



# eGovernance Development Strategy for Republic of Armenia

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## eGovernance Development Strategy for Republic of Armenia

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The foundation for this document has been based on “Development of the national e-governance strategy for Armenia (eGOV.Am)” Project (EuropeAid 119860/C/SV/multi) conducted by *Investissement Développement Conseil SA* (Paris, France). The main operator and beneficiary of this project was The Prime Minister’s Office and Government of the Republic of Armenia operated the project within five months at 2006. This **Tacis** framework project was intended to produce the national eGovernance strategy for Armenia, and an outline action plan for implementation of the strategy. It was also expected to produce draft regulations and recommendations for establishing an appropriate legal framework to support the implementation of eGovernance. This project is very productive and can be used for future development in this field.

The strategy has been created in the context of the vision of Armenia as a society where ICT is an important tool in economic and social development, a vision of Armenia as an information society with strong democratic governance. This vision has been articulated by both the President and the Prime Minister, and anticipates:

- a strong, democratic society in Armenia
- transparent and accountable Government
- a society without a digital divide
- a society with good education, health services, and governance, supported by information and communications technology
- improved access to public services

The main objective of this document is the propose difference tactics of development based on general development strategy proposed by Tacis’s project. Based on National eGovernance strategy the main solutions proposed by the authors of this paper are:

1. First of all to be based on special highly controlled project management methodology – PRINCE2 stands for Project Management IN Controlled Environment.
2. Special methodology for National Action plan implementation and Work Packages creation based on Blueprint method.
3. Change in Corporate management of system of eGovernance and shift of leadership specially proposed by this paper.
4. Concrete work pattern for legislative preparation work and legislation development.

## Background

Electronic governance, or eGovernance, is the delivery of Government services and information to citizens and business, and public input to the process of government, using information and communications technologies.

eGovernance, or electronic public administration, is a form of carrying out business processes in public administration authorities which is based on the use of modern information and communications technologies and is oriented towards the end users (citizens, businesses, public employees). It is intended to achieve the increased accessibility, transparency and quality of user services and improved internal efficiency. eGovernance includes ensuring the participation of various groups and institutions in discussing topics of national importance and the functioning of state and public administration. In order to do so, various methods are employed for the automating of tasks, especially for external (requesting services, distribution of products, e-democracy), as well as internal communications (linking records, automatic processing).

The expression eGovernment also includes constant adjustment of organisational, legal and technical frameworks in order to provide the most efficient possible implementation of such business processes. The introduction of eGovernance in all segments will allow the achieving of important long-term synergetic effects in connection with the transparency, rationalisation and flexibility of operations.

Using these technologies changes the ways in which citizens and business interact with Government. Citizens have greater access to government information. Government is managed more efficiently. The interactions between government and citizens (G2C), government and business (G2B), and between government agencies (G2G) are more effective, more transparent, and less costly.

## General Scope

The implementation of a national strategy for eGovernance is complex and challenging. It involves actors from Government, Ministries, and government agencies. It involves the NGOs and private sector businesses. It involves funding agencies. All of these have been consulted during the implementation of this project, and all of these groups are important in implementation of the e-governance strategy. However, probably the most important group of beneficiaries of effective e-governance development will be the citizens of Armenia, who will benefit from good governance, and the provision of services that they want and need.

## Formation of Strategy

The formation of the National eGovernance Strategy goes back to March 2006. The project group began by forming the vision and strategic objectives of eGovernance and continued by preparing other key contents of the strategy. By the end of 2006 a draft had been prepared and several key documents had been studied. At the beginning of 2008 the new project was expanded with professionals from Business and Academics to assess the previous strategy and propose the development methodology. They studied the draft strategy and gave constructive advice as to what could be added. In the opinion of the project group a good proposal for the eGovernance strategy was proposed, which is offered for public release and discussion.

The public release should be followed by interdepartmental harmonisation, in which the majority of state authorities should offer their opinions and comments. For this the authors of this paper and the research project has been offered to conduct eGovernance Development Conference to be able to finalize eGovernance Strategy.

## Vision of eGovernance in Republic of Armenia

Armenia will strive to advance the progress of eGovernance, according to both the established comparative criteria of the EU and the less measurable but still exceptionally important results of eGovernance: user satisfaction, reduction of administrative burdens, innovative solutions, new business models, co-operation with various persons and other countries, the implementation of good practice, the forming of a knowledge database, rationalisation of internal operations, qualification of all participants for the use of eGovernance, standardisation and central management of eGovernance, interoperability etc. With the implementation of the eGovernance strategy, new opportunities, new services and new models of administrative operations will appear. **eGovernance understood in this manner will become much more than support for the existing administration; it will become an important factor in the sustainable development of administration in Republic of Armenia in general.**

***To provide citizens and businesses with friendly, simple, accessible and secure electronic administrative services, e-democracy applications and information available on the Internet anytime anywhere, for all of their life events.***

## Principal of eGovernance Strategy

The national eGovernance strategy for Armenia sets out the goals and objectives, and defines the steps that will be taken by the Government to introduce effective eGovernance throughout the Government structure.

