

GOVERNMENT OF ARAB REPUBLIC OF EGYPT

UNITED NATIONS DEVELOPMENT PROGRAMME

Project Title:

“Support to e-Government Initiatives”

Project number 00040150

Brief Description

The project is part of the Government of Egypt's EISI – Egyptian Information Society Initiative. It has three tracks: (A) To assist Egypt's 287 municipalities and 27 Governors' office to upgrade their service delivery through e-mechanisms. Initial pilots have led to the project undertaking 30 pilots in a variety of locations so that 'plug & play' modules can be deployed nationally. (B) New service delivery channels are being developed and the complaints mechanism is being strengthened. Any associated legal or regulatory changes that are needed for operation of the new channels will be drafted. (C) MSAD is introducing techniques and procedures for streamlining and automating core business processes of other ministries and the re-engineering process includes substantial increases in transparency, interoperability, and capability for monitoring MDGs and other special requirements.

SIGNATURE PAGE

Country: Egypt

UNDAF Outcome(s) ---
 Expected Outcome(s): Goal 2: Fostering democratic governance;
 (CP outcomes linked to the 2.4: Public administration reform.
 SRF/MYFF goal and service line)
 Expected Output(s) / Indicator(s): Output (A): Municipalities' service delivery upgraded through
 e-mechanism
 (CP outcomes linked to the Output (B): Create new channels for service delivery & citizen
 SRF/MYFF goal and service line) participation.
 Output (C): Re-engineering & automation of core business
 processes in Governmental organizations

Implementing partner: Ministry of State for Administrative Affairs (MSAD)
 Other Partners: - - -

Programme Period: July 2002 - 2006 Programme Component: Governance Project Title: Support to e-government initiatives Project Duration: 4 years July 2005- June 2009 Management Arrangement: NEX	Budget General Management Support Fee: \$148,080 Total budget: \$4,100,080 Allocated resources: <ul style="list-style-type: none"> • MSAD: \$3,850,080 • UNDP: \$250,000 • In kind contributions: (office premises & facilities)
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Agreed by:
 H.E. Amb. Naglaa El Husseiny, Director, Department of International Cooperation for Development,
 MOFA

Signature: Date:

Agreed by:
 H.E. Dr. Ahmed Darwish, Minister of State for Administrative Services

Signature: Date:

Agreed by:
 Mr. Antonio Vigilante, Resident Representative, UNDP

Signature: Date:

Ministry of State for Administrative Development

**Project Document
for proposed MSAD / UNDP project**

“Support to e-Government Initiatives”

May 2005

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Acronyms and Abbreviations

CCF	Country Cooperation Framework
IT	Information Technology
EISI	Egyptian Information Society Initiative
ERP	Enterprise Resource Planning
GOE	Government of Egypt
ISBN	International Standard Book Number
ISS	Implementation Support Service
ISSN	International Standard Serial Number
MDG	Millennium Development Goals
MOFA	Ministry of Foreign Affairs
MSAD	Ministry of State for Administrative Development
MYFF	Multi-year Funding Framework
PMU	Project Management Unit
RFP	Request for Proposal
SAS	Strategic Area of Support
SLA	Service Level Agreement
SRF	Strategic Results Framework
TOR	Terms of Reference

PART 1a SITUATION ANALYSIS

The Government of Egypt is committed to a vision of Egypt as an 'Information Society', utilizing technology for the purpose of economic and social progress. Attaining that vision entails widespread computer literacy and e-government so that we can take advantage of IT's great potential to increase efficiency, reduce transaction costs, and increase access and transparency for citizens with regard to government services. Accordingly, the Egyptian government has launched a number of major initiatives to modernize the government, under the umbrella of the Egyptian Information Society Initiative.

Egyptian Information Society Initiative (EISI)

In launching the EISI in 1999, the President said "The Information Society should be able to deliver high quality government services to the public where they are and in the format that suits them. The goal of this initiative is to reach a new level of convenience in government services, offer citizens the opportunity to share in the decision making process, and greatly improve efficiency and quality". A massive transformation is therefore under way because the baseline situation in Egypt at the end of the 20th century was of predominantly centralized government decision-making, an inward-looking bureaucracy, and with implementation of government plans taking place through a network of government agencies that have little power or interest in taking local initiatives. The new focus is on public/private partnerships, citizen participation and decentralization of decision-making – all things which have become much easier to attain with CIT. The proposed project is a key element of bringing EISI to a successful reality. The main objectives of the EISI program are:-

1. Delivering services to the public where they are, in a format and at a time that suits them, and allowing them to share in the decision making process.
2. Creating a conducive environment for investors by streamlining procedures, easing access to government services and providing one-stop shopping for essential business services, thus encouraging foreign and local investment.
3. Providing accurate and updated information to support the decision making process, and to help in planning and following up on the different long-term development initiatives.
4. Deploying new philosophies and practices of modern management in the government in a mode that will make government operations more efficient and cost effective.
5. Reducing government expenditure by introducing new models for procurement, and Enterprise Resource Planning (ERP).
6. Fostering local competitiveness and increasing globalization readiness to ensure the smooth integration of the Egyptian government in the global community both regionally and internationally.
7. Providing greater transparency regarding government transactions and giving citizens increased access to information.

The 'Egyptian Information Society Initiative' commenced in the Ministry of Information Technology while MSAD was built up to take over full responsibility for the e-government component of the EISI programme, which occurred in July 2004.

Ministry of State for Administrative Development (MSAD): Mandate & Challenges

MSAD was established in 1974 and its mandate has undergone several changes, with the latest changes due to the Government's rapid pursuit of CIT so that now its focus is on creating better access to government services by citizens and businesses, improving the range and quality of services on offer from all levels of the government administrative structure, upgrading skill levels of central and municipal staff and introducing performance-related pay in the government administrative system. (see Annex A for MSAD mandate).

