributed to the innovative activities that the eGA presents through the page to increase the awareness and interest.



Twitter



To maintain the interaction with all public, the eGovernment Authority launched the eGovernment Twitter account (www.twitter.com/egovbahrain) with the objective of delivering eGovernment news to the audience of this network and to announce new eServices and provide other updates. It also receives feedback and opinions from the public and answers their questions immediately.

YouTube



In order to open more communication channels with the public the eGA launched an interactive YouTube page (www.youtube.com/egovbahrain), where all eGovernment promotional films and activities are featured. The audience can interact (visually and audio) with the eGovernment by posting commentary on the video contents.

The annual survey aimed to come up with a platform for evaluating customer satisfaction and measure the awareness on eServices.

Customer Survey Index (CSI) and the Government eTransformation Index (GTI)

Among the requirements for implementing the Bahrain eGovernment Strategy the eGovernment Authority appointed (Nielsen) Company to conduct a comprehensive survey to measure customer satisfaction, transformation to eGovernment and the impact of the eGovernment on the public. The survey also sought to assess citizens' awareness of eGovernment services, the most important eServices they use, their evaluation of the services offered, the obstacles and problems that prevent them from using these services, and the extent of their general satisfaction with the eGovernment services.

The annual survey aimed to come up with a platform for evaluating customer satisfaction and measure the awareness of eServices. Around 2,500 individuals (citizens and residents), businesses (commercial and industrial) as well as the government sector from all areas of Bahrain participated in this survey. 1,700 one-on-one interviews were conducted with (individuals, businesses, government employees) who have come from different education and income brackets. More than 400 phone interviews were conducted with the electronic channels users (eGovernment Portal and National Call Centre). This is outlined in the table.

The survey which was conducted over the last three years shows a number of important results that clearly indicate the massive success of the eGovernment Authority's marketing and awareness campaigns and that they managed to increase the general public's acceptance of eServices.

eGovernment Awareness

In the eGovernment Awareness section of the survey it is shown that the level of awareness around eGovernment in Bahrain has clearly increased among individuals, the private sector and the government. The individuals' indicator rose to 79% in 2010 compared to 74% in

2009 and 27% in 2008. The awareness level among private businesses in 2010 reached 97% compared to 98% 2009. The government employees' indicator stayed at 99% throughout 2009 and 2010

Indicator	2008	2009	2010
EGovernment Awareness			
Individuals	27%	74%	79%
Businesses	N/A	98%	97%
Government	N/A	99%	99%

Use of eServices:

In the eService usage section of the survey it is shown that usage of eServices rose among individuals from 7% in 2008, 40% in 2009 to 61% in 2010. Amongst businesses it reached 94% in 2009 and 80% in 2010. In the government sector no statistics were available for 2008 however it reached 75% in 2009 and rose to 86% in 2010.

Indicator	2008	2009	2010
eService usage			
Individuals	8%	40%	61%
Businesses	N/A	94%	80%
Government	N/A	75%	86%

Awareness of eGovernment Internet Address:

In the Awareness of eGovernment Internet Address section of the survey a modest result of 25% was achieved in 2008. The survey indicated that only a quarter of the surveyed individuals could remember the internet address of the eGovernment Portal. Based on the findings of the survey, the eGA changed the internet address from (www.egov.bh) to a more memorable one (www.bahrain.bh) in 2008. The internet address awareness amongst individuals rose from 25% in 2008, 80% in 2009 to 75% in 2010. Amongst businesses it reached 91% in 2009 and 78% in 2010. In the government sector it rose from 92% in 2009 to 98% in 2010.

eGovernment Marketing and Awareness Campaigns (Cont.)

Indicator	2008	2009	2010
The Awareness of the eGovernment Internet Address			
Individuals	25%	80%	75%
Businesses	N/A	91%	78%
Government	N/A	92%	98%

eGovernment Transformation Index

The eGovernment Transformation Index is measured according to a number of criteria, such as: efficiency in delivering eServices, quality of eServices offered, Building Capacity for government employees, the ability to deliver eServices, accountability and transparency, automation of government procedures and transactions and partnership with the private sector. The eGovernment Transformation Index rose from 70% in 2009 to 79% in 2010 for the individual sector. It also rose from 74% in 2009 to 89% in 2010 for the business sector and in the government sector it rose from 62% in 2009 to 72% in 2010.

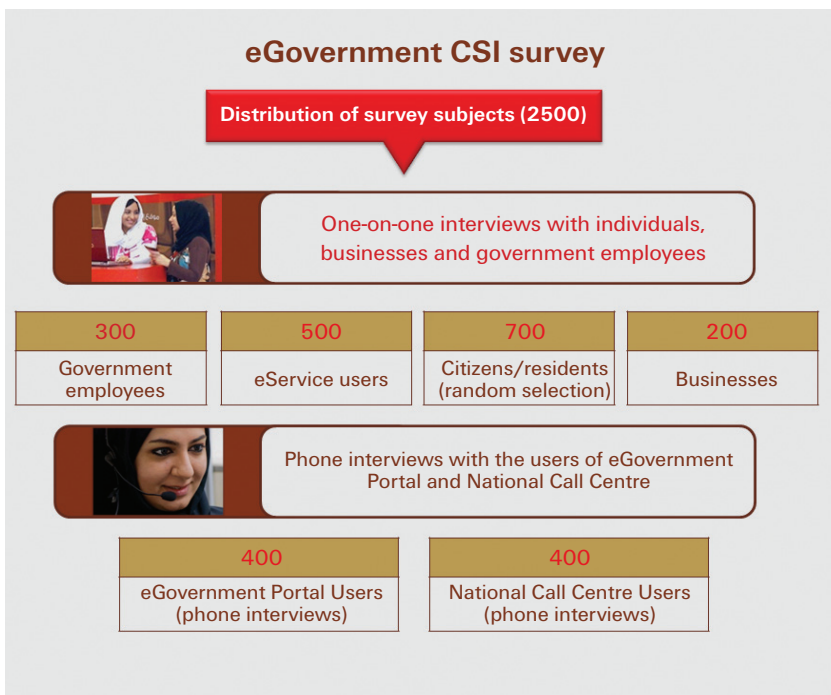
Indicator	2008	2009	2010
eGovernment Transformation Index			
Individuals	N/A	70%	79%
Businesses	N/A	74%	89%
Government	N/A	62%	72%

eGovernment oCustomer Satisfaction Index:

This indicator was measured by the awareness and availability of eServices, easy access to government services, use of eServices, time and cost savings for customers when using eServices and quality of eServices. This indicator for individuals rose from 77% in 2008 to 85% in 2009 and then to 92%, from 84% in 2009 to 93% in 2010 for businesses. It also reached 79% in 2009 and 70% 2010 for government employees.

Indicator	2008	2009	2010
eService Customer Satisfaction Index			
Individuals	77%	85%	92%
Businesses	N/A	84%	93%
Government	N/A	79%	70%

The survey includes other findings such as the most frequently used eServices by individuals, businesses and government employees. This annual survey provides the eGovernment Authority with many findings that allows the Authority to amend its marketing and awareness plans and improve them in order to achieve full awareness of eServices and drive usage to ensure eServices become the preferred method for customers.



Hosting major Global and Regional ICT Events

In line with eGovernment Authority's efforts to promote the development and growth of the Kingdom's ICT sector and the Government's plans to make Bahrain a destination for international conference and exhibition tourism, the eGA managed to organise, in cooperation with different government institutions, a number of major regional and international events in the ICT sector. These events are held annually throughout the world and attended by thousands of participants and speakers. Such events contribute to the sustained development of the Kingdom's economy which reflects Vision 2030, to make Bahrain one of the most prominent investment hubs in the world.