The eGovernance strategy is one of the pillars by which the Armenian Government will achieve moves towards the information society, with its vision of information and communications technology for all, and towards a prosperous, competitive and democratic society.

The purpose of the strategy is to achieve the vision of an Armenia where citizens and business have full access, through ICT, to the Government information and services they want and need.

The information and services provided through implementation of the eGovernance strategy will be delivered to a high standard of quality and will contribute to efficiency and cost-effectiveness in Government operations.

Effective implementation of eGovernance will make Government more accessible to citizens and business. The impact of the development will be to make Government more effective and more accountable.

Citizens will have better access to government information, and there will be opportunities for interaction with government officials. This will promote greater civic engagement in the business of Government.

Using online services and providing detailed government information makes the operation of government more transparent, and opportunities for corruption are reduced significantly. This will lead to greater public confidence in Government and its operations.

The use of eGovernance gives opportunities to provide services to communities which are underserved by traditional systems. In Armenia this is the opportunity for rural communities to access Government information and services more easily than at present.

## Objectives

In order to achieve moves towards eSociety and to maintain its competitiveness in the region and world markets, Armenia needs to move rapidly through the stages of eGovernment development. It is realistic to estimate that Armenia can achieve an integrated online presence, with secure online transactions through a single portal, and access to current Government information, in five years.

The main strategic objective is:

***All Government services and information will be available to citizens and business through a single electronic portal by 2010.***

In order to achieve this objective there will need to be changes in the ways that public servants work. This is already happening through the programme of Public Sector Reform, and e-governance development is just one part of this. For e-governance, public servants will need to have a high level of e-literacy in order to make services work online, and we will achieve this through training. New relationships will also need to develop as Ministries and Government agencies need to work together in sharing information and systems.

This gives the secondary objective:

***Reform of the structure and resourcing of the public sector will be targeted to enable cost-effective, online service delivery.***

In order to work towards the creation and introduction of a single Government portal for online access to services, it is vital that changes are made in the way Government, Ministries, agencies, and local Government interact.

Processes in government will be examined carefully in the design of the new eGovernment systems. It is not enough simply to automate existing processes. Any existing electronic legacy systems will be examined carefully to ensure that they meet new standards of design and interoperability. To ensure interoperability, all new systems will be planned so that they will work together, being built to common standards, with compatible record formats. The use of common standards will help to reduce the development time for new systems, particularly as expertise grows.

Integration is needed in the provision of services. This means that Government agencies will need to coordinate their development efforts, and their operational support systems (back office systems) will need a high degree of integration. A number of activities need to be carried out to achieve integration of services. These services need to be designed based on a common infrastructure, with clear definition of the business processes involved in each service, with mechanisms to integrate systems.

The development of systems needs to take place in a controlled way, so that, although projects might take place in different Ministries, all can be interlinked. It will be necessary to develop and introduce interoperability standards, which will be used wherever appropriate.

It is necessary to develop a common infrastructure with agreed data protocols and system standards and information sharing between applications.

The common infrastructure will be based on:

- agreed policies for application development
- the application of standards, some of which will be mandatory
- the identification of common data and common applications
- investment in a Government network and communications between Ministries and agencies.

Integration in the development of services will require effective project management, and skills and tools to design workflows and data access, using a shared knowledge base.

Objective:

**All eGovernment systems will be interoperable, and designed to common standards.**

### **Redesign of service procedures**

The design of services for eGovernance presents an opportunity to redesign the existing services and remove the inefficiencies that currently exist in some systems. All applications should be re-engineered, providing the services that are needed rather than simply automating legacy systems. This will require competences in business design.

Duplicate data capture between different services will be identified and, as far as possible, eliminated. The management of data sharing is an important aspect of integration of services.

Objective:

**All eGovernment systems will be re-engineered to follow efficient procedures for operation and data collection**

### **Transparency**

When systems are designed, transparency of Government procedures will be an important issue to be taken into account. Openness and transparency are seen as important factors in developing public trust in Government systems, and in contributing to the development of a fully democratic society.

The rules and procedures to be followed by citizens, business, and public servants in using any government system will be published online. As part of the redesign of systems for e-governance development, rules and procedures will be simplified wherever possible. All systems will incorporate tracking mechanisms so that service users can track the status of their applications online.

Objective:

**Rules and procedures for use of all of e-governance systems will be published online.**

### **Working together**

There are some traditional barriers to collaborative working between departments and agencies which have to be overcome. New relationships will be established in central and local government, and with other interested parties, to ensure that eGovernance development meets the needs of the country.