Challenges facing the MSAD

The challenges faced by government bodies have been researched in relation to implementing the EISI and are documented on the web (www.mcit.gov.eg) and they include:

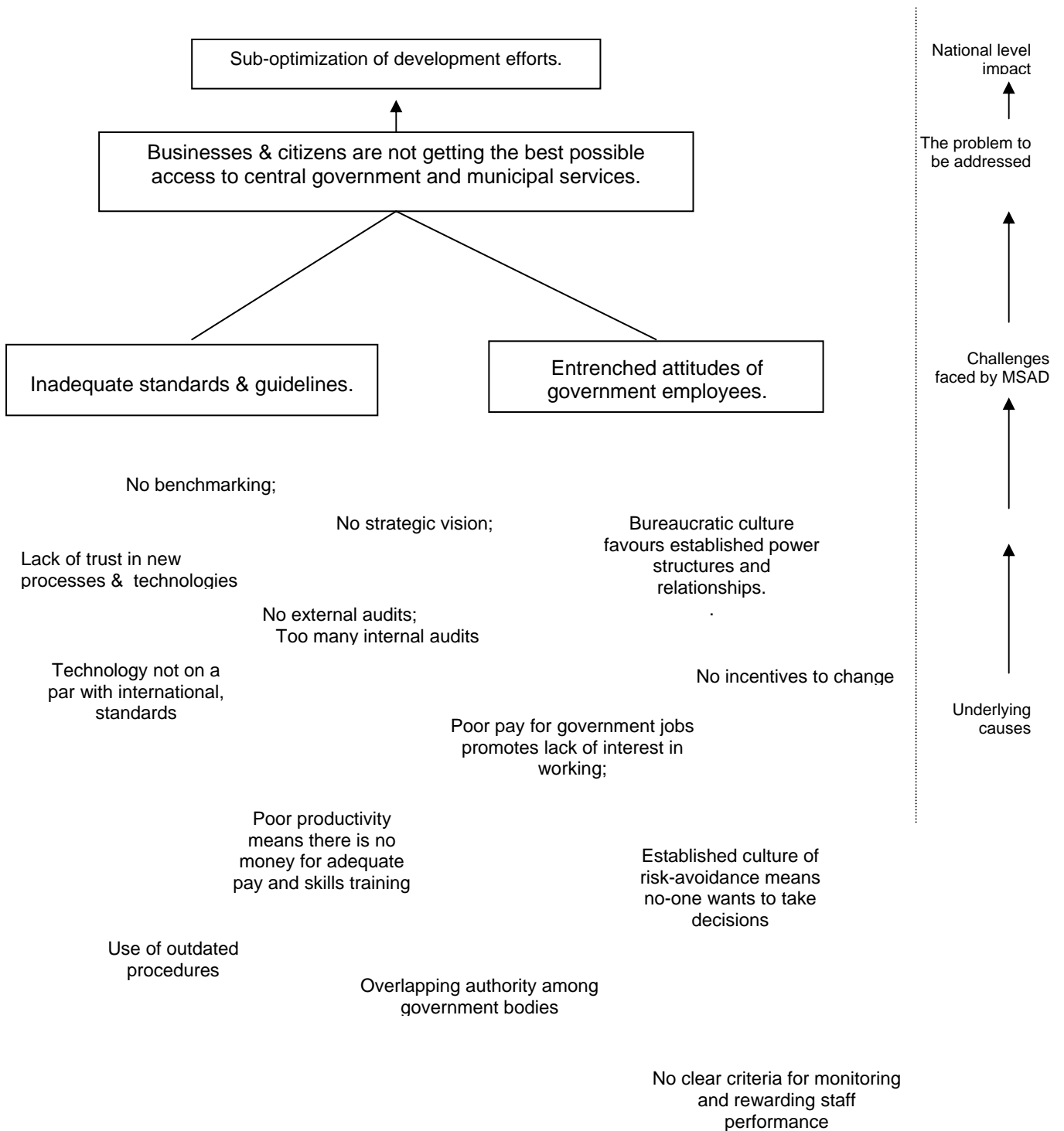
- Lack of standards and specifications for the process of government automation, leading to difficulties in communication and integration between different government bodies;
- Reluctance to use automated systems or modify workflows due to miscellaneous cultural reasons and due to the lack of trust that security and privacy measures are met;
- Multiple auditing bodies whose requirements slow down workflows;
- Overlapping authority among government bodies.

In addition to those challenges, the MSAD also faces issues common to all reform of bureaucratic organizations in general and especially to long-standing authoritarian government administrations such as Egypt's 50yr old centralized system.

- Out-dated processes and procedures;
- No clear specifications regarding quality of service;
- No clear criteria for monitoring of the performance of staff;
- Modern technology has not been applied to services that can be provided more quickly and more accurately through automated systems.

The problem tree on the next page suggests that the various causes can be roughly characterized as related to the absence of adequate standards and guidelines, and to entrenched attitudes amongst government employees. The tree then indicates some underlying causes of the problem. Many of these causes will be alleviated by project activities whilst others are being tackled by MSAD on a wider scale than the proposed UNDP project.

Challenges faced by the Ministry of State for Administrative Development (MSAD)



Target beneficiaries

The primary beneficiaries of the project are the professional and technical staff of the MSAD who will directly benefit from the improved workflow arrangements and skills upgrading that will be provided by the project. Another group of direct beneficiaries are the customers who will receive better services in the pilot implementation sites where new services and procedures will be operating. Indirectly, everyone will benefit from improvements in the efficiency of national and local services when they are upscaled to full national implementation. The success of the project will be judged by its impact on the ultimate beneficiaries-the citizens and businesses of Egypt.

PART 1B STRATEGY

Government strategy

The Egyptian government has adopted a National Plan for Communications & Information Technology and, in support of that Plan, President Mubarak launched the Egyptian Information Society Initiative (EISI), which is a collaborative effort by a number of ministries. MSAD is the prime mover for government automation and will eventually extend automation to all Egyptian Government Ministries. ICT is being used for (i) outreach: to make government services more easily accessible to all; (ii) inward information: to get better local level data: and (iii) decision support; to enable better allocation of national resources. In this project MSAD is contributing to outreach and decision support. Traditional services that continue to be needed will be automated, but that is just part of a larger conceptualization of governance in which the relationship of the government with citizens is reassessed so as to build greater interactiveness with civil society.