CISCO Networkers:

CISCO Networkers, a leading ICT industry event, is one of the biggest conferences organised by CISCO International. This conference provides ICT professionals with opportunities to take part in forums that offer deep insights in technology, hear speeches on the future trends in ICT as well as networking with key industry figures.

Bahrain is the first country in the Middle East to host this important event under the patronage of HRH Prince Salman Bin Hamad Al Khalifa, Crown Prince and Chairman of the Economic Development Board (EDB). In 2010, it was attended by 4,000 ICT experts, executives and media from 70 countries in addition to hundreds of VIPs from all over the region. It was hosted at the Bahrain International Circuit (BIC)- Sakhir, and was a massive success. Following this event, the Kingdom of Bahrain gained it a place on the international ICT map.

The four-day event, offered five simultaneous conferences covering technology forums, interactive workshops, presentations and training sessions which were specifically design to address the needs of the participants. In addition, the Executive Leadership Forum was attended by leaders in the ICT sector in Bahrain, the GCC and North Africa.



eGovernment Marketing and Awareness Campaigns (Cont.)

The event offered learning and training opportunities for hundreds of Bahrainis in a short time with minimal expenses and made it possible for to achieve international ICT certification. It also provided opportunities to network with international experts in this vital sector.

Alongside the event, another exhibition was held which showcased the latest products and services. As well as specialised workshops attended by leading international experts and decision makers in the ICT sector.

Hosting CISCO Networkers in Bahrain had a positive impact on the national economy and gave Bahrain a place on the exhibition hosting map. It also contributed to the growth of the national economy and increased the GDP by tens of millions of US dollars that were spent in hotels, transportation, dining and shopping malls. It also reflected Economic's Vision 2030 as it supported tourism and the events industry which contributed to the sustained growth and diversification of the national economy.

Due to the massive success of the event in 2010, CISCO International has decided to return in 2011 with a large event and richer content. Through 'CISCO Live 2011' the keynotes will be delivered under the patronage of HRH Prince Shaikh Salman Bin Hamad Al Khalifa, Crown Prince and Chairman of the Economic Development Board and Mr John Chambers, CEO of CISCO. Special programmes are planned including 'meet with the executives', 'meet with the engineers', design clinics, 'world of solutions', innovation awards and 'key partners' breakfast'. Additionally over 300 more sessions will be attended by thousands of participants.

MENA ICT and the Arab GoldenChip Awards:

eGovernment Authority Bahrain organised MENA ICT, one of the leading events of its kind in the region.

The event hosted over 200 Arab and Foreign ICT decision-makers alongside international experts to discuss the need for a common Arab ICT strategy with the goal of achieving sustained development in the Arab world. This event was an opportunity for ICT users and enthusiasts to gain an insight into the latest technologies and understand the products offered by both local Arab and international companies. It is an initiative that contributed to achieving the objectives of Vision 2030 and translating its principles. This was achieved by forming international partnerships that will drive the national economy and help establish an infrastructure that meets international standards.

During the conference three workshops were organised that covered various ICT topics including ICT security, ICT project management as well as other internet related services. These workshops were delivered by a group of experts. Additionally a number of interviews and visits were conducted between local and regional decision-makers in the field of ICT. The Arab Internet Service Providers Association (ARISPA) held its board meeting to discuss a number of key issues related to delivering services through the internet as well as the opportunities to develop new services in this field.

The event hosted over 200 Arab and Foreign ICT decision-makers and experts.

The Kingdom of Bahrain was selected to host this international event due to the fast paced growth of eServices and the surge of awareness amongst its citizens on the use of eGovernment Services.

The Arab GoldenChip Awards, organised alongside this event, was looking for the best ICT products and solutions developer in the MENA region. In addition, the Information and Communications Exhibition took place bringing together numerous partners who showcased their services and programmes.

Organization of Economic and Cooperation Development (OECD) Meeting

Within the eGovernment Authority's efforts to continuously coordinate with international organisations to bring best practices and knowledge from all over the world in the field of activating and implementing the eGovernment projects, the eGA hosted a seminar conducted by OECD in the Kingdom of Bahrain. It discussed ways of improving and enabling eServices, challenges and best practice solutions to improve eGovernment services. The seminar was attended by executives and decision-makers from Arab and European countries including Italy, Belgium,

France, Tunisia, Egypt, Syria, Morocco, Lebanon, Jordan, South Korea and the UAE. As well as representatives from Bahrain's eGovernment, the Civil Service Bureau, the OECD, the American University in Cairo and the Dubai College for Government Administration.

The participants submitted research papers reflecting experiences from projects in their own country and exchanged knowledge and ideas to improve cooperation in the future.

The Kingdom of Bahrain was selected to host this international event due to its fast paced growth of eServices and the surge of awareness of eServices amongst its citizens.

The seminar focused on the hurdles facing eServices, how to identifying potential challenges and ways which these can be overcome to increase the number of eService users. The impact of the global credit crunch and the best ways to mitigate its effects on the eGovernment projects were also discussed.



Hosting Major Global and Regional ICT Events (Cont.)

Hosting International Delegation to Exchange Experience in the eGovernment Field

Following publication of the United Nations eGovernment Readiness Report 2010 where Bahrain achieving a first for any Arab country, with rankings of 13th place globally, 3rd in Asia and 1st amongst Arab, GCC and Middle East countries, over 10 countries asked to benefit from Bahrain's eGovernment experience to help develop their own eGovernment projects and achieve high rankings within the UN's next report.

The eGovernment Authority hosted high-ranking delegations from the GCC and other countries such as Sultanate of Brunei, Palestine, Lebanon and several Indian states. They also exchanged knowledge with a number of European and African countries and organisations to highlight the Kingdom's experiences in eGovernment and how these could be used.

A workshop, also organised by eGA, was attended by the eGovernment Authorities of several countries to highlight the importance of the UN eGovernment Readiness Report and how Bahrain managed to achieve a high ranking in the latest report, published in 2010.

The workshop was organized as part of the eGA efforts in introducing the importance of the UN eGovernment Readiness Report, its methodology and standards, upon which the report is a tool that enhances the delivery of information and services. In addition, the workshop was organized to demonstrate a live experience of the Kingdom of Bahrain outstanding results in the latest report.



Several countries asked to learn more about Bahrain's experience in eGovernment to develop their own eGovernment projects and achieve high rankings in UN's next report

The eGovernment Authority prepared a presentation that outlined the track record and milestones of the eGovernment project which achieved international recognition and fulfilled one of the strategic objectives within Bahrain. The presentation also contained the development stages of eServices in Bahrain and the interconnectivity mechanism that were implemented.

The eGA highlighted the importance of the marketing and awareness campaigns that were organised to promote the eServices and communication channels. It also contained the Enterprise Architecture projects that aimed to unify the policies and procedures of ICT used by governmental entities to better invest in the ICT infrastructure and prevent duplication of efforts. This also will help to achieve an integrated eGovernment, offering a high quality eServices to citizens, residents, visitors and businesses.

Organizing eGovernment Events and Conferences

In line with the vision to make the Kingdom of Bahrain a destination for international exhibitions and conference tourism and to promote Bahrain as a regional leader of ICT, the eGovernment Authority organised a number of key events that hosted speakers and participants from all over the world. Plans and programmes about eGovernment as well as establishing best practices and knowledge we discussed to capitalise on developments throughout the world. Additionally other events were organised to promote the culture of excellence and creativity in eGovernment both locally and regionally.