Some of the e-governance development projects will need co-operation between departments that have no tradition of working together. We must ensure that public servants recognise the importance of striving to make the changes to working practices and relationships successful.

Commitment to work together to make eGovernance development successful needs the development of strong working relationships within and between Ministries and government agencies, with NGOs and representative bodies, with business and with citizens.

The ways of working together will include:

- establishing a consultative process so that citizens, business, NGOs and agencies can contribute opinions on how e-governance should develop
- wide consultation with citizens and representative organisations on the design of services to help promote civic engagement in the e-governance process

Citizen participation in Government can be increased by giving easy access to information, putting information online, and establishing interactive contact channels. Publication of information online will become part of the routine work of public servants. Citizens should be able to communicate interactively with the agencies that they use. Development of these interactive channels allows the creation of a system for public commentary on policy issues, even before policy decisions are taken. In this way citizen participation in the policy and decision making processes develops, and a route to e-democracy is established.

Objective:

**Information exchange and consultative processes will be set up to ensure full participation in e-governance development from citizens and business**

### **Public private partnerships**

It is clear that the private sector has a strong interest in the development of a competitive, e-literate Armenia, and that a wide range of skills and competences exist in the Armenian ICT sector.

These skills and competences will be harnessed in partnerships where the private sector will be involved in the development of e-government systems in the public sector. The experience of the private sector in using the technology will be an essential component in development of electronic governance. The private sector will be asked, where appropriate, to advise the Government on design and development of e-government systems

Objective:

**Active private sector participation in eGovernance development will be achieved through the use of public-private partnerships**

### **Training public servants**

So that eGovernance helps to move towards a fair and democratic society, we will ensure that all public servants are properly trained to develop and use eGovernment systems.

Public servants will have to work in new ways, with new skill sets. They need to understand the opportunities created by technology for bringing services to citizens and business, and by new interactions with citizens and business.

A comprehensive training and development programme for civil public servants will be established. This programme will target public servants at all levels, and will include:

1. eGovernance leadership: which will put into context policy making, change management, service delivery, and organisational culture.
2. Managing projects and change eGovernment skills: so all staff can use tools for provision of services.

Our aim is a well-trained, committed workforce, able to deliver e-services to citizens and business in an effective manner.

Objective:

**All public servants will be trained so they have the skills and competences needed to deliver eGovernance services.**

### **E-leadership development**

Leadership of the eGovernance effort needs elected officials and public servants who understand how to use the technology, and understand its potential. The strategy addresses this need by proposing the creation of an office responsible for overseeing eGovernance planning. Such leadership can be exercised because there is strong Presidential and Prime Ministerial support for the eGovernance initiative.

There must be open communication between departments, and any resistance to working together to develop eGovernment systems will be overcome through consultation and effective leadership of the eGovernance development effort.

It is important to develop strong e-leadership skills, and this will be an important element of a training programme for public servants selected from all Ministries and agencies.

Objective:

**An e-leadership programme for senior public servants will be used to develop the skills required to lead the eGovernance development effort**

### **Managing change**

The training programme for public servants will stress the importance of the need for commitment to e-governance development, and that there will, of necessity be changes in the way that public servants work. We recognise that public servants will be concerned that they continue to have an important role to play in management and operation of public services, and will have opinions on the best way to manage change in the way their services are delivered.

To enable a response to any concerns about reforms arising from e-governance development, all public servants will have the opportunity to discuss with e-governance policy makers and senior officers the progress of e-governance initiative, and how it affects them.

Objective:

**Open discussion forums in all Ministries and agencies will be used to allow all public servants the opportunity for consultation on the changes arising from e-governance development**

An effective and widely available telecommunications infrastructure is vital to the success of the eGovernance development initiative. Work will continue towards liberalisation of the telecommunications sector, to encourage competition, which will promote cheaper access for citizens and business.

It is essential that connectivity is brought to areas where there is now a low teledensity. To work towards access for all in areas of low teledensity, we will introduce public access points and use mobile service centres to provide access to government information and services.

Objective:

**Public access facilities will be provided to bring services to sectors of the population who have no access to information and communications technology**

Internet penetration can be expected to grow in Armenia in the next five years, and this will give more citizens the opportunity to access services online. However, there is a need for a national e-literacy programme to ensure that citizens have the skills to use the systems. There will also be a need to ensure that there is a network of community access points where citizens can go to access services. Without these the digital divide in Armenia can be expected to grow wider.

**Getting citizens online**

Our strategy is to overcome lack of access and lack of skills. Lack of access does not come only from poor connectivity and infrastructure. Groups of citizens who are disadvantaged because of their disabilities will also be taken into account.

The accessibility programme will ensure that physically disabled citizens will have access to information and services, either through system design which allows access, or through provision of assisted services.

Access for rural communities will be through public access points, or community computer facilities sited in community service buildings such as local administrations or libraries. All communal facilities will have a trained operator able to assist and give training to citizens using the facilities to access information and services.