The EISI has been structured around seven major related tracks. When fully implemented, the 7 components will have made a substantial contribution to bridging the digital divide in Egypt, thus facilitating the country's evolution into an Information Society. The present project fits under the 4th component of EISI, called 'E-Government: Government Now Delivers'.

Project strategy

The strategy for this 4-yr project (July 2005 – June 2009) is predominantly educational. At the decentralized level, the project will show municipalities how to transform themselves into service centers that meet the government's objectives in EISI. First the project will undertake the necessary research, planning, trials and development of standards & guidelines so that the materials supplied to municipalities are truly able to support self-reliant transformation. A similar exercise will be performed with respect to automating government departments at the central level. The project will support ministries to become capable of continuous self-upgrading after the initial transformation. Skills-related education will be offered to both locally and centrally, as will

the culture change programme. Public education and awareness raising also applies to both – informing and educating the public about what is available and how to get access. Thus the 2 main tracks for improving citizen-government relations (municipal offices & central services) are physically based in CIT and conceptually based on educating government administration employees and citizens to be able to play their proper roles in the ‘Information Society’ that is Egypt’s future.

The SRF (Strategic Results Framework) diagram on the next page sets out the relationship between outputs and activities and Section II: Project Results, describes the expected impact of those activities.

UNDP strategy

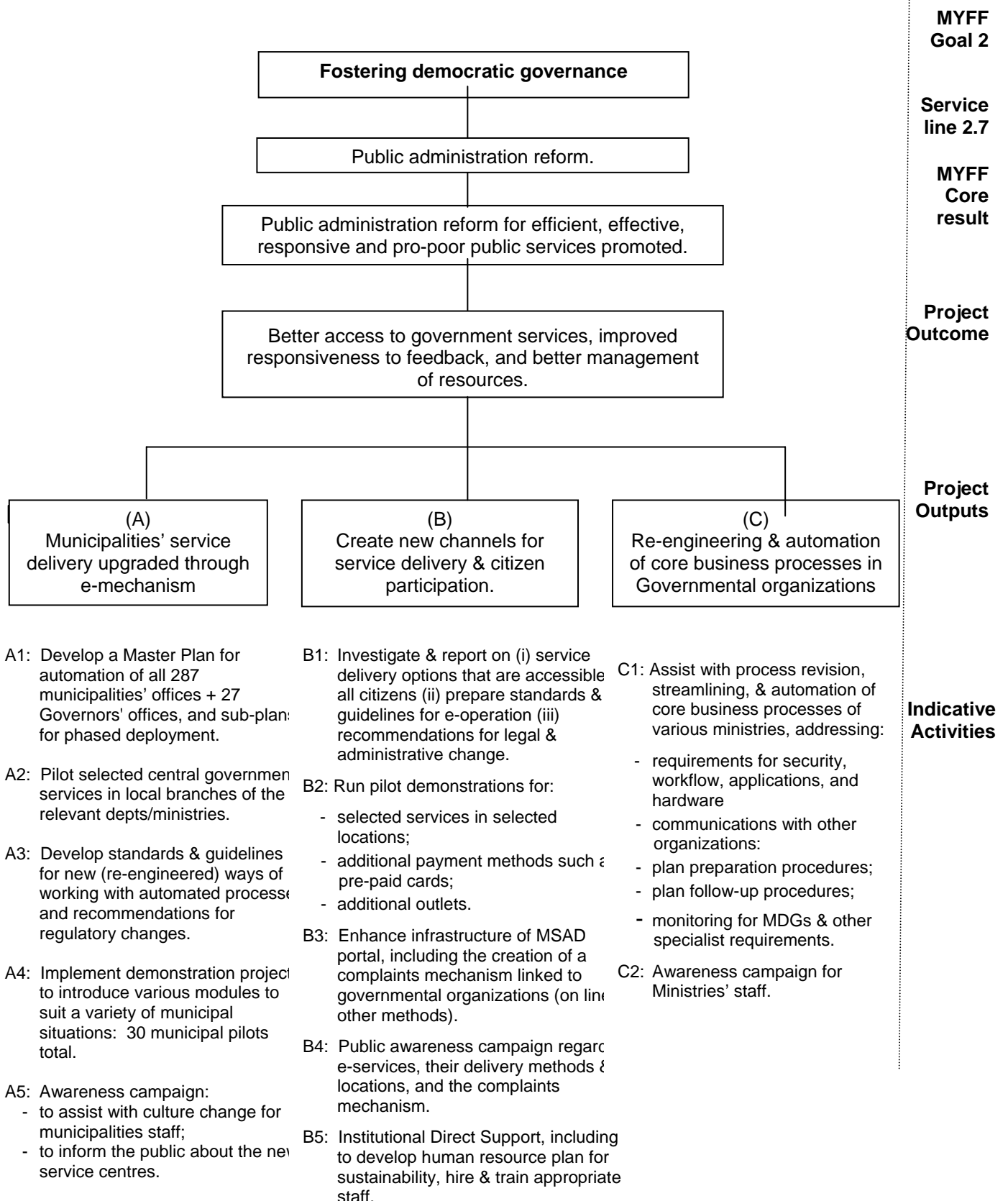
UNDP is strongly committed to decentralization and institutional development that brings government services closer to the citizens. The current Country Cooperation Framework (CCF)¹ paragraph 40 states that UNDP will provide technical and/or financial support to efforts in reengineering and restructuring different government institutions. The project undertakes reengineering in Output A and Output C. The introduction of automation for e-government is the entry point for the re-evaluation of existing processes and necessary re-engineering for the automated processes.