Bahrain International eGovernment Forum and Exhibition 2008, 2009, 2010:

Under the patronage of H.H Shaikh Mohammed Bin Mubarak Al Khalifa, Deputy Prime Minister, Chairman of the Supreme Committee for Information and Communication Technology (SCICT) the eGovernment Authority organised, for three consecutive years, the Bahrain International eGovernment Forum and Exhibition which has been a huge success every year and has become the meeting destination for decision-makers and researchers in the field of eGovernment in the region.

The forum was held in cooperation with a number of societies (Bahrain Society of Engineers, Bahrain Internet Society, Bahrain IT Society and the Project Management Institute – Bahrain Branch).

The forum aimed at increasing awareness of Bahrain's eGovernment programme both regionally and internationally, showcasing its best achievements as well as providing a platform for the constructive exchange of knowledge between eGovernment specialists from across the globe. Best practices achieved locally, regionally and internationally were also outlined to highlight the technical solutions that can be implemented to achieve excellence.

The annual forum is attended by renowned international speakers in the fields of IT and eGovernment, regional and international eGovernment specialists, heads of eGovernment projects from the GCC and Middle East, as well as representatives from ministries both inside and outside the Kingdom, representatives from ICT companies from around the world, specialised technology societies from the GCC, academic researchers and local, regional and international media representatives (press, radio and television).

Every year an exhibition is held in parallel with Bahrain International eGovernment Forum which is an excellent opportunity for customers to learn about the latest eServices which are showcased in the eGovernment stand. Many private institutions also participate and sponsor the forum while other participants showcased their latest products.

The eGovernment Excellence Awards Ceremony also formed part of the Forum. More details on the Awards can be found in the next section.



This forum aims to place the Kingdom of Bahrain as a destination for international exhibitions and conference tourism

eGovernment Excellence Award 2008, 2009, 2010:

The eGovernment Excellence Award form part of the Bahrain International eGovernment Forum. The winners in all categories are honoured at the forum under the patronage of H.H Shaikh Mohammed Bin Mubarak Al Khalifa, Deputy Prime Minister, Chairman of the Supreme Committee for Information and Communication Technology (SCICT).

The eGovernment Excellence Award is given to individuals and public/private sector institutions that work in the field of ICT in the Kingdom of Bahrain. It also encourages the adoption of eGovernment initiatives and aims to increase awareness of the eGovernment vision.

Award categories:

Government Sector:

This category is for government, ministries and institutions involved in projects and initiatives within eGovernment.

This category contains three awards:

Best eService Award

This award recognises the provider of the 'best eServices' that save time and effort.

Best eContent Award

This award recognised the provider of the 'best eContent' which includes the best design, accessibility, innovation and efficiency of websites.

Best eMaturity Award

This award is given to government institutions that boast the most advanced IT infrastructures and strive to apply the best ICT practices in the Kingdom.



Organizing eGovernment events and Conferences (Cont.)

Best eProject Award

This award is given to the Ministries that deliver the best electronic projects providing tangible value to the different sectors in the Kingdom.

eEconomy Award

This award is given to public/private sector institutions that use ICT technology in innovative ways that develop the economy of the Kingdom.

It honours the institutions with the best and strongest ICT infrastructure that contribute to the development of the economy.

eEducation Award

This award is given to public/private training and education institutions that demonstrate the best use of ICT technologies in driving forward education.

Private Sector

This category is for businesses that offer technical eGovernment solutions or contribute to the economic development.

This category contains the following prizes:

Best ICT Solutions Provider Award

This award is given to ICT companies that contribute to the initiatives to the eGovernment of Bahrain by providing products, solutions and consultancy services. Participants have to demonstrate success in providing innovative, efficient and cost-effective solutions by applying best practices. This award aims to:

- Encourage ICT institutions to provide better services to Government institutions.

- Raise awareness amongst ICT institutions on the quality level of services and solutions that the Government is looking for.
- Create competitiveness amongst ICT institutions so that they provide the best services possible.

eEconomy Award

This award is given to public/private institutions that use ICT services in innovative ways to develop the Kingdom's economy.

It honours the institutions with the best and strongest ICT infrastructure that contribute to the development of the economy.

eEducation Award

This award is given to public/private training and education institutions that demonstrate the best use of ICT in driving education forward.

Individuals

This category applies to the citizens effectively using the eGovernment Portal www.bahrain.bh
This category includes the following awards:

eCitizen Award

The eCitizen Award is given to encourage the general public to use eServices through the eGovernment Portal.

Best eConcept Award

This award aims to attract innovative suggestions that can contribute to the improvement of ICT in Bahrain.

The eGA organised a number of key activities that hosted speakers and participants from all over the world

Award winners through the past years

Category	2008	2009	2010
Government Sector			
Best eService Award	eVisa service <ul style="list-style-type: none"> Ministry of Interior - General Directorate for Nationalisation, Passports and Residence His Majesty King Hamad Future Schools Project <ul style="list-style-type: none"> Ministry of Education 	eTendering service <ul style="list-style-type: none"> Tender Board Electricity and Water Bill Payment Service <ul style="list-style-type: none"> Electricity and Water Authority 	Sewerage system service connection <ul style="list-style-type: none"> Ministry of Works Electronic advertising service <ul style="list-style-type: none"> Ministry of Municipalities and Agricultural Affairs eBirth and issuing of birth certificates <ul style="list-style-type: none"> Ministry of Health
Best eContent Award	<ul style="list-style-type: none"> Labour Market Regularity Authority (LMRA) 	<ul style="list-style-type: none"> Ministry of Finance Ministry of Health 	<ul style="list-style-type: none"> Shura Council Ministry of Culture and Information
eMaturity Award	<ul style="list-style-type: none"> Labour Market Regularity Authority (LMRA) 	<ul style="list-style-type: none"> General Organisation of Youths and Sport (GOYS) General Organisation for Social Insurance (GOSI) 	<ul style="list-style-type: none"> Ministry of Interior Ministry of Works Iskan Bank
Best eProject Award	eTendering project <ul style="list-style-type: none"> Tender Board 	<ul style="list-style-type: none"> Ministry of Interior Ministry of Works 	Electronic Portal <ul style="list-style-type: none"> Ministry of Interior eSurveying <ul style="list-style-type: none"> Ministry of Social Development Resources planning system <ul style="list-style-type: none"> Electricity and Water Authority
Best eEconomy Award	<ul style="list-style-type: none"> Economic Development Board (EDB) 	–	<ul style="list-style-type: none"> Economic Development Board (EDB) Ministry of Industry and Commerce
eEducation Award	–	–	<ul style="list-style-type: none"> Bahrain Public Administration Institute (BIPA)

Organizing eGovernment events and Conferences (Cont.)