Reliance on assistance to use services may put heavy demand on the service provider in rural areas where levels of e-literacy are low. Even where the infrastructure exists there are low levels of e-literacy in some groups of the population. It is important for the development of Armenia that e-literacy is promoted. We need to make certain that the move to electronic provision of information and services does not actually increase barriers to citizens to participation in democratic activities.

Objective:

**Assisted access to eGovernment services will be made available to citizens who are disabled or disadvantaged through lack of ICT skills**

**Developing e-literacy**

The Government, through the Ministry of Education, will devise a programme of e-literacy development targeting all sections of the community. This programme should be prepared for approval by mid-2007.

Objective:

**A national e-literacy programme will be developed by mid-2009, and will be implemented throughout Armenia**

To help ensure awareness of eGovernance developments amongst citizens, part of the budget for each eGovernance development project implemented under the strategy will be used to fund an educational component. This will ensure continuous development of awareness and skills amongst citizens, as the eGovernance development rolls out.

Objective:

**All eGovernance development projects will have an education component**

There will also be publicity campaigns to ensure that citizens and business are aware of e-governance developments, and know what services are being offered. The publicity campaigns will complement the education programme.

Objective:

**Publicity campaigns will be organised to develop awareness of eGovernance developments in the general population**

### **Privacy and personal data**

The Government recognises that eGovernance development will lead to the collection and electronic storage of a great deal of personal data. Some of the data, including personal financial and medical data, are very sensitive. Steps will be taken to ensure the security of data entrusted to the Government.

Because Ministries and agencies will be working together in the development of e-government systems, all data collection will be examined carefully. The design will ensure that data collected are kept to a minimum, and that personal data are only stored if there is a clear need. Data will only be stored for as long as the need exists.

Privacy and confidentiality will be an important element of the training for public servants, so they understand privacy issues clearly. Not all public service employees will have access to personal information held in the eGovernment systems they are using in their work. There will not be automatic access, only access where a need has been identified clearly in system design.

Objective:

**Privacy of personal data will be important elements of e-governance training for public servants.**

### **Security of personal data**

Citizens need to know that their privacy will be respected in collection and storage of personal information. They also need to know that this personal data will be secure. If citizens are not able to trust that personal information will be secure, then they will not use the e-government systems.

Security will be an important issue in system design. There will be procedures to ensure secure back-up of all information, with regular security checks on systems and system managers to ensure that procedures are being followed. Operational procedures for all e-government systems will be designed to keep personal information stored to a minimum. There will be no disclosure of personal information without the specific consent of the person concerned.

Objective:

**Privacy and security of personal data will be important elements of eGovernance systems design.**

Development of eGovernance is one part of the wider development of information and communications technology (ICT) taking place in Armenia. The Information Technology Development and Support Council (ITDSC) advises the Prime Minister and Government on all actions relating to the ICT development, and a working group of the ITDSC will be established to advise specifically on e-governance development.

Objective:

**The eGovernance Support Agency will be established within the Government of RA as independent government agency.**

In order to implement Government decisions stemming from Government advice, an eGovernance Support Agency (eGSA) will be established within the Government Staff, but a sector professionals will be appointed as management team. eGovernance Support Agency will report to the Government on implementation of the eGovernance programme and, together with subordinate staff, will be responsible for:

- organisation of programmes to promote culture change across Government departments
- creating a single, agreed technological infrastructure, allowing integrated investment in ICT throughout the Government structure
- agreeing and propagating common tools and protocols for all eGovernance system elements, including websites, data exchange, data security, data design, and system management
- agreeing the priorities for development, and preparing an annual implementation plan
- setting performance measures and monitoring progress for Ministries and agencies who will implement the eGovernance programme
- relations with donor organisations

## **Strategic Orientation of eGovernance development**

- **User-centric eGovernance.** The development of eGovernance will follow the actual needs for its use, wherein the concept of users includes three groups: **1. citizens and other natural persons who require the services of eGovernment, 2. businesses and other legal persons and 3. employees in public administration.** The fundamental mechanism for bringing administration closer to users will be the constant determination of their needs and level of satisfaction.
- **One Stop Shop.** The development of eGovernance will progress towards the combining of information and linking (opening of avenues, easier access) of information sources within

administration and e-services in one central information services point – a common eGovernment portal. The one-stop portal will open pathways to all of the life situations of users and to the entire range of administration services. Citizens will be able to make use of priority safety mechanisms and electronic identities in order to access it, in order to use the desired content and services more easily. The one-stop entry point for help (telephone number, email) will also be extremely important, and will provide fast and high-quality assistance to users.