The CCF (para. 40) also states that UNDP will assist with the modernization of state institutions and strengthening institutional performance to remove impediments for e-government and e-business. Institutional performance is limited by skill levels within Egypt’s governmental organizations. The vision exists within GOE for how to achieve an information society but capacity is weak - UNDP is providing transitional support to human resources needed to launch various EISI programmes and provide training to existing and new ministerial staff. Without this interim support, ministerial personnel are unable to re-engineer and automate nation-wide municipal services.

UNDP is keen to support Government actions which make special efforts on behalf of the poor and disadvantaged to ensure equal access to government services, which this project clearly does. UNDP can introduce information about best practices in other countries in regard to similar activities.

¹ CCF: UNDP’s Common Country Framework for cooperation with the Egyptian Government during the period 2002-2006

Fig.2: MSAD SRF under UNDP Multi-year Funding Framework (MYFF)²



² MYFF: Multi Year Funding Framework 2002-2007. Some projects extend beyond the period of the MYFF in which they began e.g. the present project is designed to run till June 2009. Such projects do not undergo any changes when the next UNDP MYFF comes into force.

PART 2 PROJECT RESULTS & RESOURCES FRAMEWORK

The intended social impact of this project is to increase access to government services and improve transparency, especially for rural area residents and to improve the responsiveness of the GOE's administration system to the needs of citizens and businesses. This should lead to better allocation of human and material resources. The two main tracks for providing services to citizens and companies are through Municipal Offices and through remote access to central services via Internet, mobile phone and other easily accessible channels.

Output A: Municipalities' service delivery upgraded through e-mechanism

Municipalities will be assisted to review and automate their processes for municipal level services and develop appropriate automated back-office systems to support the online delivery of governorates services. The proposed MSAD/UNDP project aims to set the standards for upgrading all municipalities, based on trials and demonstrations. The first step will be to research regional variations in customer needs to find suitable ways of developing a Master Plan for automation of all 287 municipalities' offices plus 27 Governors' offices. Standards & guidelines will be developed that will enable the municipal offices to undertake their upgrades with minimal input from MSAD. There may need to be a selection of modules to allow for locational differences in customer expectations and requirements. Approximately 30 municipalities will be upgraded as pilot projects and the standards & guidelines will be reviewed (and revised if appropriate) before the standards to be applied nationally are finalized.

The selection of the 30 municipalities will be made in consultation with related projects such as MISR and others to ensure maximum synergistic benefits, where appropriate. The MSAD Civil Service Reform programme has already been involved regarding senior civil servants' capacity building. Training for the MOLD personnel provided by MSAD will focus on those municipalities regarding new issues for e-government and citizens services.

A two-fold awareness campaign will be needed. One campaign will be within the government, to assist with culture change for municipalities' staff. The other campaign will be external, to inform the public about the new service centers and how to make best use of them. The culture-change aspects will require prior research into the barriers likely to be encountered and trials in a variety of locations to see what adaptations may be necessary to achieve the desired attitude change amongst staff. Skills training will also be developed as modules according to the need of various categories of staff (e.g. counter staff, back office, technical, managerial).

Objectives of output A:

- Produce 'plug & play' automated versions of all 70 services available through municipalities; Test them in a variety of situations to reveal hidden problems, make appropriate adjustments, retest.

- Document transition guidelines: How to make the transition from the existing system to new, automated provision of municipal services -Technical transition
 - Managerial transition.
- Document operational guidelines for new system to operate on a day to day basis (with sections appropriate to each functional group of people dealing with it e.g. counter staff, technical support staff, supervisors, consultants).

Deliverables from output A:

- A Master Plan for automation of all 287 municipalities' offices + 27 governors' offices, and sub-plans for phased deployment'
- Upgraded standards & guidelines for municipalities to be distributed to all municipalities;
- Reports with recommendations from pilots (to test draft guidelines and make revisions if necessary);
- Two awareness raising programmes, one for the public regarding the new ways of accessing the municipalities' services; and the other for internal use by municipalities regarding customer-focused culture and performance related pay;
- A traveling logistics unit established to assist municipalities around the country with their self-implementation of the upgrade/transformation; (hiring Q43 &Q4 2005; Training Q1 06)

Results (impact) expected from output A:

- Speedier turn-around time for municipal services and central government e-services (measured by 'before' and 'after' observation of processing time for selected services)
- Increased usage of municipal services (measured by comparing the monthly statistics regarding number of transactions at the start of the project and again at the end).
- Increased customer satisfaction (measured by 'before' and 'after' questionnaire).

Output B: Create new channels for service delivery & citizen participation

CITs have made it possible to radically rethink the way that central government services are accessed. A number of services have already been made available over the Internet (ID cards, driving licence, payment of electricity bills). The process of adding more e-services will continue throughout this project, which will also investigate, develop, and demonstrate additional delivery and payment channels for services via ICTs to remote areas. The type of services that are particularly suitable for e-delivery are registration, licences, payment of customs, and payment of taxes. The outlets that are being tried out for delivery are Post Offices, mobile phones, IT clubs, and the Bank of Agricultural Credit. The project will evaluate, using small test trials, the best mix of delivery channels for each e-service. Payment methods are also being expanded to include credit cards, prepaid cards, and other methods are also being investigated. The results will be incorporated in enhancement of the Bowaba portal.

Complaints mechanisms: The MSAD portal already provides internet access to a disputes settlement committee. That committee deals with individuals' complaints about how they have been treated under the published rules. A different type of complaints mechanism will be established under this project that will take up matters regarding the way the e-government services are run. This will be concerned with the rules and administrative structures and procedures and will respond to class action (and individual complaints of a conceptual nature) and will be linked to all the ministries whose services are available through e-government portals. The project will elucidate best practices in this regard.

A public awareness campaign regarding e-services, their delivery methods & locations, and the complaints mechanism will be developed and run throughout the project period, focusing on new services as they become available and continuously explaining the benefits of using e-gov services and how to use them.

Objectives of output B:

- Increase number of services delivered through the internet.
- Make people aware of what is available.
- Increase ease of access to government services for citizens.