Category	2008	2009	2010
Electronic recognition award	<ul style="list-style-type: none"> Ministry of Industry and Commerce Ministry of Municipalities and Agricultural Affairs 	–	–
Private Sector			
Best ICT Solutions Provider Award	<ul style="list-style-type: none"> Bahrain Computer Company 	<ul style="list-style-type: none"> Al Nadeem Information Technology Al Moayyed Group 	<ul style="list-style-type: none"> Credimax Gulf Computer Company
eEconomy Award	–	–	<ul style="list-style-type: none"> Gulf Air Bahrain Duty Free
eEducation Award	–	<ul style="list-style-type: none"> Arab Open University 	<ul style="list-style-type: none"> Arab Open University Kingdom University Targeted Translation Project
Individuals			
eCitizen Award Transactions Payments	<ul style="list-style-type: none"> Mr. Yousif Abdulla Bu Hijji Mr. Sayed Salman Musa Al Alawi 	<ul style="list-style-type: none"> Mr. Fawaz Ebrahim Al Zayani Mrs. Maryam Mohammed Al Abbasi 	<ul style="list-style-type: none"> Mr. Mazen Abbas Al Shihabi Biggest payment amount Mr. Sayed Saeed Radhi Ali Ahmed
Best eConcept Award	Electronic participation <ul style="list-style-type: none"> Mr. Sayed Hasan Ali Hameed Al Asmawi Electronic participation <ul style="list-style-type: none"> Mr. Anwar Hasan Ali Hussain 	eGovernment interactive toolbar <ul style="list-style-type: none"> Mr. Farooq Abdulaziz Information security awareness project <ul style="list-style-type: none"> Mr. Salah Khalifa Al Binjasem 	Recycle IT <ul style="list-style-type: none"> Mr. Hasan Mohammed Bu Hazza Student Accounts Management system (SAMS) <ul style="list-style-type: none"> Mr. Saud Abdulaziz Al Buainain

Bahrain eContent Award 2009:

The Bahrain eContent Award is an initiative launched by the Bahrain Internet Society in 2005 in cooperation with the Ministry of Industry and Commerce and the private sector. This award focuses on eContent industry in Bahrain and is inspired by the World Summit Award (WSA). The eGovernment Authority cooperated with Bahrain Internet Society (BIS) to organise the 2009 event under the patronage of H.H. Shaikh Mohammed bin Mubarak Al Khalifa, Deputy Prime Minister, Chairman of the Supreme Committee for Information and Communication Technology (SICIT). The event is held every two years and aims to encourage innovation in the field of econtent in Bahrain.

Bahrain eContent Award covers all the different sectors of emerging information communities. It adds value to multimedia content to increase competitiveness.. The event is unique because of the outreach activities undertaken by all member states in the United Nations. The award is being promoted by the major organizations and institutions specialized in the field of eContent and multimedia.

Types of entries:

- Websites
- Mobile and PDA applications
- CD (multi-media)
- CD/DVD videos
- Video games across all platforms
- Interactive TV

Categories:

• eLearning	• eHealth
• eCulture	• eBusiness
• eMedia	• eBanking
• eScience	• eEntertainment
• eGovernment	• eInclusion

Organizing eGovernment Events and Conferences (Cont.)

The Award Winners

eGovernment:

- Economic Development Board website
- Ministry of Industry and Commerce website
- Labour Market Regularity Authority website

eBanking:

- Bank of Bahrain and Kuwait (BBK) website
- Bank Muscat International (BMI) website

eHealth:

- International Hospital of Bahrain
- Ministry of Health website

eMedia:

- Akhbar Al Khaleej Newspaper website
- Trade Arabia Newspaper website
- Al Wasat newspaper website

eInclusion:

- Women Gateway
- Tarbya Portal
- Traffic Kids website

eEntertainment:

- Batelco “O” Portal

eScience:

- Bahrain Centre for Studies and Research Portal

eLearning:

- Teacher Anwar Website
- Ministry of Education Multimedia Enrichment
- Arab Open University Website

eBusiness:

- Arab Shipbuilding and Repair Yard Company (ASRY) Website
- Riffa Views Website
- Global Tourism Club Website

eCulture:

- Jehat Al Shi’r Website
- Arabic Culture Cafe
- Folk Culture of Bahrain Website

Special Mentions

Moda Mall
Al Waqt Newspaper
Manama Gate
Adhari Website
Science for 6th Grade
Wasmia Website

Arab eContent Awards

The Arab eContent Awards (AEA) recognises the best eContent creations in the Arab world. It is organised in line with the Kingdom of Bahrain to encourage eContent innovation locally and globally. It also goes in line with the international initiatives aimed at bridging the gap between UN member states. It is held in Bahrain in cooperation with the World Summit Award (WSA) and highlights Bahrain's commitment to this international initiative.

With the same guidelines as the WSA, the Arab eContent Awards aims to recognise the best eContent experiences in the Arab world. The winners were honoured in 2009 in the second eGovernment Forum organised by the eGovernment Authority under the generous patronage of H.H. Shaikh Mohammed bin Mubarak Al Khalifa, Deputy Prime Minister, Chairman of the Supreme Committee for Information and Communication Technology (SCICT).

The Award Winners

eGovernment

- eGovernment Portal – Bahrain
- Mobile Recruitment – Oman
- Abu Dhabi Government Portal – UAE
- Waqf Information Centre: Waqfic – Kuwait

eBusiness and Commerce:

- Arab Finance – Egypt
- Q-Tel Website – Qatar
- Jobs Abu Dhabi – UAE

eCulture and Heritage:

- Ibn Khaldoun – Tunisia
- Jihad Al- Shi'r Website – Bahrain

eEntertainment and Games:

- YallaKoora Website – Egypt
- AlJazeera net – Qatar
- Kouot Bu Setta – Kuwait

eHealth and Environment:

- BioMAP Project (monitoring the biological diversity in Egypt) – Egypt
- Ministry of Health Portal – Bahrain
- Arabic Computer Application for Dyslexia – Kuwait

eInclusion and Participation:

- Donation Portal – Oman
- ICT for illiteracy Eradication (ICT for IE)– Egypt
- Women Gateway – Bahrain
- Darfur Kids: Lost and Found – Sudan
- Doha Debates – Qatar

eLearning and Education:

- King Saud University Website – Saudi Arabia
- Tunisian Post Virtual School – Tunisia
- Arab Open University Website – Bahrain

eScience and Technology:

- Bahrain Centre for Studies and Research Website – Bahrain

Participation in Local and International Conferences and Exhibitions

Due to experience the eGovernment Authority gained in implementing successful eGovernment programmes in the Kingdom of Bahrain the eGovernment Authority received many invitations to participate in ICT related conferences and activities regionally and globally. The eGovernment Authority enjoys participating within the international arena to showcase Bahrain's pioneering experience in eGovernment and exchange of knowledge.

First: Local Participation

International eLearning Conference

The eGovernment Authority wishes to raise the awareness of students on the role played by eGovernment and eServices in the field of eLearning. The eGovernment Authority was amongst the strategic partners in the third eLearning Conference 'the role of eLearning in supporting knowledge communities' hosted in Bahrain. The eGovernment Authority showcased its eServices in the accompanying exhibition to raise students awareness.



Bahrain International Economic Summit

To raise the awareness of the general public on the electronic mechanisms that the Kingdom is following to accelerate the objectives of the Millennium Development Goals (MDGs) and on the International Comprehensive Electronic Centre as a vital resource for governments in Africa, the Arab World and the developed countries, the eGovernment Authority participated in the Bahrain International Economic Summit 2010 under the slogan 'Towards Achieving the Millennium Development Goals'. Local institutions, academics and international economists from over 43 countries including the USA, Russia, China, Europe, Asia and the GCC participated in the conference.



ICT Forum

The eGovernment Authority participated in the ICT Forum which discussed the impact of social

networks on government information security. The forum outlined a number of challenges faced by government and institutions due to vast technological advancement and the popularity of social networks such as Facebook, Twitter and LinkedIn. These services can pose a threat to information security due to the huge amount of information shared through them.

eCamp

The eGovernment Authority is committed to interaction with its audience therefore a first of its kind initiative was launched, the e-Camp programme. Electronic platforms were installed in the camping area in Sakhir to make it possible to use numerous eServices instead of the conventional methods. Many families and individuals prefer to spend the Spring holiday camping therefore the eCamp made it easier for them to use eServices while away from home.

eShabab Program

To empower the creativity of the youth in the field of ICT the eGovernment Authority joined as a strategic partner in Zain's eShabab programme. The eShabab programme is part of the Zain Dreamer project organised with the Gulf Future Business Company.

The eGovernment Authority's role as a strategic partner highlights its continuous commitment to adopting initiatives that aim to support Bahrain's technology community. The eGovernment Authority also works alongside different institutions to empower youth to create successful experiences and maintain Bahrain's position in the ICT field.