- **Simple.** The presentation of information and e-services for users at the common entry point will be clear and logical. Following these directions will ensure that their time will be used well for the purposes for which they visited the eGovernment portal. Simplicity will also be provided at the level of data acquisition, whereby all data which are required for the beginning of a given procedure (e.g. when filling out electronic applications or forms) will be automatically obtained from existing sources in administration using information support (e.g. from the Central Population Register, Register of Taxpayers, revenues).
- **Standardised.** Public administration will operate as a standardised mechanism at state and local levels. This will ensure that users will be able to exercise their rights with the same quality, speed and using the same media regardless of whether the services are being provided at the state or municipal level. Through its activities, the Government will support the preparation of solutions which will be generally applicable at local level as well.
- **Quality.** Information obtained at the main eGovernment portal will be of high quality and will be verified. In this way the quality of e-services will be ensured with correct and clear results, standardised notification and guaranteed serving.
- **Transparent.** With the use of modern information and telecommunications technologies, eGovernment will enable the transparent performance and traceability of procedures. The status of users' affairs will be accessible at any time, for past matters in the archive and in personal notifications.
- **Safe.** The increasingly topical issue of security and its provision, where necessary, will become everyday practice in eGovernment. Security of personal and other data prescribed by law and electronic transactions will be provided on various levels (services, infrastructure, protocols etc.). Consistent implementation of security policies will increase user confidence in eGovernment.
- **Anytime, anywhere.** One major advantage of eGovernment will be its functioning 24 hours a day every day of the year. Users themselves will choose when they use eGovernment services, thus making better use of their own precious time. E-services and information will be accessible through an abundance of state-of-the-art equipment and communication channels (multi-channel access) as well as those which are already established and tested.
- **Fast, efficient and inexpensive.** The speed of carrying out services and speed of obtaining information are increasingly important for users. Using modern information and communications technologies and organisational solutions, eGovernment will ensure the required speed. With increased efficiency of the operations of the entire administration, e-services and information for users will be less expensive than services obtained through classical communications channels (service windows, telephone), or higher quality and faster responses will be provided for the same price.
- **Personal and for everyone.** With respect to user requirements, eGovernment will adapt to their personal needs, lifestyle and life events. It will provide personally adapted information and e-services, and personal notification about important matters for individuals will be enabled.
- **Knowledge and training.** Knowledge and training in the use of eGovernment is an important step to the functioning of a more successful and efficient eGovernment system. It will be necessary to

establish foundations of knowledge and good practice in order to assist public employees in their everyday work, and to perform effective planning of the further development of eGovernment. In order to increase their knowledge and level of qualification, users will have various forms of training, courses and conferences at their disposal over the Internet and in classical forms.

- **Joint decision-making – e-democracy.** Taking into account the needs and views of citizens, non-governmental organisations and other institutions and the inclusion of all users of eGovernment (e.g. people with special needs, the elderly, independently of social position) are essential components of eGovernment. It should form a unified nexus for democracy, thoughtful and mutual exchange of e-opinions and proposals using e-consultancy applications, topical discussion websites, e-forums, e-voting, chat rooms and e-petitions, and in future it should enable the holding of e-referendums and e-elections.

## Development Strategy

Countries go through five development stages - from the first provision of government information online, to the fully integrated provision of information and services. Armenia has started the process and has moved to Stage 2. Significant development effort is now needed to continue the process.

The five stages are:

1. Emerging presence: where some formal web presence exists, providing government information from some departments. The information is usually static.
2. Enhanced presence: where the number of official websites has increased, and information is regularly updated. This is the situation in Armenia with the Government website linking to the sites of Ministries, and significant availability of information, government publications, legislation, news, and contact information. Some content is available in English and Russian, as well as Armenian.
3. Interactive presence: where users of the services have some means of interaction with public servants, either through e-mail, or by being able to post comments. Searches can be carried out, forms can be downloaded, and some online applications can be made. Armenia is starting to move into this stage.
4. Transactional presence: in this stage services are fully available online, and secure transactions can be carried out. Typical services include licenses, permits, passports, etc., and some financial transactions, such as paying fines for traffic offences or payment of taxes can be made. Site security and digital signatures are issues which need to be considered in this stage. Armenia has one transactional system, for e-visas.
5. Integrated presence: all services are available online, and there are no apparent boundaries between government service providers – integrated services are available to users through a single portal (the one-stop shop).

This outline action plan provides the basis for working towards achieving the aims of the strategy. A detailed action plan needs to be developed, and this will need to be revised annually until the aims of the strategy are achieved.

The national action plan should give guidance on implementation of the national strategy in a number of stages:

1. Organising for eGovernance
2. Developing awareness and commitment
3. Developing implementation capacity
4. Designing the infrastructure
5. Re-engineering government processes
6. Implementing and evaluating service delivery projects
7. Measure progress

## Deliverables

The eGovernance development is expected to bring significant improvements in the way citizens and businesses interact with government. The outcomes of implementation of the e-governance strategy will be:

### **Access through a single portal (anytime, anywhere)**

Users do not need to know how Government is organised, what functions different agencies have, or if a service is provided by central or local government.