Deliverables from output B:

- Report describing channels & suitability
- Study on new payment methods
- Reports on pilot deployments
- SLA document
- Technical Study for the Portal infrastructure including a ministerial complaints mechanism
- Project Document for the complaints mechanism (pilot to be implemented in the Ministry of Transportation)
- Training curricula for complaints mechanism (managerial, customer interface, technical)
- Media campaign for new services
- TORs and Job descriptions.

Results (impact) expected from output B:

- Increased trust in government services (measured by increase in the number of users of the services);
- Better performance from the Bowaba (measured by average response time to accomplish transactions);
- Citizens find the system easy to use and useful (measured by questionnaires, comments, and number of users).

Output C: Automation of core business processes in Governmental organizations

The third main component of the project is essential back-office work to make the new, more transparent, more accessible services offered to citizens and businesses a reality. The project will

work with the 'source ministries' i.e. those which are an integral part of the service which is provided through the e-government outlets, to automate their processes, first reviewing and adjusting those processes to be as efficient as possible with the new technologies. The project will support studies aimed at simplifying procedures at a variety of central government departments and establishing backend systems to support the online delivery of governorates services. The project activities were preceded by five pilots, which resulted in government approval for uniform standards regarding financial accounting. The ERP financial module is being deployed in various ministries and government agencies in this project, as well as conducting trials for other modules.

Based on the simplified workflow required to provide the services, the project will develop appropriate automation frameworks that cover requirements for security, applications, and hardware, communications with other organizations, plan preparation procedures and plan follow-up procedures. The proposals will also take into consideration monitoring for MDGs & other specialist requirements.

The project will assist with deployment of the automation models in selected ministries.

Awareness raising: A small-scale education program will be run for staff with technical responsibility for the new technologies, plus wider awareness raising to generate understanding of the value of the new processes and how best to use them.

The project proposes automation through a unified EISI-Government applications package for ERP (Enterprise Resource Planning) that includes payroll, accounting, budget, personnel, inventory and procurement. MCIT has been fully automated and ERP deployment in other ministries has started. Document management and electronic archiving is the second arena that is being sought.

Objectives of output C:

- Discover and promulgate best practices for 'source ministries' to provide and monitor their services.
- Ministerial staff understand the new systems and are competent and willing to use them.

Deliverables from output C:

- Selection criteria for which ministries and/or departments are to be included in the project.
- Documentation of existing processes of core government to government processes in those departments
- Evaluation reports for each Ministry with recommendations for automation frameworks and follow-up procedures.
- Progress reports in implementation of streamlining.
- Awareness raising campaign content & procedures.
- Terminal evaluation report.

Results (impact) expected from output C:

- Improved speed and efficiency of government to government transactions related to citizen services (measured by average response time for accomplishing transactions).

PART 3 MANAGEMENT ARRANGEMENTS

The project will be executed by the Ministry of State for Administrative Development (MSAD) and is planned to run for four years commencing July 2005 and ending June 2009. MSAD will provide office space for the project, clearly marked with the UNDP logo and equipped with the necessary furniture and equipment. However, any replacement of furniture and equipment will be done by the project as part of the project execution. For operations in remote and rural areas, the project will require 2 or three 4x4 vehicles to monitor various activities.

The project will operate in accordance with UNDP regulations, including those for procurement and accounting. The National Project Director's selection will be in accordance with UNDP's principles of transparency and openness, giving full and equal opportunities to all candidates. Selection should be made on a competitive basis with paramount consideration to efficiency, competence and integrity. Selection should also be made by consensus between the Government and UNDP and at least one UNDP staff member should be present on the interview panel. The TORs for all staff should clearly identify the outputs, remuneration and evaluation process and should be agreed upon by both the Government and UNDP. There will be annual assessment of the performance of the Project Director and the Output Manager, against criteria specified at the commencement of their contracts.

The Project Director will be responsible for the overall management of the projects and will nominate to UNDP & MSAD an Output Manager for each of the three project outputs and these persons will oversee the day-to-day operations of activities required to produce their project output and deliverables. Terms of reference for the Project Director and Output Managers are attached.

Steering Committee

This Committee has overall oversight of the project's strategic objectives. The Steering Committee must approve each year's annual work plan and any variations that alter the Project Outputs or overall budget figure (variations to indicative activities and lower levels in the workplans can be made by the Management Committee). The Steering Committee will meet annually in January (or more frequently if necessary) and will be composed of:

Chairman: Minister of Administrative Development

- UNDP Representative
- MOFA Representative
- MSAD Representative

Ex officio: The Project Director

- Output Managers
- Other persons relevant to the agenda.