IT Expo

The eGovernment Authority participated in the IT Expo that was hosted by the University of Bahrain with the objective of raising the awareness of eServices to students, and how to benefit them.



Participations in Local and International Conference and Exhibitions (Cont.)

Al Ayam Cultural Book Fair

Since 2009, the eGovernment Authority has continuously participated in the Al Ayam Cultural Book Fair organised by Al Ayam Publishing House. Through the Book Fair the eGovernment Authority showcases its cultural and scientific electronic services.

Bahrain Mother and Baby Exhibition

The eGovernment Authority participated in the show which was held under the patronage of Her Royal Highness Princess Sabeeka bint Ibrahim Al Khalifa, wife of His Majesty the King of Bahrain and Chairman of the Supreme Council for Women (SCW), in order to raise the awareness of eServices to mothers and family members to help them save time and effort so more time can be spent with their children.

Energy and Water Conservation Expo – Bahrain

In line with the cooperation between the eGovernment Authority and the Electricity and Water Authority in raising the awareness on eServices – the eGovernment Authority participated in the Electricity and Water Usage Reduction Exhibition organized by the Electricity and Water Authority in cooperation with the Bahrain Society for Engineers at the Bahrain International Exhibition and Conferences Centre. The eGovernment Authority showcased its eServices such as meter readings submission, high electricity and water usage reporting, ePayment of utility bills, electricity and water outage reporting, electricity and water disconnection service and customer services.



Second: International Participations

GCC eGovernment Conference - Oman

In order to increase cooperation with other GCC countries to implement eGovernment strategies and programmes, the Kingdom of Bahrain participated in the First GCC eGovernment Conference held in the Sultanate of Oman in 2009. The Kingdom was invited to exchange experiences in eService delivery and capacity building, in addition to learn from others experiences in the field of Digital Knowledge Economy.

United Nations Public Service Day – Spain

The eGovernment Authority participated with a high ranking delegation headed by H.E. Shaikh Ahmed bin Atteyatallah Al Khalifa, Minister of Cabinet Affairs in the United Nations Public Service Day 2010 in Barcelona, Spain. The conference was attended by high ranking officials in the field of public service from all over the world. The eGovernment Authority participated by presenting the Bahrain's experience through several workshops and sessions.

A number of meetings were held as part of the conference to exchange successful experiences and discuss the potential opportunities for the eGovernments of Bahrain, the United States, Albana and Canada. Further, Bahrain won three global awards from the United Nations in the United Nations Public Service Day 2010.

International eGovernment Forum - Italy

The eGovernment Authority was invited by the Italian Institute of Public Administration (SSPA), from the Italian Prime Minister's office, to participate in the International eGovernment Forum so its senior eGovernment officials could attend a presentation on Bahrain's eGovernment strategy in Rome, Italy. It was attended by senior officials and decision-makers from different Italian government ministries and institutions such as the Italian Cabinet, Ministry of Public Administration, the Italian Centre for Creativity and Training, Italian IT Society, Italian IT Centre in addition to UN officials and academics. Several international experts from developed countries participated in the Forum to discuss the Italian eGovernment strategy and provided recommendations to contribute to the advancement of the Italian eGovernment project.

INFOCONNECT - Kuwait

In order to showcase Bahrain's eGovernment programmes, strategies and exchange knowledge with GCC neighbours, the eGovernment Authority participated in the INFOCONNECT Exhibition in Kuwait. The eGovernment Authority's stand attracted a large number of experts and officials from Kuwait and other GCC countries as well as citizens, residents and tourists in Kuwait, in addition to members of the media.



Participation in Local and International Conferences and Exhibitions (Cont.)

MENA ICT – Jordan

The eGovernment Authority received a special invitation to participate in the MENA ICT Conference, one of the largest regional industry events. The eGovernment Authority gave an interesting presentation on Bahrain's eGovernment experience and exchanged knowledge in the delivery of eServices.

Cities of Knowledge and the Future of Youth Conference - Kuwait

The 15th Arab Cities Conference was held in Kuwait under the title of 'Cities of Knowledge and the Future of Youth Conference'. The eGovernment Authority participated in a workshop titled 'Cities of Knowledge – smart technologies and eServices'. Through this workshop the eGovernment Authority presented the National eGovernment Strategy of Bahrain and the plans for implementing several strategic electronic projects. The eGovernment Authority also showcased the successes and challenges faced by the eGovernment in Bahrain.



GITEX Week – United Arab of Emirates

The eGovernment Authority has participated in the Kingdom of Bahrain's stand at GITEX, one of the largest ICT events held in Middle East, together with the public and private sectors for three years.

The eGovernment Authority participated in this exhibition to increase the awareness of the benefits of eServices and information offered by the eGovernment of Bahrain through the different channels of communication that cater to all segments of society especially tourists and investors.

Bahrain's first participation at GITEX goes back to 2007, when the stand only contained the government sector, while in the second year the private sector contributed 60% of the stand which in 2009 had increased to 80% and by 2010 it increased to 90%.

This was in line with the plan to showcase the ICT infrastructure of Bahrain and encourage ICT and Telecoms and open new markets for them.

The Bahrain stand at GITEX receives a lot of attention from ICT experts and officials regionally and globally. It attracts thousands of visitors and participants who express their appreciation of the ICT developments of the Kingdom of Bahrain. It also promotes Bahrain as a regional ICT investment hub and a promising market for the products and services of global companies. Bahrain's ability to build an advanced ICT infrastructure that meets the highest technical standards was also presented as well as the ability to cater to the needs of private sector entities.





Third
in Asia



Capacity Building Project

Capacity Building Project

As more advanced technology is being utilized in eGovernance, the need to raise the users' level of competency and acceptance of eServices emerges, as does keeping them up-to-date with the rapid technological advancement of the eGovernment.

In order to raise the level of awareness on information technology, the eGovernment Authority organized training programmes called the 'Capacity Building'. The programmes were offered throughout the Kingdom to encourage citizens to use the eServices available through the eGovernment Portal (www.bahrain.bh). The training is free and delivered by internationally accredited ICT specialists. The sessions, covers the basics of IT, in addition to advanced technical skills, and are delivered in a practical way that provided individuals with up-to-date skills and increasing technical knowledge.

The Capacity Building Project, is a sustained investment in human resources. Given that the field of ICT development is characterized by constant paradigm shifts that requires continuous training programmes to keep pace with these changes, the programme was designed to be flexible and scalable.

Officially inaugurated in the beginning of 2009, the Capacity Building Project is the keystone of the eGovernment strategy as it focuses on two main aspects: the first involves training and developing the performance of eGovernment employees to build their knowledge and skills, and mould their attitudes and behaviours. The second involves eTraining for Bahraini citizens.

These two aspects were carefully designed to be in perfect harmony with one another, each side includes a set of programmes and courses to achieve the desired quality triumvirate – prepare highly qualified employees, provide quality service to citizens, and achieve the individuals and institutions satisfaction that are in fact the triangle quality desired from this project.



The Capacity Building Project, is a sustained investment in Human Resources. The result of this investment can be seen in the customer satisfaction amongst citizens and residents.

In particular, the strategy focuses on the following areas: rehabilitation of new employees, train government employees on how to use computers, foster leaders, train employees on how to deal positively with the consumer, offer project management training and micro-learning.

eTraining for Government employees and citizens:

The training and raising awareness amongst government employees and citizens is one of the most important programmes of the Capacity Building Project. It aims to educate citizens on using computers, the internet and how to use the eGovernment Portal through interactive eContent. This will help citizens save on time spent at government institutions.