### **Usability through multiple channels**

Services and information will be available online and also for those who are not able to, or do not want to, will be available through other channels.

### **Integrated systems**

Delivery of electronic services will be integrated throughout the government structure, using common technologies and business process. Common infrastructure will be used so interoperability is vital.

### **Information and feedback**

There will be easy access to government information, and such information will be managed to ensure it is current. Electronic feedback can be delivered easily by users which will provide data to measure satisfaction with information content and quality. Extension of feedback allows consultation between citizens, business and government.

### **Authentication and privacy**

Mechanisms to verify identity will protect users' information and privacy. Privacy will be respected.

Citizens will have greater involvement in the business of Government, and will have easy access to a valuable range of services. The e-governance effort will contribute to greater economic prosperity for all in Armenia, and will promote investment in a fair, free, and democratic society.

## Business Case based on Government's Official Strategy

### Arrangements and strategy provided by the programme of the RA government.

According to the RA government decree # 1440 and the strategy programme accepted by the ministries/ departments, e-governance system introduction is encouraged; proceedings concerned with the existence of the e-governance are also pointed there. The above mentioned strategy policy includes the goals, which the RA government must achieve within the next future, that is during 2008-2010.

Hence, according to the November 29, 2007 RA government decree # 1440, appendix 1(RA government arrangements programme 2008) there are two arrangements provided connected with e-governance system issue, particularly according to the point 87 about "Confirmation of the first stage arrangements list of Information technologies field development conception adaptation" to produce the RA government decree project to the government of RA about forming of the information-oriented society and e-governance system adaptation, limiting the period up to the second decade of the June 2008 with the Ministry of Economy pointed as the authorized person. Provided by the same appendix the second

arrangement is provided by the point 162 about “Protecting E-communication networks” RA government decree project to be produced to RA government with the Ministry of Transportation and Communication and Ministry of Economy pointed as the authorized persons.

Provided by the same appendix point 67 (State executive power major problems 2008 ) provides that the Ministry of the territorial government of RA is empowered for adaptation of the modern technologies governance in local autonomous bodies , particularly for adaptation of the e-governance system.

Studying the above mentioned activities it’s clear that they bear partial character and are not incarnated within the stated development programme.

The last April 28 ,2008 RA government decree # 380-A appendix (The RA Government programme) provides a list of arrangements aimed at the reduction of the contact between the state employee and the citizen in many fields intended to reduce the level of corruption, develop the interactive e-learning in the Republic and make its use prevalent. The e-governance system adaptation is considered to be primary by this government programme providing at the end of the programme almost 50 % of the state structure provisioning will be provided in on-line regime.

### Responsible persons, directions and risks

Without mentioning the provided arrangements, it should be pointed that Government takes some steps in e-governance system adaptation issue mentioning the Ministry of Economy as the authorized person. Therefore, “Business and investment environment “Excellence centre” national project ” created recently by the Ministry of Economy should be considered as the main initiative body , relying on the goals directions mentioned in its conception. In this conception it’s regarded as a vision RA to become a business and investment environment “Excellence centre” as the best place to practice business activity, start and develop business.

Considered by this document the 10 directions of the methodology must be improved and the works be done to reach the vision. According to the observations, RA must have significant progress in all 10 directions during the period of 2008-2012, to be able to surpass the other countries of the region. Nowadays according to the “Doing Business” programme data argumentative of the easiness and conditions for doing business Georgia ranks 18-th position among 178 countries list and this is considered to be a good index. And this means that Armenia must take at least the 10-th position the mentioned goal to be achieved.

To reach this goal the strategy of Ministry of Economy foresees following 4 main directions:

- I. propitious business environment formation
- II. information-oriented society and e-governance system formation
- III. the ensuring of copyright protection
- IV. the consistency and entrenchment of the Diaspora economic role.

It’s should be mentioned as well that the second strategy which is the “information-oriented society and e-governance system formation” must be considered as the instrument due to which the works within all 10 directions must be realized efficiently.

Each of the above mentioned points has certainly greatly importance and the inferior accomplishment of each of it represents a real risk. Having in view this circumstance, it is significant that to achieve the goals pointed within these 10 directions must be done fast and correct, otherwise the expended efforts and resources will be considered as unjustified. Among the risks it can be regarded as such the goal of the Republic of Armenia-to provide at least 50 % of state services in on-line regime by 2010. As is easy to see it is a huge volume of services and includes services provided by almost all state bodies.

## RA government “Business” factors

It's clear now that the main beneficiary of the adaptation of the e-governance system is the whole Republic of Armenia, including the society, business and the government as well.

As a substantiation to all this e-governance should be organized and pointed that e-governance represents accordance of state services and information to citizens and business by using informational and communication technologies and modification in government-business, government-citizen relationships as well.