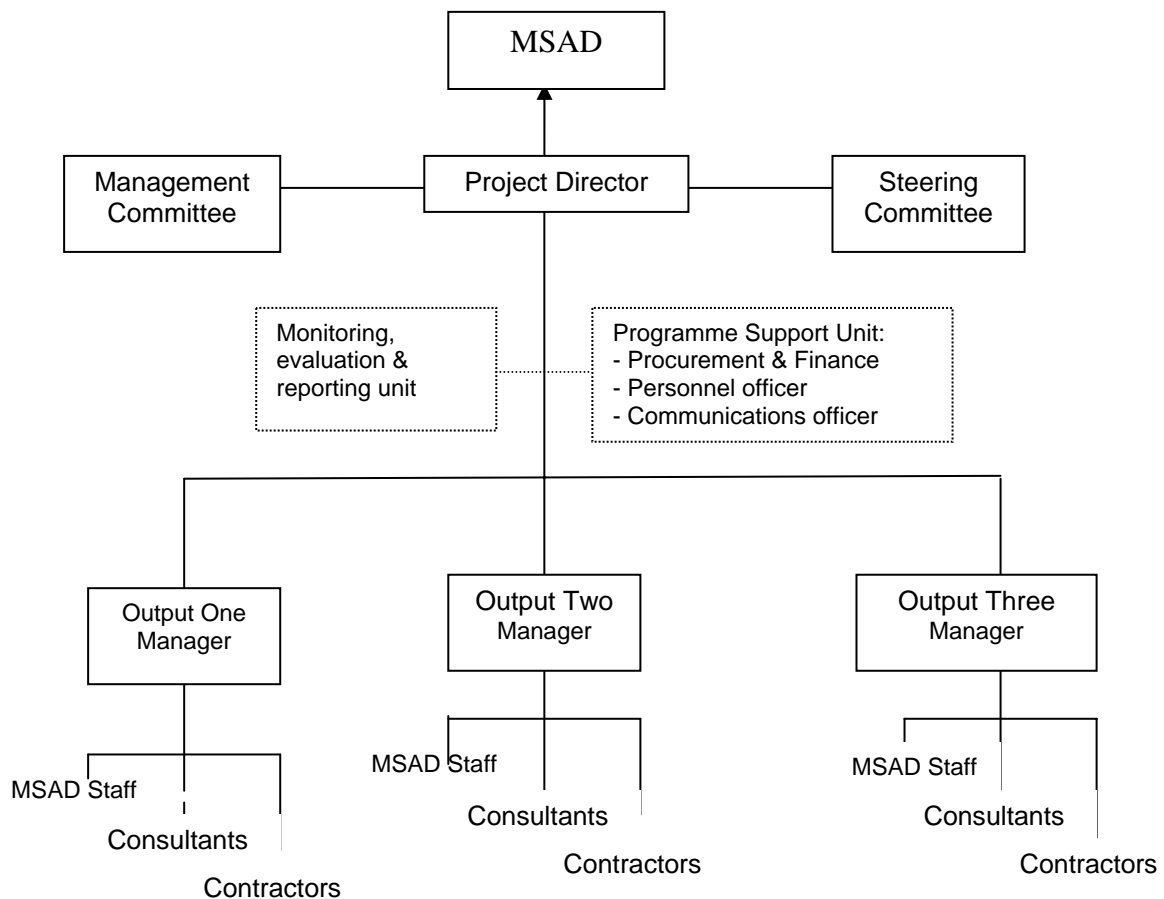
Minutes: The Programme Director will act as secretariat for the committee, being responsible for convening the meetings, preparing the agenda, overseeing preparation of materials for presentation to the meeting and for preparing and distributing minutes of the meetings.

Management Committee:

This Committee is responsible for approving quarterly work plans (including variation up to the level of Indicative Activities) and budget line changes within activities. The Project Management Committee will meet at least every quarter and will be composed of:

- UNDP Representative
- MSAD Representative
- The Project Director
- Output Managers

The Programme Director will act as secretariat for the committee.



Project Staff (Project Management Unit – PMU)

The Project will have, at a minimum the following full time staff:

- Monitoring & evaluation (to advise individual activity managers on project reporting requirements and follow up on their work and collate into quarterly and annual reports for

UNDP; coordinate preparation of evaluations and Joint Management Committee meeting presentations and minutes)

- Procurement & finance (to carry out these functions in accordance with UNDP regulations)
- Personnel (to prepare Terms of Reference for Short Term Assistance contracts and job descriptions for monthly contracts, and act as liaison between persons hired by the project and the finance department).
- Communications officer (to update UNDP website and published materials about this project and its activities; to liaise between MSAD staff and UNDP on matters that fall outside the purview of the other Project Management Unit staff).

Monitoring & Evaluation:

Project monitoring by the PMU monitoring staff will be through comparing quarterly reports against the detailed workplans and annual progress reports, which should be explicitly related to the annual workplan. These Quarterly Reports will be presented to the Management Committee Meetings. Other sources of information for monitoring are the minutes of Management and Steering committee meetings as are presentations prepared for the Steering Committees and JMCs. These presentations provide the basis for macro-level internal project evaluation. External evaluations will be conducted at mid project and at the end of the project by external consultants.

PART 4 LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Egypt and the United Nations Development Programme, signed by the parties on January 19, 1987. The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government cooperating agency described in that agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she has assured that the other signatories of the project document have no objections to the proposed changes:

- Revisions in, or additions of, any of the annexes of the project document; and
- Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation.
- Mandatory annual revisions to re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

PART 5 BUDGET

The preliminary budget for the project (in US dollars):

	Year 1	Year 2	Year 3	Year 4	Total
UNDP	62,500	62,500	62,500	62,500	250,000
MSAD	962,520	962,520	962,520	962,520	3,850,080
Total	1,025,020	1,025,020	1,025,020	1,025,020	4,100,080

Schedule of MSAD Payments

Due Date	Amount in US \$
June 2005	100,000
September 2005	478,760
February 2006	478,760
September 2006	478,760
February 2007	478,760
September 2007	478,760
February 2008	478,760
September 2008	478,760
February 2009	398,760
Total	3,850,080

Implementation Support Service (ISS)

ISS costs will be recovered and charged the same budget line as the project input itself, based on the universal price list.

The budget includes 4% Facilities & Administration to UNDP.

Attachments

TERMS OF REFERENCE

The National Program Director

A. Job Title:

National Program Director

B. Duty Station:

Egypt

C. Section/Unit:

0040150

D. Project Reference:

MSAD / UNDP project

E. Duration of Employment:

One Year, to be renewed based on mutual agreement

F. Organizational Setting:

The candidate shall work as National Program Director to provide support to the MSAD/UNDP projects which aims to a better access to government services, improved responsiveness to feedback, and better management of resources.

G. Job Content:

Responsibilities:

The Technical National Program Director is responsible for supervising the MSAD/UNDP project managers ensuring the optimal performance of the government services and better management of resources. Responsibilities to include:

- Help in creating future projects and ideas
- Allocates resources on the task and assigns work to the project managers and monitors the progress of each manager.
- Reviews the reports prepared by the project managers.
- Monitors and evaluates the performance of the project managers.

External Contacts:

- Ministry of State for Administrative Development.
- Counterparts such as government and non government organizations, governorates, other ministerial offices and personnel.

Qualification and Experience:

The candidate must have a degree in Engineering or Information Technology with minimum 15 years of experience in a relevant field.