This programme aims to eliminate computer illiteracy amongst citizens so that they can use eServices. This is achieved through training sessions delivered by ICT experts, the graduates of these courses receive a certificate 'the unlimited abilities initiative' from the eGovernment Authority which is accredited by Microsoft.

Two agreements were signed to train the biggest number of citizens possible:
An MOU with the General Organisation for Youth and Sport (GOYS) to train 100 young men and women.
An agreement with the Ministry of Social Development (MoSD) to train 5,000 individuals from needy families.



2009	2010	2011 – 2012
Training 745 individuals	Training 1,570 individuals	A training tender for 15,050 individuals

New Employee Rehabilitation Programme:

The eGovernment Authority has been raising awareness on the eGovernment projects and the Capacity Building project among the government employees and all Citizens through lectures for all segments of Bahrain's society in addition to coordinating with the Bahrain Institution of Public Administration (BIPA) to include the new employee rehabilitation programme for government employees.

2009	2010
600 employees	1,099 employees

Hundreds of Government employees went through the following training courses

Project management course:

This training course aims to improve the project management skills of government employees so they can implement government projects according to plans and timeframes.

The project management course includes:

- Success criteria
- Project management and implementation through best practices
- Project management operations
- Leadership skills

Customer Service Excellence Course:

Due to the fact that customer service is an essential element for the success of service delivery, this course targets front office ministry employees who deal directly with citizens and residents.

Ajax Web 2.0 Course:

The eGovernment Authority is committed to providing all the requirements for the labour market by providing specialised courses.

Ajax Web is an advanced programming language used by web designers and developers. It makes it easier for users to access websites which is the current trend in website design.

Certified Process Professional (CPP)

This course focuses on project planning and implementation using best practices. It provides government employees with essential technical skills.

ListeRead phonetically Certified Learning System Manager

This course aims to prepare the training experts in government ministries and agencies to international standards and raise the level of these institutions in project management.

Enterprise Architecture Training (EA Training)

The eGovernment Authority strategy aims to deliver easy services through multi channels. The eGovernment Authority launched the National ICT Enterprise Architecture Training Project to connect government institutions and to create a national database and a single access code to facilitate the logging-in process on the eGovernment Portal and the data exchange in the government sector.

Accordingly, the Capacity Building department played an important role in this project by launching a specialised course supervised by the policy and procedure restructuring committee for Government sector ICT experts who will deal with the eGovernment Authority and the Enterprise Architecture project. Over 230 trainees received TOGAF certification in Enterprise Architecture as of 2010.

Project for Preparation of Computer Labs:

The eGovernment Authority believes that improving eServices cannot be achieved without spreading computer usage. To achieve that the eGovernment Authority prepares Computer Labs throughout the Kingdom that are used by people who cannot afford a computer. An agreement with General Organisation for Youth and Sport (GOYS) was made to equip two computer labs to be used for the eTraining project for government employees and citizens and 1,000 youths.



Regional and International Initiatives

United Nations Global Alliance for Information and Communication

Technologies and Development (UNGAID)	87
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Global Alliance for Information and Communication Technologies and Development (UNGAID)

To accelerate the movement towards achieving the Millennium Development Goals (MDGs) which include the elimination of poverty and achieving development through the use of ICT, the United Nations established the Global Alliance for Information and Communication Technologies and Development (GAID). It was formed by member states experienced in ICT who were selected according to specific standards. It is headed by the Arab expert, Dr. Talal Abu Ghazalah.

The eGovernment Authority is proud to be part of this international initiative which received a lot of attention from different parties including the United Nations Secretary General who agreed to be honorary President of the project. This marks the first time that the United Nations Secretary General was selected to be an honorary President for one of the United Nations projects.

The selection of Bahrain (represented by Mr. Mohammed Al Qaed, eGovernment Authority, Chief Executive Officer) to be a member of this Alliance comes as a result of the reliability of Bahrain's electronic projects and their leading role in the field of ICT. The eGovernment Authority strategy received praise from key United Nations officials due to its achievements in a short space of time. It also received special recognition for the role of the eGovernment programme in facilitating procedures and eServices. The UN supported Bahrain to be a centre for exchanging knowledge in the field of ICT and eContent.

Bahrain participated in a number of important UNGAID meetings including the first UNGAID Strategic Council held in Mexico and attended by leading ICT decision-makers, senior UN officials, technology experts, scientists, educators, business leaders, investors, civil society organisation and young leaders. It aimed to provide recommendations that will accelerate the development of the ICT sector throughout the world which in turn would contribute to achieving the MDGs.



Kingdom of Bahrain was appointed as a new member due to Bahrain's leading role in helping the UN assess third world countries needs to achieve MDGs.

The Kingdom of Bahrain also participated in the preparation meeting for the MDGs acceleration through the ICT programme which was held at the GAID Headquarters in New York. It was attended by experts from different countries, governments, companies, universities, international organisations and the NGOs.

Bahrain also participated in UNGAID meeting in Abu Dhabi where the Kingdom of Bahrain was appointed as a new member due to Bahrain's leading role in helping the UN assess third world countries needs to achieve MDGs.

Bahrain initiative for MDGs achievement:

Bahrain hosted a UNGAID forum that made a number of important recommendations for the achievement of MDGs through ICT. These recommendations materialised in the initiative Bahrain recommended to establish an 'MDGs eNabler' in cooperation with the United Nations Development programme in Bahrain and UNGAID.

The 'MDGs eNabler' will contain all the tools and directives to achieve development in various sectors. It is going to be an interactive centre, headed by a number of consultants who will connect through an internet portal and work on different projects from related to Capacity Building and the use of ICT to achieve MDGs.



Global Alliance for Information and Communication Technologies and Development (UNGAID) (Cont.)

The MDGs eNabler aims to:

- Be a hub that provides the Capacity Building programme with the electronic training and consultancy services to GCC, African and other countries.
- Be a source database that will provide advanced technical solutions for governments to help them achieve MDGs. It will also help countries use successful international programmes and experiences that will help build capacities and accelerate the achievements of MDGs.
- Promote transparency and provide a rich database of successful international experiences and help with strategic planning in the field of ICT.
- Be a model for other countries in accelerating steps towards achieving the MDGs.



Arab Centre for eContent Development

The Kingdom of Bahrain signed an MOU with the UN Development Program (UNDP) to establish The Arab Centre for eContent Development. The centre, based in Bahrain, seeks to improve the eContent in the Arab world and increase the Arabic language volume and quality on the internet in comparison to other languages.

In addition it aims to improve Arabic language search engines and build capacities in the field of eGovernment. The Arab eContent Centre will work to improve quality of Arabic eContent by awarding certificates of accreditation.

It will also contribute to establishing a suitable working environment and increase economic development according to Bahrain's Economic Vision 2030 as well as support public and private sectors in locally and regionally.

The Arab Centre for eContent Development will adopt web 2.0 tools to allow the general public to create useful content by supporting electronic development and setting new standards.

The centre will seek to establish a suitable working environment and increase economic development according to Bahrain's Economic Vision 2030.



GCC eGovernment Committee

At the International eGovernment Forum in 2008 the eGovernment Authority organised a meeting between the heads of GCC eGovernment projects in Bahrain.

One of the important reasons behind this meeting was that the Kingdom of Bahrain and the other GCC countries have passed advanced stages of government transformation therefore it is important for them to exchange technical and managerial expertise.

The heads of the GGC eGovernment projects agreed in further meetings, that were later held across the GCC. A number of important decisions were made to to increase the cooperation amongst GCC countries. These decisions are:

1. Creating a committee for GCC eGovernments that will coordinate and follow-up on the efforts of member countries.

It will convene periodically to exchange experiences. The heads of the eGovernment projects agreed to make this committee the basic reference for GCC electronic integration.