Considering the work of the state bodies as “business” exact fixed mechanisms should be used to systematize all the activities having the consequences of the implementation of each of it. This will also let provide the adaptation of the quality control in public sector by stating for each sector the measures of the “qualitative service”, analyze, control and improve that quality, to cultivate in the state employees the corporate spirit, to assess the effectiveness of each employee work, to increase in the state bodies the level of corporate-social responsibility sense and because of this all to form definite, effective (in case of “business”- profitable as well) state bodies with high-qualified and motivated staff.

Assuming, we must say that eGovernance system in RA should be adapted by strong and reliable by the point of view of the society bases at the same time having social course which will create in society prerequisites for systems further wide spread occurrence practice, help the government to gain more confidence of the citizens by reducing/ excluding the human factor and saving financial resources and time of population and other social factors as well.

## Proposed Project Management Concept

This concept paper establishes the basis for Project Management Methodology concept proposed in this section for development of Central Support Agency. On the basis of effective project management principles, we are proposing to run the entire proposed strategy creation on PRINCE2 project management standards and managed by Project Board.

*PRINCE2* was designed to incorporate the requirements of existing customers and to enhance the method to become a generic, best-practice approach for the management of public projects developed by Office of Commerce of British Government. PRINCE2 takes all the simple and obvious lessons learned by thousands of professionals in the past 20-odd years and presents them in a checklist for present clients, managers and their teams. PRINCE2 method includes in itself development of special Information Systems Projects and could be used in eGovernment projects management. This methodology is extremely important for development of high level accessible governmental web portals and Intranet systems.

### eGovernance Project Board

The focal point of the eGovernance project management architecture is the eGovernance Project Board. The Board is the overall authority of eGovernance General Project and is responsible for its initiation, direction, review and eventual closure which is the managerial body for Central Support Agency. Within the Central Support Agency the main project will be defined as eGovernance General Project and the Board is the highest authority for that project.

The eGovernance Project Board represents at managerial level the interests of the following roles and the respective organizations:

- *Project Executive* (National Coordinator) – Minister of Economy is proposed to be the project National Coordinator and has overall ownership over project results and chairs the project board. The Minister of Economy represents the main project beneficiary who has the overall coordination responsibility in the area of information society development in Republic of Armenia.
- *Senior beneficiary* - Government Office, Central Elections Committee and other potential project beneficiaries as required;

- *Senior supplier* – from possible project donors: International Organization, Supporting Organizations (other donors as identified during the project implementation)
- *Other stakeholders* – include other organizations having a specific or general interest in the project results, such as Universities, Business, Academy of Sciences and etc.

Board members will consist of senior level decision makers and will have authority and responsibility for the commitment of resources to the project, such as personnel, cash and equipment. The eGovernance Project Board will “manage by exception”, meaning Board members will be regularly informed of eGovernance Project progress but will only be asked for joint decision making at key points in eGovernance Project implementation managed by eGovernance Project Manager from Central Support Agency.

The eGovernance Project Board is appointed to provide overall direction and management of eGovernance General Project. It would be responsible for ensuring that the project remains on course to deliver products of the required quality to meet the expected outcomes defined in the eGovernance Project Document. Furthermore, the Board is accountable for the success of the eGovernance Project and has responsibility and authority for the Project within the instructions set by eGovernance Development Strategy.

eGovernance Project Manager is the key person in project development process. It is the responsibility of the eGovernance Project Manager to plan, oversee and ensure that eGovernance Project is producing the right outputs, at the right time, to the right standards of quality and within the allotted budget. The main tasks of the e-Governance Project Manager include:

- Overall planning for the whole project
- Motivation and leadership of eGovernance Project staff
- Supervise the eGovernance Project
- Liaison with UNDP Programme Management
- Fund management, allocation, coordination
- Reporting progress to the eGovernance Project
- eGovernance Project quality management

### **eGovernance Project Assurance**

Another key fact for success of proposed eGovernance development concept is eGovernance Project Assurance. Assurance is a key element of the PRINCE2 management method, upon which the eGovernance Project Management Arrangements are based. ‘Assurance’ is essentially an independent audit function, whereby the eGovernance Project Board would be able to monitor progress against agreed work plans. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Assurance is the responsibility of each eGovernance Project Board member.

Public awareness and advocacy activities will be an integral part of every activity.

### **Monitoring the implementation of the strategy**

After the adoption of the National eGovernance strategy, or more precisely upon the approval of the eGovernment Action Plan which should be created for 2008-2010, a system will be established for monitoring the implementation of the strategy and the Action Plan. During the period of the Fall and Winter 2008-2009 the strategy of monitoring the implementation should be finalized, which includes mechanisms for monitoring, reporting and notification, a methodology for taking measurements, and an information system which supports the operations of the entire system.