- Specific experience with UNDP and knowledge of its procedures is a plus.
- Solid ability to exercise judgment and discretion in dealing with sensitive matters.
- Ability to monitor multiple projects effectively.

TERMS OF REFERENCE

Project Manager: Output A

Project Output Name: Municipalities' Service Delivery Upgraded through e-mechanism

Duration: 1 year

Duty station: Egypt

Duties and responsibilities

Under the full supervision and monitoring of the National program director, the project manager is responsible for obtaining the output as outlined in the project document through the implementation of the project activities.

1. Develop a Master Plan for automation of all 287 municipalities' offices + 27 Governors' offices, and sub-plans for phased deployment
2. Pilot selected central government services in local branches of the relevant departments/ministries
3. Develop standards & guidelines for new (re-engineered) ways of working with automated processes and recommendations for regulatory changes
4. Implement demonstration projects to introduce various modules to suit a variety of municipal situations: 30 municipal pilots total
5. Awareness campaign:
 - to assist with culture change for municipalities staff
 - to inform the public about the new service centers

Qualifications:

1. A minimum of 10 years proven practical experience in management of IT projects. Priority will be given to those with proven experience in similar projects with preference to projects related the education, training, teaching, and illiteracy programs.
2. A Ph.D. degree in computer or social science.
3. Extensive experience with training courses.
4. Thorough and proven understanding of common business and IT project management practice.
5. Good command of written and spoken Arabic and English.

TERMS OF REFERENCE

Project Manager: Output B

Project Output Name: Creating new channels for Service Delivery & Citizen Participation

Duration: 1 year

Duty station: Egypt

Duties and responsibilities

Under the full supervision and monitoring of the National program director, the project manager is responsible for obtaining the output as outlined in the project document through the implementation of the project activities.

1. Investigate & report on (i) service delivery options that are accessible to all citizens (ii) prepare standards & guidelines for e-operation (iii) recommendations for legal & administrative change
2. Run pilot demonstrations for:
 - a. selected services in selected locations
 - b. additional payment methods such as pre-paid cards
 - c. additional outlets
3. Enhance infrastructure of MSAD portal, including the creation of a complaints mechanism linked to governmental organizations (on line & other methods)
4. Public awareness campaign regarding e-services, their delivery methods & locations, and the complaints mechanism
5. Institutional Direct Support, including to develop human resource plan for sustainability, hire & train appropriate staff

Qualifications:

6. A minimum of 10 years proven practical experience in management of IT projects. Priority will be given to those with proven experience in similar projects with preference to projects related the education, training, teaching, and illiteracy programs.
7. A B.Sc. degree in computer or social science.
8. Extensive experience with training courses.
9. Thorough and proven understanding of common business and IT project management practice.
10. Good command of written and spoken Arabic and English.

11. Good command of written and spoken Arabic and English.

TERMS OF REFERENCE

Project Manager: Output C

Project Output Name: Re-engineering & Automation of core business processes in Governmental organizations

Duration: 1 year

Duty station: Egypt

Duties and responsibilities

Under the full supervision and monitoring of the National program director, the project manager is responsible for obtaining the output as outlined in the project document through the implementation of the project activities.

1. Assist with process revision, streamlining, & automation of core business processes of various ministries, addressing:
 - 1) requirements for security, workflow, applications, and hardware
 - 2) communications with other organizations
 - 3) plan preparation procedures
 - 4) plan follow-up procedures
 - 5) monitoring for MDGs & other specialist requirements
2. Awareness campaign for Ministries' staff

Qualifications:

12. A minimum of 6 years proven practical experience in management of IT projects. Priority will be given to those with proven experience in similar projects with preference to projects related the education, training, teaching, and illiteracy programs.
13. A Ph.D. degree in computer or social science.
14. Extensive experience with training courses.
15. Thorough and proven understanding of common business and IT project management practice.
16. Good command of written and spoken Arabic and English.

Project Appraisal Committee (PAC) Meeting for
Proposed project between Ministry of State for Administrative Development (MSAD) and
United Nations Development Programme (UNDP)
'Supporting the e-government initiative'
held at MSAD offices on Tuesday 17th May 2005

MINUTES OF MEETING

Attendance:

Mr. Antonio Vigilante	Resident Representative UNDP
Ambassador Naglaa Houeiny	Int. Cooperation Department Director
Mr. Sherif El Tokali	Information & Communication Technology Specialist UNDP
Mrs. Darcy Vaughan-Games	Consultant UNDP
Mr. Bahieeldin Mortaga	First Under Secretary CAPMAS
Mr. Osman Farag	Information System Expert
Mr. Helmy Abo Elish	Chairman of EJB Association Egyptian Junior Business
Dr. Ashraf Abdelwahab	Senior Advisor to the Minister MSAD
Mr. Wageeh Dakhakgny	Head of Maadi District
Dr. Hatem Elkadi	Local e-government Program Director MSAD
Mr. Sameh Bedair	e-government Program Director MSAD

His Excellency Dr. Ahmed Darwish opened the meeting at 11.20 and invited the UNDP Resident Representative, Mr. Antonio Vigilante, to make some opening remarks. Mr. Vigilante said it was a very good project, well thought-out and in line with UNDP's vision of building both civil and state capabilities.

Dr Darwish explained his perspective, which is based on viewing government bodies as made up of people, processes and outputs. His ministry is working on all three aspects in a coordinated fashion. The project being reviewed is complemented by the Ministry's activities in regard to civil service modernization. Together, they are following three tracks (1) for human development, tools, ? and environment bureaucracy are being modernized (2) concerning processes, modernization involves using techniques such as balanced scorecards for management (3) as regards outputs, what is available, in what form, from GOE, is benefiting from modernization of administrative and managerial processes relations between government agencies. Why to do all this? The ultimate aim is to provide better service to citizens.

Dr. Ashraf Abdel Wahab gave a presentation that summarizes the project document and then the floor was opened for questions and comments.