2. Organising an annual eGovernment conference that will include forums and workshops to exchange knowledge between GCC countries.

The conference will be held in the country of the current head of the GCC Council and the inaugural eGovernment conference was held in 2009 in Oman.

3. Launching and activating common eServices amongst GCC countries on reviewing the standards and policies followed by GCC countries.

The committee discussed providing 39 common eServices that are offered to citizens and businessmen. GCC citizens and businessmen will be able to conduct any Government transaction from any member country through the country of residence.

4. Launching the GCC eGovernment Excellence Award.

GCC countries agreed on the recommendation of Bahrain to launch the GCC eGovernment Excellence Award to help GCC countries achieve a pioneering position in the field of eGovernment on the international stage. The first GCC eGovernment Excellence Award Ceremony was held in Oman as part of the first eGovernment Conference in 2009.

The committee discussed providing 39 eServices Centres that are offered to citizens and businessmen.

5. Cooperation and coordination in the purchasing and negotiation of software licences. This will ensure member states save money on licences.
6. The GCC countries tasked a number of experts to prepare a shared declaration on their eGovernment projects which will contain a reference for cooperation between member countries.



First amongst Middle Eastern countries



External Consultancy Unit

External Consultancy Unit at the eGovernment Authority

Due to accumulated experience of the eGovernment Authority in implementing strategic eGovernment project in Bahrain and the massive success and achievements it has made which received international recognition in the United Nations eGovernment Readiness Report 2010 several GCC, Arab and Asian countries asked the eGovernment Authority to assist their eGovernment programmes. eGovernment Authority also received several requests from countries to visit Bahrain to learn from the successes of the eGovernment programme.

Accordingly and also due to the desire of eGovernment Authority to improve its experience by working on other eGovernment projects for different countries, the Supreme Committee for Information and Communication Technology approved the establishment of an external consultancy unit at the eGovernment Authority that will seek to provide strategic and professional consultancy services in the field of eGovernment to Arab and Asian countries.

The unit will provide consultancy service in several fields including:

1. Achieving high ranking in the United Nations eGovernment report.
2. Unifying standards and restructuring government procedures.
3. Delivering eServices through different channels.
4. Increasing the awareness and usage of eServices through marketing and awareness campaigns.
5. Building capacities and closing the digital gap through training programmes.

Activities of the Unit

Workshops

The unit organised three workshops on the eGovernment programme through which they showcased the experiences of the Kingdom of Bahrain in different fields such as restructuring

procedures, improving eServices, enterprise projects, marketing and awareness.

First workshop: It was held for a senior delegation from the Sultanate of Brunei who came specifically to learn about Bahrain's eGovernment experience.

Second workshop: Was held in parallel to the Bahrain International eGovernment Forum. It was attended by officials from Saudi Arabia, the UAE, Oman and Sultanate of Brunei.

Third workshop: Was attended by delegations from Palestine accompanied by a representative from German company, DTZ, Lebanon, a technical team from Sultanate of Brunei and other GCC delegations.

The workshops also included field visits to eGovernment projects including the smart card project, the eInvestor Centre project, the eGate at the Bahrain International Airport, the public service centres and eGovernment platforms.

Consultancy Services:

The unit provided its first consultancy services to a number of countries which included a general reviews of eGovernment projects, recommendations to improve eGovernment programmes, strategic studies and evaluations for strategic objectives by reviewing the readiness of Government institutions to achieve objectives. The unit also submits recommendations to the minister of eGovernment in each country.

The unit provided four consultancy services for different projects:

- Assistance in establishing the procedure re-engineering unit.
- Assistance in establishing the Government project management unit.
- Developing a plan to improve the ranking of these countries on the United Nations report.
- Project management on eService delivery.

eGovernment Authority received several requests from countries to visit Bahrain to learn from the successes of its eGovernment programme.



Awards: International, Arab and GCC Levels

Awards: International, Arab and GCC Levels

In a short period of time the eGovernment Authority managed to achieve many milestones. The eGovernment programme of Bahrain has become a symbol of pioneering in eGovernment and was recognised by many international, Arab and GCC awards, reached a total of 21 awards in only three years (6 international awards, 9 Arab awards, and 6 GCC awards).

These awards received by the Kingdom of Bahrain are the result of continuous work and collaboration amongst government ministries and agencies. The eGovernment Authority believes that continuing this support and collaboration will allow Bahrain to achieve further advancement.

1. International Awards

1. **The special excellence Awards for best performance (positive change) within the first twenty companies in the globe in the United Nations eGovernment Report 2010.**

This came after Bahrain achieved 13th place internationally in the United Nations eGovernment Report compared to 42nd place in 2008, a leap of 29 places in the global list.

Bahrain also came 3rd amongst Asian countries and 1st in the GCC, Arab world and Middle East. The United Nations Public Service Award is one of the most prominent international awards in this field.

2. **United Nations Public Service Award (Improving Transparency, Accountability and Responsiveness in the public service) 2010.**

For the eGovernment Portal (www.bahrain.bh), that is supervised by the eGovernment Authority, where over 200 government services are provided electronically round the clock through this portal.



The eGovernment Authority's achievements were recognised by many international, Arab and GCC awards, reached a total of 21 awards in only three years (6 international awards, 9 Arab awards, and 6 GCC awards).



3. UN Public Service Award (advanced Government knowledge management) 2010.

For the National ICT Enterprise Architecture Project. This project aims to create a strategic framework for all government institutions and unifying the policies and standards among them in implementing ICT projects. It also aims to achieve integration of ICT infrastructures, information systems and databases within governmental entities.

4. World Summit Award for Mobile Innovation 2010.

For the mobile gateway the eGovernment Authority received the World Summit Award for mobile innovation in the (mGovernment and Participation) category. The mobile gateway was selected as the number one mobile portal of its kind in the Middle East to provide services from all government sectors through one portal through WAP and SMS in both English and Arabic languages. The World Summit Award for mobile innovation is the only event of its kind and encourages the best eContent and mobile applications across 160 countries.



5. I4D Award 2008.

India's award for the best eGovernment projects and initiatives.

6. CISCO Creativity Award 2010.

The eGovernment Authority received this award during the International CISCO Networkers Conference. This award recognised distinguished achievements in the growth and proliferation of technology.

Awards: International, Arab and GCC Levels (Cont.)

2. Arab Awards

1. **Arab Golden Chip Award 2008** for the Best eGovernment Application category.

For the eGovernment Portal through which the eGovernment Authority provides over 200 eServices round the clock. This is considered to be the first Arab ICT Award that recognised creativity in Arab countries.

2. **Arab GoldenChip Award 2010** for the Best eGovernment Application category.

For the eBirth system which is offered by the eGovernment Authority in cooperation with the Ministry of Health, the Central Information Organisation and Bahrain Post. It is the first eService of its kind in the GCC, making it possible for citizens to register the names of their new borns electronically. This service makes it possible to receive a CPR number for a new baby, request a birth certificate and to pay fees before the documents are delivered by post.

3. **Arab GoldenChip Award 2010** for the Best eContent.

For the website of the Bahrain Shura Council due to its rich content and the advanced technologies employed in it to make it easier to browse.

4. **Arab eContent Award 2009** in the eGovernment category.

For the eGovernment Portal which caters to citizens in both the private and public sectors and allows for the exchange of information and delivery of high quality eServices. The Arab eContent Award is organised in cooperation with the World Summit World for eContent and the jury follows the same international criteria and has the same members.

5. **Arab eContent Award 2009** in the eScience category.