During the period of the new strategy the existing system will be changed and its implementation amended and improved with respect to organisational changes in administration and the new objectives of eGovernance. The upgrade will include reorganisation, changes to procedures, multi-parameter monitoring of the strategy and National Action Plan, the introduction of new levels of monitoring, methodological adjustments, the preparation of measures for deviations from plans and the adaptation of the information system.

### Reporting on the progress of eGovernment

Members of the Support agency for project co-ordination of eGovernance, which is composed of members appointed from ministries, their component authorities and government offices, report on the progress of eGovernment projects at regular meetings of the working group for project co-ordination of eGovernment and in periodic reports.

The head of the support agency for project co-ordination of eGovernance reports on the status of the progress of eGovernance to the Government staff.

The support agency discusses the reports on the progress of eGovernance and adopts decisions. When decisions are required at a higher level (e.g. complex interdepartmental projects, problems with projects), the minister responsible for eGovernance, who heads the support agency, reports on the status of the progress of eGovernment to the eGovernance of the RA and proposes measures.

### Methodology for determining the degree of fulfilment of the eGovernance strategy

Determining the degree of fulfilment of the eGovernance strategy will occur on several levels, which will ensure a correct picture of the situation and activity towards the achievement of the objectives. The degree of fulfilment of the strategy will be determined through measurements, indicators and comparisons, which will be combined in periodic reports.

The **first level** of determining the degree of fulfilment of the eGovernance strategy will include checking the achievement of the strategic objectives. Appropriate indicators and criteria will be established for this purpose.

The **second level** will include checking the fulfilment of the eGovernance Action Plan, which is a logical consequence of the eGovernance strategy. This plan follows the strategy and presents and breaks down the eGovernance projects in more detail, to the level of actual projects, e-services and permanent technological tasks. The fulfilment of the Action Plan will be checked in an already existing manner (e.g. monitoring projects according to various types of status, number of e-services provided).

The **third level** of determining the degree of fulfilment of the eGovernance strategy includes periodic monitoring of indicators of the level of development of eGovernance according to proposed methodology and comparisons with other countries. In some parts, the eGovernance strategy follows stated guidelines and recommendations, which see key priority tasks in administration operations for citizens and businesses.

The **fourth level** of determining the degree of fulfilment of the eGovernance strategy, and not the least important, is the checking of user satisfaction (citizens, businesses, public employees) and their further needs which can be fulfilled by eGovernance.

### Management procedures in the field of eGovernment projects

In connection with the initial tasks for the further development of eGovernance, one specific document have been drawn up: "Project Management methodology bases on PRINCE2", which describes in detail the organisation, responsible parties, duties and procedures for managing eGovernment projects.

The documents precisely define the following procedures:

- determination of eGovernance projects
- preparation and establishment of projects
- reporting and supervision in the framework of co-ordination of eGovernance projects
- conclusion of projects
- meetings of the Project Board
- meetings of the working group for eGovernance project co-ordination
- procedures for measuring success in the field of eGovernance projects
- procedure of drawing up the action plan

The documents also determine in detail the documentation which must be produced in the implementation of these procedures and the information support used for this.

## Action

Regular checking of the fulfilment of the eGovernance strategy and reports and notifications prepared on that basis form the basis for appropriate actions to be taken upon discrepancies from the established guidelines or upon the appearance of new opportunities. Every opportunity to improve eGovernance must be taken advantage of.

In the upcoming period of the strategy, appropriate mechanisms will be established for taking action upon discrepancies from the established guidelines, and eGovernance development frameworks and processes will be agreed upon. The measures will be intended mainly to support the elimination of problematic situations which were identified in the previous strategy period.

- Promotion of the co-operation of all participants in eGovernance development processes, reporting and notification (e.g. progress reports must be written every month by all participating competent authorities responsible for e-services).
- Promotion of progress in less intensive eGovernance projects (e.g. the status of projects which have not borne results for some time and are not progressing has to be rechecked and more active implementation has to be provided for, if appropriate, or alternatives for escaping the situation must be proposed).
- Promotion of progress in certain eGovernance development areas (e.g. eGovernance areas which are the subject of assessment according to EU methodology and do not achieve at least an average level of development according to EU criteria will require the adopting of measures to induce faster progress).
- Promotion of co-operation between individual competent authorities (e.g. if a competent authority requires the co-operation of another competent authority at the beginning or end of an eGovernance project, such co-operation must be established during the preparation of the project).
- Promotion of the elimination of legal/formal and organisational obstacles (e.g. during the preparation of projects all possible legal/formal and organisational obstacles have to be defined and their elimination must be initiated at the very beginning).
- Promotion of faster introduction of eGovernance solutions into actual use (e.g. some projects are completed but their application is not possible owing to various obstacles. Obstacles must be foreseen at the beginning of or during the project, and eliminated before its completion).