1. Her Excellency, Madam Ambassador Naglaa Houeiny, said that the project was very good and the Ministry of International Cooperation has no objections to any part in the project. She noted the complementarity of projects at MSAD, MOLD and MCIT and said that concerted efforts from many sides would produce the best results.

2. Mr. Vigilante expressed his satisfaction that Her Excellency, Madam Ambassador Naglaa Houeiny was aware of other UNDP projects that have a bearing on this one and agreed on the value of synergistic cooperation between projects.
3. Mr. Baheidin Mortaga of Capmas began his comments with strong praise for the project and the well-thought-out integration of various elements. He noted some minor inconsistencies in the document (corrected for the signature document). Concerning the “Bowaba” he raised concerns about confusion with the earlier government portal by IDSC. Dr. Darwish replied that the IDSC portal was no longer active but anyone going to that site would be automatically re-directed to the new “Bowaba”.
4. Another point raised by Mr. Mortaga concerned the project’s position regarding complaints. The document states that a new mechanism is being established for class actions but excludes individual complaints. Dr. Darwish explained that MSAD was already trying to unify various sources of complaints but those efforts were not being funded from the present project and hence were not mentioned in the Project Document. IT WAS AGREED to change the wording to “...and individual complaints of a conceptual nature.”

There was also some discussion as to whether reduction in the numbers of complaints should be an objective or an indicator. The consensus view was “indicator” and it could not be included as an objective or even a deliverable because the source ministries would be responsible for actions that reduce the number of complaints and for reporting on the changes, thus MSAD is a secondary player as far as the results are concerned.

5. Mr. Mortaga’s next comment was about the absence of a pilot for Output C. Dr. Darwish explained that there were already 5 pilots under way and that, as a result of those pilots, it has been possible to obtain official status for a standardized financial automation framework. The financial module of the ERP has been formally approved by the Ministry of Finance and the Central Auditing body. This was a significant achievement because it means project activities are deploying comparable financial reporting across all Ministries. IT WAS AGREED to include a paragraph in the project document explaining that Output C’s activities were preceded by pilot projects.
6. The CAPMAS experience with automated data collection had not been good, according to another comment by Mr. Mortaga. CAMPAS publish monthly industrial production statistics and the system had been set up so that factories would enter their data on their own computers. CAPMAS had failed in their efforts to persuade the managers of factories to do this so CAPMAS still have to send people to each establishment every month to collect the information. The collectors enter the data at CAPMAS local offices and the process is automated from there onwards. He said this example illustrates the very great need for strong efforts by the government for awareness raising regarding the necessity of co-cooperating with automation projects.
7. Concerning the Management section of the document, Mr. Mortaga suggested more frequent meetings but Mr. Sharkawi pointed out that the nominated times were ‘at least’, so if there was any need for additional meetings of the steering committee or management committee due to unusual circumstances, they were permitted by the existing wording of the project document.

Likewise, Dr. Ashraf and Dr. Darwish confirmed that the MSAD management system has ample regular meetings and therefore the number specified in the document would be adequate but they felt it was good to make an explicit link between the timing of meetings and the M&E Unit's activities. IT WAS AGREED that the Monitoring & Evaluation Unit should prepare their reports to coincide with Management Committee meetings.

8. Dr. Darwish and Mr. Vigilante thanked Mr. Mortaga for his careful reading of the document, expressing their pleasure that the project had obviously roused his interest.
9. Mr. Vigilante noted that the text concerning activities and deliverables for Output C did not match. IT WAS AGREED to add each ministry's automation framework to the deliverables.
10. Synchronization of projects: Mr. Vigilante raised the issue of synchronization between several projects that deal with government administrative decentralization and upgrading. He said there was potential for beneficial collaboration between this project and UNDP projects with Egypt Post, MOLD and MCIT and the government's MISR project which is being managed through UNDP as well as with the Civil Service Reform programme that MSAD is running outside of this project. Dr. Darwish confirmed that the present project's capacity building is synchronized with the Civil Service Reform programme, which is a massive capacity building endeavor aiming to upgrade the skills of the younger half of all senior Civil Servants (half of 10,000 = 5,000), starting with 1,000 this year, 2,000 for the next two years and then anticipating ongoing training for about 500 persons a year. The senior civil servants in the 30 pilots would be included in this year's training complement. Dr. Hatem explained the capacity building for more junior persons in the pilot municipalities, saying that 25-30 people from each municipality, most under the age of 30, would receive IT training and application procedures instruction.

MISR- Municipal Initiatives for Strategic Reform- is a village-level decentralization program that Mr. Vigilante suggested should be involved with Output A, particularly as regards municipal capacities for monitoring HDI indications. Similarly, the Ministry of Local Development is heavily involved in activities that have a direct bearing on the present project.

Egypt Post was working with MSAD to have 'e-govt' windows in 150 post offices as a trial for the idea of using EP's vast network of 33,000 outlets for making e-govt services available in remote areas. IT WAS AGREED that the 30 pilot locations for Output A be selected in consultation with the above-named projects to maximize synergistic benefits.

11. Mr. Mortaga said CAPMAS local offices have spare capacity that could be used as outlets for municipal services in remote areas. Dr. Darwish said MSAD had agreements with CAPMAS to supply socio-economic information but he had not previously considered the option of using CAPMAS' decentralized network for distribution of municipal services.
12. Time frame Mr. Vigilante asked if the time-frame of the project could be reduced by a year so that the benefits are available as soon as possible. Dr. Darwish replied that he preferred to be generous with time allowances and then deliver ahead of schedule.
13. Name of project: A short, catchy name should be found for the project in addition to the formal title of the agreement. All meeting participants were asked to think about this and inform Ashraf of any good ideas.

14. Signature Date: IT WAS AGREED that the project was endorsed by the PAC meeting and, subject to completion of the budget and inclusion of the comments agreed for incorporation during this meeting, the project document could proceed to signature. IT WAS AGREED that signature of the Project Document for project 'Supporting the e-government initiative' would take place at MSAD on 30th May at 11 am.

The meeting closed at 12.30 pm.