Won by Bahrain Centre for Research and Studies for its work in achieving international integration in the main categories of science and their new media initiatives.

6. **Arab eContent Award 2009** in the eHealth and Environment category.

Won by the Ministry of Health for its work in developing the health care services offered to customers and using ICT to manage the health care system.

7. **The eGovernment Shield Award 2010** (technical innovation).

Won by the Ministry of Finance for its website.

8. **The eGovernment Shield Award 2010** (infrastructure innovation).

Won by Ministry of Works for the advanced infrastructure of its website.

9. **The eGovernment Shield Award 2010** (technical innovation).

Won by the Shura Council for its website.



3. GCC Awards

1. GCC eGovernment Award 2009 in the Best eService category.

For the eBirth project which is offered by the eGovernment Authority in cooperation with the Ministry of Health, the Central Information Organisation and Bahrain Post. It is the first eService of its kind in the GCC, making it possible for citizens to register the names of their new borns electronically. This service makes it possible to receive a CPR number for a new born, request a birth certificate and pay fees before receive the documents by post. This takes three weeks less than the traditional method.

2. GCC eGovernment Award 2009 in the Best Technologically Advanced Institution category.

For the eGovernment Portal (www.bahrain.bh) for the technical innovations used in the website design as well as its integration, interactivity and ease of use. It achieved interconnectivity between the Portal and ministries by providing an infrastructure that has a high capacity that will accommodate the increasing demand in the future.

3. GCC eGovernment Award 2009 in the Best eGovernment Project category.

For the Integrated Criminal Investigation System known as 'Najm' by the Ministry of Interior. It is a value added project that saves time, cost and caters to a large segment of society. It integrates the systems and applications of criminal investigation at the Ministry of Interior and covers the basic tasks of the Police Force.



Awards: International, Arab and GCC Levels (Cont.)

GCC eGovernment Award 2009 in the eEconomy category. For the eInvestor project which implements the best practices in ICT to contribute to the development of the national economy directly and indirectly. It aims to enhance the system and procedures of investment and business start-up in Bahrain as well as improving the coordination partnership amongst government, public and private sector institutions in its field.

GCC eGovernment Award 2009 in the Best eService category. For the eTendering project which is an electronic channel for supervising all tenders, purchases and procedures for all government institutions. It supports the private sector inside and outside of Bahrain by allowing them to participate in tenders and provide information on their products and services. It also allows companies to complete the tender procedures and view the status of tenders.

The Best CEO Award 2010. In the field of Human Resources in the GCC for the public institutions category. This award is a new addition to the achievements of the eGovernment Authority. Mr. Mohammed Ali Al Qaed, eGovernment Authority, Chief Executive Officer, received the Best CEO Award at the 5th Regional HR Conference. It recognised his achievements in developing human resources in the eGovernment Authority as well as developing creativity and productivity in the ICT sector by applying best practices, since he joined the Authority three years ago.





The Way Forward

New eGovernment Strategy 2011 – 2014

During the past three years the eGovernment Authority has worked to implement the elements and objectives of eGovernment Strategy 2007-2010. During this period the eGovernment Authority managed to achieve several successes that have been showcased in this document and yet the job is not finished. The basic goal is achieving customer satisfaction especially in this fast paced environments where development is constant.

We believe we can not feel content with the achievements to date. We have to continue by integrating the efforts of the whole country and overcoming challenges to further improve Bahrain's ranking in the international arena of ICT and eGovernment technology. We also need to take Bahrain's experience in eGovernment to the next level and focus on value added services, building on the developments the Kingdom has achieved in this field to contribute to the development and prosperity of Bahrain.

The New Strategy Development Committee:

To continue the success the Supreme Committee for Information and Communication Technology formed a committee to develop the new eGovernment Strategy 2011-2014. This new strategy will be in line with Bahrain's Vision 2030 and will contribute to making the public sector more productive and allow it to deliver higher quality services.

A committee of 11 members from several public and private sector institutions has been formed to outline the objectives of the new strategy and identify its priorities.

The committee is headed by Mr. Mohammed Ali Al Qaed, eGovernment Authority, Chief Executive Officer, and has amongst its members representatives from the public and private sectors including the Vice President of the committee Dr. Yousef Abdul Latif Al Bastaki from the University of Bahrain; Shaikh Salman bin Mohammed Al Khalifa, General Director of IT at the Central Informatics Organisation; Dr. Aref Abdulrahman Abdulkarim, Information Consultant

at the Prime Minister's Court; Mrs. Rana Ebrahim Fahiqi, Head of Public Sector Department at the Economic Development Board; Dr. Zakareya Ahmed Al Khaja, Director – Policies and Business Processes Re-Engineering at the eGovernment Authority; Mr Feras Jaafar Habib, Director - Services & Channels Enhancement at the eGovernment Authority; Dr. Ali Mohammed Amin Al Soofi, Lecturer and Head of IT Department at the Arab Open University (as a private university representative); Mr. Saleh Taher Mohammed Tarrada, from IT committee at the Bahrain Chamber of Commerce and Industry; Mr. Abdulla Abdulrahman Al Hamed, CEO of Investate (as a representative from the private sector); Mr. Ahmed Khalid Al Balooshi, Head of Bahrain Internet Society (as a representative from Civil Society Institutions).

The committee held intensively meetings to review the previous strategy and study the challenges, its strengths and weaknesses. The committee also studied the recommendations of the Customer Satisfaction Index and surveys to implement them in the new strategy. The committee also issued a tender to choose a consultancy to develop the strategy. It reviewed the tender proposals and awarded the tender to BOOZ & Company.

BOOZ & Company was selected to develop the strategy due to its immense international experience and the fact that it is one of the major consultancy firms on the world. It is expected that BOOZ & Company will add value to eGovernment's knowledge.

The committee launched a blog on the eGovernment portal to gain feedback and opinions from the general public on the new strategy and how they wish to see Bahrain in the future.

The general public will be the focal point of the new strategy by improving the efficiency of eGovernment management while at the same time maintaining the highest levels of quality in delivering eServices.

Supreme Committee for Information and Communication Technology decided to form a committee to develop the new eGovernment Strategy 2011-2014. This new strategy will be in line with Bahrain’s Vision 2030.

Supreme Committee for Information and Communication Technology decided to form a committee to develop the new eGovernment Strategy 2011-2014. This new strategy will be in line with Bahrain’s Vision 2030.

BOOZ & Company conducted a number of interviews with all governmental entities and several private sector entities in the Kingdom to measure their readiness for electronic transformation and to network with the work teams in the government ministries who are involved in implementing the eGovernment programme.

The Aspects of the New Strategy:

The audience will be the focal point of the new strategy by improving the efficiency of eGovernment management while at the same time maintaining the highest levels of quality in delivering eServices. The electronic interconnectivity between Government institutions will be a main element in this strategy as it will make Bahrain one of the first ten countries in the world in the field of eGovernment.

The Aspects of the New Strategy

The general public will be the focal point of the new National eGovernment Strategy

The new strategy will cover individuals, businesses and the government sectors through a three dimensional approach that focuses on local, regional and international aspects

Individuals

Businesses

Government

Locally

- Allowing the general public to participate in the development of new eServices
- Giving the general public the opportunity to interact with Government officials

Regionally

- Making eServices the preferred option

Globally

- Improving transparency in Government services
- Simplifying Government procedures in order to attract investors to Bahrain

eGovernment Authority

Al Barsha Building (Opposite Bahrain International Airport)
Building no. 145, Road no. 2403, Block no. 224
Muharraq - Kingdom of Bahrain

Telephone: +973 17 388 388
Fax: +973 17 388 338
P.O. Box: 75533

Email: info@ega.gov.bh
Website: www.ega.gov.bh